NOTICE ACCOMPANYING THE ELECTRONIC PROSPECTUS OF MYDCD BERHAD ("MYDCD" OR THE "COMPANY") DATED 26 OCTOBER 2026 ("ELECTRONIC PROSPECTUS")

(Unless otherwise indicated, specified or defined in this notice, the definitions in the Prospectus shall apply throughout this notice)

Website

The Electronic Prospectus can be viewed or downloaded from Bursa Malaysia Securities Berhad's ("**Bursa Securities**") website at www.bursamalaysia.com ("**Website**").

Availability and Location of Paper / Printed Prospectus

Any applicant in doubt concerning the validity or integrity of the Electronic Prospectus should immediately request a paper / printed copy of the Prospectus directly from the Company, TA Securities Holdings Berhad ("**TA Securities**") or Malaysian Issuing House Sdn Bhd. Alternatively, the applicant may obtain a copy of the Prospectus, subject to availability, from participating organisations of Bursa Securities, members of the Association of Banks in Malaysia and members of the Malaysian Investment Banking Association.

Prospective applicants should note that the Application Forms are not available in electronic format.

Jurisdictional Disclaimer

The IPO and the distribution of the Electronic Prospectus are subject to the laws of Malaysia. The Electronic Prospectus will not be distributed outside Malaysia. Bursa Securities, TA Securities and MyDCD have not authorised and take no responsibility for the distribution of the Electronic Prospectus outside Malaysia. No action has been taken to permit any offering of the IPO Shares based on the Electronic Prospectus in any jurisdiction other than Malaysia. Accordingly, the Electronic Prospectus may not be used for the purpose of and does not constitute an offer for subscription or purchase of, or invitation to subscribe for or purchase of the IPO Shares in any jurisdiction or in any circumstance in which such an offer is not authorised or lawful or to any person to whom it is unlawful to make such offer or invitation. Prospective investors who may be in possession of the Electronic Prospectus are required to take note, to inform themselves of and to observe such restrictions.

Close of Application

Applications will be accepted from **10.00 a.m.** on **26 October 2026** and will close at **5.00 p.m.** on **2 November 2026**. Any change to the timetable will be advertised by the Company in a widely circulated Bahasa Malaysia and English daily newspapers within Malaysia, and an announcement of such changes would be made to the Website accordingly.

The Electronic Prospectus made available on the Website after the closing of the application period is made available solely for informational and archiving purposes. No securities will be allotted or issued on the basis of the Electronic Prospectus after the closing of the application period.

Persons Responsible for the Internet Site in which the Electronic Prospectus is Posted

The Electronic Prospectus which is accessible at the Website is owned by Bursa Securities. Users' access to the Website and the use of the contents of the Website and/or any information in whatsoever form arising from the Website shall be conditional upon acceptance of the terms and conditions of use as contained in the Website.

The contents of the Electronic Prospectus are for informational and archiving purposes only and are not intended to provide investment advice of any form or kind, and shall not at any time be relied upon as such.



MYDCD BERHAD

PROSPECTUS

MyDcd

MYDCD BERHAD
(Registration No. 202501030429 (1631841-A))
(Incorporated in Malaysia under the Companies Act 2016)

PROSPECTUS

MyDcd

MYDCD BERHAD

(Registration No. 202501030429 (1631841-A))
(Incorporated in Malaysia under the Companies Act 2016)

INITIAL PUBLIC OFFERING ("IPO") IN CONJUNCTION WITH THE LISTING OF MYDCD BERHAD ("MYDCD" OR "COMPANY") ON THE ACE MARKET OF BURSA MALAYSIA SECURITIES BERHAD ("BURSA SECURITIES") COMPRISING:

(I) PUBLIC ISSUE OF 335,000,000 NEW ORDINARY SHARES IN MYDCD ("SHARES") ("PUBLIC ISSUE SHARES") IN THE FOLLOWING MANNER:

- **89,700,000 PUBLIC ISSUE SHARES MADE AVAILABLE FOR APPLICATION BY THE MALAYSIAN PUBLIC;**
- **36,000,000 PUBLIC ISSUE SHARES MADE AVAILABLE FOR APPLICATION BY THE ELIGIBLE DIRECTORS, EMPLOYEES AND PERSONS WHO HAVE CONTRIBUTED TO THE SUCCESS OF MYDCD AND ITS SUBSIDIARY;**
- **50,710,000 PUBLIC ISSUE SHARES MADE AVAILABLE BY WAY OF PRIVATE PLACEMENT TO SELECTED INVESTORS; AND**
- **158,590,000 PUBLIC ISSUE SHARES MADE AVAILABLE BY WAY OF PRIVATE PLACEMENT TO SELECTED BUMIPUTERA INVESTORS APPROVED BY THE MINISTRY OF INVESTMENT, TRADE AND INDUSTRY ("MITI"),**

(II) OFFER FOR SALE OF 145,000,000 EXISTING SHARES ("OFFER SHARES") IN THE FOLLOWING MANNER:

- **79,340,000 OFFER SHARES MADE AVAILABLE BY WAY OF PRIVATE PLACEMENT TO SELECTED INVESTORS; AND**
- **65,660,000 OFFER SHARES MADE AVAILABLE BY WAY OF PRIVATE PLACEMENT TO SELECTED BUMIPUTERA INVESTORS APPROVED BY THE MITI,**

AT AN IPO PRICE OF RM0.56 PER PUBLIC ISSUE SHARE / OFFER SHARE, PAYABLE IN FULL UPON APPLICATION.

Principal Adviser, Sponsor, Underwriter and Placement Agent

TA SECURITIES
AN UNWAVERING COMMITMENT

TA SECURITIES HOLDINGS BERHAD
(Registration No. 197301001467 (14948-M))
(A Participating Organisation of Bursa Malaysia Securities Berhad)

NO SECURITIES WILL BE ALLOTTED OR ISSUED BASED ON THIS PROSPECTUS AFTER 6 MONTHS FROM THE DATE OF THIS PROSPECTUS.

INVESTORS ARE ADVISED TO READ AND UNDERSTAND THE CONTENTS OF THIS PROSPECTUS. IF IN DOUBT, PLEASE CONSULT A PROFESSIONAL ADVISER.

FOR INFORMATION CONCERNING RISK FACTORS WHICH SHOULD BE CONSIDERED BY PROSPECTIVE INVESTORS, SEE "RISK FACTORS" COMMENCING ON PAGE 210.

BURSA SECURITIES HAS APPROVED OUR IPO AND THIS PROSPECTUS HAS BEEN REGISTERED BY BURSA SECURITIES. THE APPROVAL OF OUR IPO AND REGISTRATION OF THIS PROSPECTUS SHOULD NOT BE TAKEN TO INDICATE THAT BURSA SECURITIES RECOMMENDS THE OFFERING OR ASSUMES RESPONSIBILITY FOR THE CORRECTNESS OF ANY STATEMENT MADE, OPINION EXPRESSED OR REPORT CONTAINED IN THIS PROSPECTUS. BURSA SECURITIES HAS NOT, IN ANY WAY, CONSIDERED THE MERITS OF THE SECURITIES BEING OFFERED FOR INVESTMENT.

BURSA SECURITIES IS NOT LIABLE FOR ANY NON-DISCLOSURE ON THE PART OF THE COMPANY AND TAKES NO RESPONSIBILITY FOR THE CONTENTS OF THIS PROSPECTUS, MAKES NO REPRESENTATION AS TO ITS ACCURACY OR COMPLETENESS, AND EXPRESSLY DISCLAIMS ANY LIABILITY FOR ANY LOSS YOU MAY SUFFER ARISING FROM OR IN RELIANCE UPON THE WHOLE OR ANY PART OF THE CONTENTS OF THIS PROSPECTUS.

THE ACE MARKET OF BURSA SECURITIES ("ACE MARKET") IS AN ALTERNATIVE MARKET DESIGNED PRIMARILY FOR EMERGING CORPORATIONS THAT MAY CARRY HIGHER INVESTMENT RISK WHEN COMPARED WITH LARGER OR MORE ESTABLISHED CORPORATIONS LISTED ON THE MAIN MARKET OF BURSA SECURITIES. THERE IS ALSO NO ASSURANCE THAT THERE WILL BE A LIQUID MARKET IN THE SHARES OR UNITS OF SHARES TRADED ON THE ACE MARKET. YOU SHOULD BE AWARE OF THE RISKS OF INVESTING IN SUCH CORPORATIONS AND SHOULD MAKE THE DECISION TO INVEST ONLY AFTER CAREFUL CONSIDERATION.

THE ISSUE, OFFER OR INVITATION FOR THE OFFERING IS A PROPOSAL NOT REQUIRING APPROVAL, AUTHORISATION OR RECOGNITION OF THE SECURITIES COMMISSION MALAYSIA UNDER SECTION 212(8) OF THE CAPITAL MARKETS AND SERVICES ACT 2007.

THIS PROSPECTUS IS DATED 26 OCTOBER 2026

All defined terms used in this Prospectus are defined under the "Definitions", "Glossary of Technical Terms" and "Our Group's Projects" section commencing on pages v, xiii and xv of this Prospectus respectively.

RESPONSIBILITY STATEMENTS

Our Directors, Promoters and Offerors have seen and approved this Prospectus. They collectively and individually accept full responsibility for the accuracy of the information. Having made all reasonable enquiries, and to the best of their knowledge and belief, they confirm that there are no false or misleading statement or other facts which if omitted, would make any statement in this Prospectus false or misleading.

TA Securities Holdings Berhad, being our Principal Adviser, Sponsor, Underwriter and Placement Agent, acknowledges that, based on all available information and to the best of its knowledge and belief, this Prospectus constitutes a full and true disclosure of all material facts concerning our IPO.

STATEMENTS OF DISCLAIMER

Approval has been granted by Bursa Securities for the listing and quotation of our Shares. Admission to the Official List of Bursa Securities is not to be taken as an indication of the merits of our IPO, our Company or our Shares.

This Prospectus, together with the Application Form, has also been lodged with the Registrar of Companies, who takes no responsibility for its contents.

OTHER STATEMENTS

Investors should note that you may seek recourse under Sections 248, 249, and 357 of the CMSA for breaches of securities laws including any statement in this Prospectus that is false, misleading, or from which there is a material omission; or for any misleading or deceptive act in relation to the Prospectus or the conduct of any other person in relation to our Company.

Our Shares are offered to the public on the premise of full and accurate disclosure of all material information concerning the offering, for which any person set out in Section 236 of the CMSA, is responsible.

Our Shares are classified as Shariah compliant by the Shariah Advisory Council of the SC (as defined herein). This classification remains valid from the date of issue of the Prospectus until the next Shariah compliance review undertaken by the Shariah Advisory Council of the SC. The new status is released in the updated list of Shariah compliant securities, on the last Friday of May and November.

This Prospectus is prepared and published solely in connection with our IPO under the laws of Malaysia. Our Shares are offered in Malaysia on the basis of the information contained and representations made in this Prospectus. Our Company, Directors, Promoters, Offerors and our Principal Adviser, Sponsor, Underwriter and Placement Agent have not authorised anyone to provide any information or to make any representation not contained in this Prospectus. Any information or representation not contained in this Prospectus must not be relied upon as having been authorised by our Company, Directors, Promoters, Offerors, Principal Adviser, Sponsor, Underwriter and Placement Agent, any of their respective directors, or any other persons involved in our IPO.

This Prospectus has not been and will not be made to comply with the laws of any jurisdiction other than Malaysia and has not been and will not be lodged, registered or approved pursuant to or under any applicable securities or equivalent legislation or with/ by any regulatory authority or other relevant body of any jurisdiction other than Malaysia. Accordingly, this Prospectus may not be used for the purpose of and does not constitute an offer for subscription or purchase or invitation to subscribe for or purchase of our Shares in any jurisdiction or in any circumstances in which such an offer is not authorised or is unlawful or to any person to whom it is unlawful to make such offer or invitation.

We will not, prior to acting on any acceptance in respect of our IPO, make or be bound to make any enquiry as to whether you have a registered address in Malaysia and will not accept or be deemed to accept any liability in relation thereto, whether or not any enquiry or investigation is made in connection therewith. It shall be your sole responsibility, if you are or may be subjected to the laws of any countries or jurisdictions other than Malaysia, to consult your legal and/or other professional advisers as to whether your application for our IPO would result in the contravention of any laws of such countries or jurisdictions.

Further, it shall also be your sole responsibility to ensure that your application for our IPO would be in compliance with the terms of our IPO as stated in this Prospectus and the Application Form and would not be in contravention of any laws of countries or jurisdictions other than Malaysia to which you may be subjected to. We will further assume that you have accepted our IPO in Malaysia and will be subject only to the laws of Malaysia in connection therewith. However, we reserve the right, in our absolute discretion, to treat any acceptance as invalid if we believe that such acceptance may violate any law or applicable legal or regulatory requirements.

No action has been or will be taken to ensure that this Prospectus complies with the laws of any country or jurisdiction other than the laws of Malaysia. It shall be your sole responsibility to consult your legal and/or other professional adviser on the laws to which our IPO or you are or might be subjected to. Neither us nor our Principal Adviser nor any other advisers in relation to our IPO shall accept any responsibility or liability in the event that any application made by you shall become illegal, unenforceable, avoidable or void in any country or jurisdiction.

ELECTRONIC PROSPECTUS

This Prospectus can be viewed or downloaded from Bursa Securities' website at www.bursamalaysia.com. The contents of the Electronic Prospectus and the copy of this Prospectus registered with Bursa Securities are the same.

You are advised that the internet is not a fully secured medium and that your Internet Share Application may be subject to risks of problems occurring during data transmission, computer security threats such as viruses, hackers and crackers, faults with computer software and other events beyond the control of the Internet Participating Financial Institutions or Participating Securities Firms. These risks cannot be borne by the Internet Participating Financial Institutions or Participating Securities Firms.

If you are in doubt of the validity or integrity of an Electronic Prospectus, you should immediately request from us, our Principal Adviser or the Issuing House, a paper printed copy of this Prospectus.

In the event of any discrepancies arising between the contents of the Electronic Prospectus and the contents of the paper printed copy of this Prospectus for any reason whatsoever, the contents of the paper printed copy of this Prospectus, which are identical to the copy of the Prospectus registered with Bursa Securities, shall prevail.

In relation to any reference in this Prospectus to third party internet sites (referred to as "**Third-Party Internet Sites**"), whether by way of hyperlinks or by way of description of the Third-Party Internet Sites, you acknowledge and agree that:

(i) we and our Principal Adviser do not endorse and are not affiliated in any way with the Third-Party Internet Sites and are not responsible for the availability of, or the contents or any data, information, files or other material provided on the Third-Party Internet Sites. You shall bear all risks associated with the access to or use of the Third-Party Internet Sites;

(ii) we and our Principal Adviser are not responsible for the quality of products or services in the Third-Party Internet Sites, particularly in fulfilling any of the terms of any of your agreements with the Third-Party Internet Sites. We and our Principal Adviser are also not responsible for any loss, damage or costs that you may suffer or incur in connection with or as a result of dealing with the Third-Party Internet Sites or the use of or reliance on any data, information, files or other material provided by such parties; and

(iii) any data, information, files or other materials downloaded from the Third-Party Internet Sites is done at your own discretion and risk. We and our Principal Adviser are not responsible, liable or under obligation for any damage to your computer systems or loss of data resulting from the downloading of any such data, information, files or other materials.

Where an Electronic Prospectus is hosted on the website of the Internet Participating Financial Institutions or Participating Securities Firms, you are advised that:

(i) the Internet Participating Financial Institutions or Participating Securities Firms are only liable in respect of the integrity of the contents of an Electronic Prospectus, to the extent of the contents of the Electronic Prospectus situated on the web server of the Internet Participating Financial Institutions or Participating Securities Firms which may be viewed via web browser or other relevant software. The Internet Participating Financial Institutions or Participating Securities Firms are not responsible for the integrity of the contents of the Electronic Prospectus which has been downloaded or otherwise obtained from the web server of the Internet Participating Financial Institutions or Participating Securities Firms and subsequently communicated or disseminated in any manner to you or other parties; and

(ii) while all reasonable measures have been taken to ensure the accuracy and reliability of the information provided in an Electronic Prospectus, the accuracy and reliability of the Electronic Prospectus cannot be guaranteed as the internet is not a fully secured medium.

The Internet Participating Financial Institutions or Participating Securities Firms are not liable (whether in tort or contract or otherwise) for any loss, damage or cost, you or any other person may suffer or incur due to, as a consequence of or in connection with any inaccuracies, changes, alterations, deletions or omissions in respect of the information provided in the Electronic Prospectus which may arise in connection with or as a result of any fault or faults with web browsers or other relevant software, any fault or faults on your or any third party's personal computer, operating system or other software, viruses or other security threats, unauthorised access to information or systems in relation to the website of the Internet Participating Financial Institutions or Participating Securities Firms, and/or problems occurring during data transmission, which may result in inaccurate or incomplete copies of information being downloaded or displayed on your personal computer.

INDICATIVE TIMETABLE

The indicative timing of events leading to our Listing are set out below:

Events	Tentative Dates
Issuance of this Prospectus / Opening date of Application	10.00 a.m., 26 October 2026
Closing date of Application	5.00 p.m., 2 November 2026
Balloting of Applications	4 November 2026
Allotment / Transfer of our IPO Shares to successful applicants	12 November 2026
Listing	17 November 2026

In the event of any change to the indicative timetable above, we will advertise the notice of the changes in widely circulated English and Bahasa Malaysia daily newspapers in Malaysia and will make an announcement on Bursa Securities' website.

DEFINITIONS

The following terms in this Prospectus bear the same meaning as set out below unless the term is defined otherwise or the context requires otherwise:

COMPANIES WITHIN OUR GROUP

DCD Technology or Subsidiary	:	DCD Technology Sdn Bhd, the subsidiary of our Company
MyDCD or Company	:	MyDCD Berhad
MyDCD Group or Group	:	Collectively, our Company and DCD Technology

GENERAL

ACE Market	:	ACE Market of Bursa Securities
Acquisition of DCD Technology	:	Acquisition by MyDCD of the entire equity interest in DCD Technology from the vendors of DCD Technology for a purchase consideration of RM72,927,750 which was fully satisfied via the issuance and allotment of 1,458,555,000 new Shares at an issue price of RM0.05 per Share, which was completed on 20 August 2026
Act	:	Companies Act 2016
ADA	:	Authorised Depository Agent
AGM	:	Annual General Meeting
Application	:	Application for IPO Shares by way of Application Form, Electronic Share Application or Internet Share Application
Application Forms	:	Printed application form for the application of our IPO Shares accompanying this Prospectus
ARMC	:	Audit and Risk Management Committee
Atlas CSF	:	Atlas CSF Sdn Bhd
ATM	:	Automated teller machine
Auditors and Reporting Accountants	:	Moore Stephens Associates PLT
Authorised Financial Institutions	:	Authorised financial institutions participating in the Internet Share Application in respect of the payment for the Public Issue Shares
Board	:	Board of Directors of our Company
Bursa Depository	:	Bursa Malaysia Depository Sdn Bhd
Bursa Securities	:	Bursa Malaysia Securities Berhad
C2 Consult	:	C2 Consult Sdn Bhd
CAGR	:	Compound annual growth rate

DEFINITIONS

CCC	:	Certificate of completion and compliance or such certificate by any other name issued by the relevant authority under the Street, Drainage and Building Act 1974 and any by-laws made under it or such relevant legislation applicable at the material time
CCM	:	Companies Commission of Malaysia
CCTV	:	Closed-circuit television
CDS	:	Central Depository System
CEO	:	Chief Executive Officer
CIDB	:	Construction Industry Development Board Malaysia
CIDB Act	:	Construction Industry Development Board Act 1994
CMSA	:	Capital Markets and Services Act 2007
Constitution	:	Constitution of our Company
DC Bina	:	DC Bina Sdn Bhd
DCD's Office	:	3rd Floor, CJ11 Centre, Jalan Impact, Cyber 6, 63000 Cyberjaya, Selangor
Directors	:	Directors of our Company and within the meaning given in Section 2 of the CMSA
DLP	:	Defect liability period
EBITDA	:	Earnings before interest, taxation, depreciation and amortisation
EC	:	Energy Commission
Electronic Prospectus	:	Copy of this Prospectus that is issued, circulated or disseminated via the internet and/or an electronic storage medium
Electronic Share Application	:	Application for IPO Shares through a Participating Financial Institution's ATM
Eligible Parties	:	Collectively, our eligible Directors, eligible employees of our Group and persons who have contributed to the success of our Group
EMS	:	Environmental monitoring system
EPS	:	Earnings per Share
ESG	:	Environmental, social and governance
Financial Periods Under Review	:	Collectively, FYE 2023, FYE 2024, FYE 2025 and FYE 2026
FYE	:	Financial year ended / ending 30 June, as the case may be

DEFINITIONS

GP	:	Gross profit
ICT	:	Information and communications technology
IFRS	:	International Financial Reporting Standards
IMR Report	:	Independent market research report dated 9 October 2026 prepared by Vital Factor
Internet Participating Financial Institutions or Participating Securities Firms	:	Participating financial institutions or participating securities firms for the Internet Share Application
Internet Share Application	:	Application for IPO Shares through an online share application service provided by Internet Participating Financial Institutions or Participating Securities Firms
IPO	:	Initial public offering of our IPO Shares in conjunction with our Listing
IPO Price	:	The price of RM0.56 per IPO Share
IPO Shares	:	Collectively, the Offer Shares and the Public Issue Shares
IRB	:	Inland Revenue Board of Malaysia
ISO	:	International Organisation for Standardisation
Issuing House	:	Malaysian Issuing House Sdn Bhd
IT	:	Information technology
ITP Cjaya	:	ITP Cjaya Sdn Bhd
Key Senior Management	:	Key senior management personnel of our Group comprising Ow Yong Hoong Peen, Ng Gek Khoon, Datin Kwan Siew Peng, Hon Mau Hoong, Lee Kok Sang, Wong Yoke Fang and Rohaizad Bin Othman
kV	:	Kilovolt
LAD	:	Liquidated ascertained damages
LED	:	Light-emitting diode
Listing	:	The admission of MyDCD to the Official List and the listing and quotation of our entire enlarged issued share capital comprising 1,794,000,000 Shares on the ACE Market
Listing Requirements	:	ACE Market Listing Requirements of Bursa Securities
LPD	:	30 September 2026, being the latest practicable date for ascertaining certain information contained in this Prospectus
Malaysian Public	:	Malaysian citizens, companies, co-operatives, societies and institutions incorporated or organised under the laws of Malaysia
Market Day	:	Any day on which Bursa Securities is open for trading of securities

DEFINITIONS

MCCG	:	Malaysian Code on Corporate Governance issued by the SC
MEPF	:	Mechanical, electrical, plumbing, and fire protection
MFRS	:	Malaysian Financial Reporting Standards
MITI	:	Ministry of Investment, Trade and Industry
MOF	:	Ministry of Finance
MW	:	Megawatt
MyDCD Shares or Shares	:	Ordinary shares in our Company
MyIPO	:	Intellectual Property Corporation of Malaysia
MyMeta Solutions	:	MyMeta Solutions Sdn Bhd
NA	:	Net assets
Offer for Sale	:	Offer for sale by the Offerors of the Offer Shares at our IPO Price
Offer Shares	:	145,000,000 existing Shares, representing 8.08% of our enlarged total number of issued Shares to be offered by the Offerors pursuant to the Offer for Sale
Offerors	:	Collectively, Ng Kok Hoong, Datin Kwan Siew Peng, Ng Gek Khoon, Yew Kim Keong, Khairil Husni Azri Bin Mohd Hashim, Ngooi Siew Luan, Hon Mau Hoong and Wong Kok Fong, being the offerors for the Offer for Sale
Official List	:	A list specifying all securities which have been admitted for listing on the ACE Market
Participating Financial Institutions	:	Participating financial institutions for the Electronic Share Application
Participating Securities Firms	:	Participating securities firms for the Internet Share Application
PAT	:	Profit after taxation
PBT	:	Profit before taxation
PE multiple	:	Price-to-earnings multiple
Pink Form Allocations	:	Allocation of 36,000,000 Pink Form Shares to our Eligible Parties
Pink Form Shares	:	36,000,000 Public Issue Shares made available for application by the Eligible Parties

DEFINITIONS

Placement Shares	:	Collectively, 145,000,000 Offer Shares and 209,300,000 Public Issue Shares available for application by way of private placement to selected investors and selected Bumiputera investors approved by MITI
Promoters	:	Collectively, Ng Kok Hoong, Yew Kim Keong, Ng Gek Khoon and Datin Kwan Siew Peng
Prospectus	:	This prospectus dated 26 October 2026 issued by our Company
Prospectus Guidelines	:	Prospectus Guidelines issued by the SC
Public Issue	:	Public issue of 335,000,000 Public Issue Shares at our IPO Price comprising: (i) 89,700,000 Public Issue Shares made available for application by the Malaysian Public via balloting; (ii) 36,000,000 Public Issue Shares made available for application by Eligible Parties; (iii) 50,710,000 Public Issue Shares made available by way of private placement to selected investors; and (iv) 158,590,000 Public Issue Shares made available by way of private placement to selected Bumiputera investors approved by the MITI
Public Issue Shares	:	335,000,000 new Shares, representing approximately 18.68% of our enlarged total number of issued Shares to be issued pursuant to the Public Issue
Record of Depositors	:	A record of securities holders established by Bursa Depository under the Rules of Bursa Depository
Rules of Bursa Depository	:	The rules of Bursa Depository as issued pursuant to the SICDA
SAC	:	Shariah Advisory Council of the SC
SC	:	Securities Commission Malaysia
Share Registrar	:	Boardroom Share Registrars Sdn Bhd
SICDA	:	Securities Industry (Central Depositories) Act, 1991
SLA	:	Service Level Agreement
Specified Shareholders	:	Collectively, Ng Kok Hoong, Yew Kim Keong, Ng Gek Khoon and Datin Kwan Siew Peng
sq. ft.	:	Square feet
SSL Dev	:	SSL Dev Sdn Bhd
SST	:	Sales and service tax

DEFINITIONS

TA Securities or Principal Adviser or Sponsor or Placement Agent or Underwriter	:	TA Securities Holdings Berhad
UAP Solutions	:	UAP Solutions Sdn Bhd
Underwriting Agreement	:	Underwriting agreement dated 8 October 2026 between our Company and TA Securities
Vital Factor or IMR	:	Vital Factor Consulting Sdn Bhd
YA	:	Year of assessment

CURRENCY

JPY	:	Japanese yen
RM and sen	:	Ringgit Malaysia and sen, the lawful currency of Malaysia
SGD	:	Singapore dollar
USD	:	United States dollar

MAJOR CUSTOMERS OF OUR GROUP

We are unable to disclose the identity of certain major customers in this Prospectus, as the respective major customers have not agreed to our request for consent for such disclosure in the Prospectus. The following are details of our major customers whose names have been redacted for confidentiality throughout this Prospectus:

Customer A Group : Customer A Group comprises 4 private limited companies incorporated and operating in Malaysia with common directors, and ultimately held by a private limited company incorporated in Singapore, as follows:

(i) Customer A1 is principally involved in combined office administrative service activities;

(ii) Customer A2 is principally involved in the rental of premises with computer site facilities, for provision of computer site facilities and infrastructure services;

(iii) Customer A3 is principally an investment holding company and involved in rental of premises with computer site facilities and infrastructure services; and

(iv) Customer A4 is principally involved in the provision of infrastructure for hosting, data processing services and related activities.

The holding company of the 4 private limited companies is principally involved in investment holding. In financial year ended 31 December 2025, the holding company reported a revenue of USD156.84 million (RM671.38 million at USD1 = RM4.2807), with total assets of USD4.35 billion (RM18.64 billion at USD1 = RM4.2807), and net assets of USD1.85 billion (RM7.91 billion at USD1 = RM4.2807).

Customer B Group : Customer B Group comprises 2 private limited companies incorporated and operating in Malaysia, which are subsidiaries of a Japanese multinational information technology services provider that was previously listed on the Tokyo Stock Exchange until September 2025, as follows:

(i) Customer B1 is principally involved in the provision of infrastructure for hosting, data processing services and related activities, as well as computer facilities management activities; and

(ii) Customer B2 is principally involved in the supply and installation of telecommunication equipment and the provision of telecommunication services and market research services relating to the local telecommunications industry.

The holding company of the 2 private limited companies is principally involved in the provision of telecommunication services, system integration, network system services, global data centre services, and other related ICT solutions. In financial year ended 31 March 2026, the holding company reported a revenue of JPY14.41 trillion (RM435.27 billion at JPY100 = RM3.0206), with total assets of JPY46.72 trillion (RM1,411.22 billion at JPY100 = RM3.0206), and net assets of JPY9.73 trillion (RM293.90 billion at JPY100 = RM3.0206).

DEFINITIONS

Customer C	:	Customer C is a private limited company incorporated and operating in Malaysia, and is principally involved in the provision of construction, installation of facilities and building services as a contractor. It is part of a global engineering solutions provider and engineering, procurement and construction (EPC) contractor, which is a private limited company headquartered in Stuttgart, Germany and with a global presence.
Customer D	:	Customer D is a private limited company incorporated and operating in Malaysia, and is principally involved in the manufacture and sales of computer systems and related products, import and distribute computers, software and accessories, information infrastructure products and services and operation of a global business support centre for outsourced services. Customer D is a subsidiary of an American multinational technology company headquartered in Round Rock, Texas, United States, which was previously listed on the New York Stock Exchange until October 2013, and re-listed on the New York Stock Exchange in 2018. The holding company is principally involved in providing broad and innovative technology solutions relating to data and artificial intelligence. In financial year ended 30 January 2026, the holding company reported a revenue of USD113.54 billion (RM486.03 billion at USD1 = RM4.2807), with total assets of USD101.29 billion (RM433.59 billion at USD1 = RM4.2807), and net assets with deficits of USD2.47 billion (RM10.57 billion at USD1 = RM4.2807).
Customer E	:	A financial institution incorporated and operating in Malaysia which is listed on the Main Market of Bursa Securities, and principally engaged in all aspects of commercial banking business and in the provision of related services. In financial year ended 30 June 2026, the company reported interest income of RM8.83 billion, with total assets of RM328.41 billion, and net assets of RM41.79 billion.

GLOSSARY OF TECHNICAL TERMS

This glossary contains explanation of certain terms used in this Prospectus in connection with our Group and business. The terminologies and their meanings may not correspond to the standard industry meanings or usage of these terms.

Air conditioning and mechanical ventilation (ACMV)	:	The ACMV system in data centres is an integrated system of air conditioning and mechanical ventilation equipment that controls air temperature, humidity, and airflow to ensure the optimal and continuous operation of ICT equipment
Computer room air conditioning (CRAC) units	:	CRAC units are specialised cooling systems designed for data centres to maintain the optimal environmental conditions for ICT equipment. They regulate temperature, humidity, and airflow to ensure the reliable operation of critical systems. These units often use a direct expansion (DX) cycle, which involves the use of refrigerant to directly cool the air. In the DX cycle, the refrigerant absorbs heat from the air inside the data centre, causing the refrigerant to evaporate. The heat is then transferred to the outside environment, and the refrigerant is compressed and condensed, ready to cool the air again in a continuous loop. This efficient process helps maintain a stable environment for sensitive ICT infrastructure
Containment systems	:	Containment systems refer to physical barriers, such as walls, doors, partitions, or ceiling panels, that are designed to separate hot and cold air streams within a data centre's ICT hall. These systems are strategically implemented to improve cooling efficiency by preventing the mixing of hot exhaust air from servers with the cold supply air. By isolating the hot and cold aisles, containment systems help maintain consistent temperatures, enhance airflow management, and reduce energy consumption, ultimately optimising the cooling process and improving the overall efficiency of the data centre
Corrective maintenance	:	Corrective maintenance refers to maintenance activities performed in response to an unexpected equipment failure or breakdown. The primary goal is to restore the system or equipment to full functionality as quickly as possible, minimising downtime and disruptions to operations
Critical infrastructure for data centres	:	Critical infrastructure for data centres refers to the MEPF (mechanical, electrical, plumbing, and fire protection) systems, along with supporting systems, that ensure continuous power, cooling, connectivity, and safety for ICT equipment and operations. These systems are designed with built-in redundancy, resiliency, and comprehensive monitoring to guarantee high availability, operational efficiency, and minimal downtime, ensuring the uninterrupted functioning of the data centre
Data centre	:	A data centre is a specialised facility that houses and manages an organisation’s critical ICT infrastructure, including servers, processors, storage and networking equipment, and other essential components. These facilities are designed to ensure the security, reliability, and availability of the systems they support, providing a controlled environment for storing, processing, receiving and transmitting data

GLOSSARY OF TECHNICAL TERMS

Electrical systems	:	In a data centre, electrical systems refer to the infrastructure that receives power from external sources and distributes it to end-user premises and equipment. This includes both primary power sources (such as the power grid) and redundant sources (such as backup generators and uninterruptible power supplies). These systems ensure a continuous, reliable, and safe supply of electricity to critical operations, including cooling, fire protection, pumps, and mechanical systems, thereby maintaining the stability and uninterrupted operation of the data centre
Fire protection system	:	A fire protection system in a data centre refers to a critical component of the facility's mechanical systems, designed to protect or minimise damage to ICT equipment and infrastructure. It achieves this through early detection of fires, rapid suppression to minimise damage, and effective compartmentalisation to prevent the spread of fire. These measures are essential for ensuring the safety and continuity of operations within the data centre
Mechanical systems	:	It refers to the systems in a data centre that are primarily focused on thermal management. This includes cooling systems such as Computer Room Air Conditioning (CRAC) units and chillers, as well as ventilation systems. These systems work together to ensure optimal airflow, regulate temperature, and efficiently remove heat, thereby supporting reliable and consistent equipment performance
MEPF subsystems	:	In the context of this Prospectus, it refers to a smaller set of components, typically fewer than three, within the overall MEPF system, each designed to perform a specific function
MEPF systems	:	In the context of this Prospectus, MEPF systems refer to the integrated infrastructure of mechanical, electrical, plumbing, and fire protection systems that are essential for supporting and maintaining the operation of ICT equipment in a data centre. These systems work together to ensure the safe, efficient, and continuous functioning of the facility
Plumbing/process utility	:	It refers to the systems within the data centre that are part of the mechanical infrastructure. This includes pumps and piping used to circulate chilled water to cooling units and heat exchangers, ensuring efficient thermal management. Additionally, it supports fire protection systems
Preventive maintenance	:	It refers to maintenance that is carried out according to schedule to ensure that machinery, equipment, and systems are functioning properly and efficiently, and to identify and address issues before they escalate and cause breakdown
Supporting systems	:	In the context of this Prospectus, it refers to devices, components and systems that support the operations of data centres. It typically includes security and access control systems, building management systems, ICT equipment racking system, and fuel storage
Uninterruptible power supply (UPS)	:	In a data centre, UPS is a crucial device that provides instant, temporary battery backup power when the main electricity fails, preventing data loss, hardware damage, and service interruptions by ensuring continuous operation of critical ICT equipment

OUR GROUP'S PROJECTS

Further details of our on-going projects and completed projects during the Financial Periods Under Review and up to the LPD are set out in **Sections 7.6.4, 7.6.5, 7.7.2** and **7.7.3** of this Prospectus.

ON-GOING PROJECTS

Data Centre B1 Subsystem Project	:	Supply, delivery, installation, testing and commissioning of UPS system for a data centre in Kuala Lumpur
Data Centre B1 Subsystem Project 3	:	Supply, delivery, installation, testing and commissioning of electrical and mechanical systems for a data centre in Cyberjaya
Data Centre CJ11 Integrated Project 2	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Cyberjaya
Data Centre CJ11 Subsystem Project	:	Supply, delivery, installation, testing and commissioning of electrical and fire protection systems for a data centre in Cyberjaya
Data Centre EX3 Integrated Project 1	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Bukit Jalil
Data Centre EX3 Integrated Project 2	:	Supply, delivery, installation, testing and commissioning of mechanical, electrical and plumbing systems for a data centre in Bukit Jalil
Data Centre EX3 Integrated Project 3	:	Supply, delivery, installation, testing and commissioning of mechanical, electrical and fire protection systems for a data centre in Bukit Jalil
Data Centre LX7 Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Petaling Jaya
Data Centre PX5 Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Kuala Lumpur
Data Centre PX6 Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Kuala Lumpur
Enterprise Data Centre Upgrade Project	:	Supply, delivery, installation, testing and commissioning of a data centre containment solution for an enterprise data centre modernisation project in Petaling Jaya
IT Enterprise Data Centre 3 Subsystem Project	:	Supply, delivery, installation, testing and commissioning of cooling system for a data centre in Cyberjaya

OUR GROUP'S PROJECTS

COMPLETED PROJECTS

Bursa Enterprise Data Centre Subsystem Project	:	Supply, delivery, installation, testing and commissioning of UPS system and batteries for data centre enhancement in Kuala Lumpur
Data Centre A14 Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya
Data Centre A2 and A3 Integrated Project 1	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Cyberjaya
Data Centre A2 and A3 Integrated Project 2	:	Supply, delivery, installation, testing and commissioning of data centre fit-out at a data centre in Cyberjaya
Data Centre A2 Integrated Project	:	Supply, delivery, installation, testing and commissioning of data centre fit-out at data centres in Cyberjaya
Data Centre A3 Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya
Data Centre B1 Subsystem Project 2	:	Supply, delivery, installation, testing and commissioning of battery system for a data centre in Cyberjaya
Data Centre B4 Subsystem Project 2	:	Supply, delivery, installation, testing and commissioning of UPS system and batteries in a data centre in Cyberjaya
Data Centre B4 Subsystem Project 3	:	Supply, delivery, installation, testing and commissioning of UPS system for a data centre in Cyberjaya
Data Centre B4A Subsystem Project	:	Supply, delivery, installation, testing and commissioning of UPS system and batteries in a data centre in Cyberjaya
Data Centre B5 Integrated Project 1	:	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya
Data Centre B5 Integrated Project 2	:	Supply, delivery, installation, testing and commissioning of mechanical systems, electrical systems, and fire protection systems for a data centre in Cyberjaya
Data Centre B5 Integrated Project 3	:	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya
Data Centre B6 Integrated Project 1	:	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya
Data Centre B6 Integrated Project 2	:	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya
Data Centre CBJ6 Integrated Project	:	Supply, installation, testing, and commissioning of electrical systems, ACMV systems, and fire protection systems for a data centre in Cyberjaya
Data Centre CJ11 Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for the office and data centre in Cyberjaya

OUR GROUP'S PROJECTS

Data Centre CJ12 Integrated Project	:	Supply, delivery, installation, testing and commissioning of Phase 1 mechanical and electrical services and data centre fit-out at a data centre in Cyberjaya
Data Centre CJ12 Integrated Project 2	:	Supply, delivery, installation, testing and commissioning of Phase 2 mechanical and electrical services and data centre fit-out at a data centre in Cyberjaya
Data Centre EX1 and EX2 Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Bukit Jalil
Data Centre EX2 Integrated Project	:	Supply, delivery, installation, testing and commissioning of mechanical, electrical and plumbing systems for a data centre in Bukit Jalil
Enterprise Data Centre Subsystem Project	:	Supply, delivery, installation, testing and commissioning of mechanical systems for an enterprise data centre in Kuala Lumpur
Finexus Data Centre Integrated Project	:	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Kuala Lumpur and Cyberjaya
Hyperscale Data Centre Subsystem Project	:	Supply, delivery, installation, testing and commissioning of generator set for a hyperscale data centre in Sungai Buloh
IT Enterprise Data Centre 1 Subsystem Project	:	Supply, delivery, installation, testing and commissioning of chilled water fan wall systems in a data centre in Cyberjaya
IT Enterprise Data Centre 2 Subsystem Project 1	:	Supply, delivery, installation, testing and commissioning of mechanical and electrical system upgrade for a data centre in Cyberjaya
IT Enterprise Data Centre 2 Subsystem Project 2	:	Supply, delivery, installation, testing and commissioning of precision cooling system upgrade for a data centre in Cyberjaya
IT Enterprise Data Centre 2 Subsystem Project 3	:	Supply, delivery, installation, testing and commissioning of a new cooling tower for a data centre in Cyberjaya
IT Enterprise Data Centre 2 Subsystem Project 4	:	Supply, delivery, installation, testing and commissioning of UPS and power conditioning systems in a data centre in Cyberjaya
IT Enterprise Data Centre 2 Subsystem Project 5	:	Supply, delivery, installation, testing and commissioning of battery system for a data centre in Cyberjaya

PRESENTATION OF FINANCIAL AND OTHER INFORMATION

All references to "MyDCD" or "our Company" in this Prospectus are to MyDCD Berhad, while references to "MyDCD Group" or "our Group" are to our Company and our subsidiary taken as a whole. All references to "we", "us", "our" and "ourselves" in this Prospectus are to our Company or our Group or any member of our Group and where the context otherwise requires, unless otherwise stated. All references to "you" are to our prospective investors. Unless the context otherwise requires, references to "Management" are to our Key Senior Management as disclosed in this Prospectus and statements as to our beliefs, expectations, estimates and opinions are those of our Management.

Certain abbreviations, acronyms and technical terms used in this Prospectus are defined in the "Definitions", "Glossary of Technical Terms" and "Our Group's Projects" sections of this Prospectus. Words denoting the singular shall, where applicable, include the plural and vice versa and words importing the masculine gender shall, where applicable, include the feminine and neuter genders and vice versa. Reference to persons shall include companies and corporations.

In this Prospectus, reference to the "Government" are to the Government of Malaysia and references to "RM" and "sen" are to the lawful currency of Malaysia. Any reference to provisions of the statutes, rules, regulations, enactments or rules of stock exchange in this Prospectus shall (where the context admits), be construed as reference to provisions of such statutes, rules, regulations, enactments or rules of stock exchange (as the case may be) as modified by any written law or (if applicable) amendments or re-enactment to the statutes, rules, regulations, enactments or rules of stock exchange for the time being in force.

Any reference to a date and time in this Prospectus shall be a reference to a date and time in Malaysia, unless otherwise stated.

Certain numbers presented in this Prospectus have been rounded off to the nearest hundredth, thousand or million or 2 decimal places. Any discrepancies in the tables between the amounts listed and the totals in this Prospectus are due to rounding adjustments.

If there are any discrepancies or inconsistencies between the English and Bahasa Malaysia versions of this Prospectus, the English version shall prevail.

The information on our website or any website directly or indirectly linked to our website does not form part of this Prospectus and you should not rely on such information for the purposes of your decision whether or not to invest in our Shares.

This Prospectus includes statistical data provided by our Management and various third parties and cites third-party projections regarding growth and performance of the market and industry in which our Group operates in or is exposed to. This data is taken or derived from information published by industry sources and from our internal data. In each such case, the source is stated in this Prospectus, provided that where no source is stated, it can be assumed that the information originated from us.

In particular, certain information in this Prospectus is extracted or derived from the IMR Report prepared by Vital Factor (as defined in this Prospectus), the independent business and market research consultants. We have appointed Vital Factor to provide an independent market and industry review. In compiling its data for the review, Vital Factor had relied on its research methodology, industry sources, published materials, its private databases and direct contacts within the industry. We believe that the information on the industry and other statistical data and projections cited in this Prospectus are useful in helping you to understand the major trends in the industry in which we operate.

Furthermore, third-party projections cited in this Prospectus are subject to significant uncertainties that could cause actual data to differ materially from the projected figures. We cannot give any assurance that the projected figures will be achieved and you should not place undue reliance on the statistical data and third-party projections cited in this Prospectus.

FORWARD-LOOKING STATEMENTS

This Prospectus contains forward-looking statements. All statements other than statements of historical facts included in this Prospectus, including, without limitation, those regarding our financial position, business strategies, plans and objectives of our Group for future operations, and prospects are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties, contingencies and other factors which may cause our actual results, performance or achievements, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding our present and future business strategies and the environment in which we will operate in the future. Such forward-looking statements reflect our management's current view with respect to future events and do not guarantee future performance.

Forward-looking statements can be identified by the use of forward-looking terminology such as the words "may", "will", "would", "could", "believe", "expect", "anticipate", "intend", "estimate", "aim", "plan", "forecast" or similar expressions and include all statements that are not historical facts.

Such forward-looking statements include, without limitation, statements relating to:

(i) our future overall business development and operations;

(ii) our future financial position, earnings, cash flow and liquidity;

(iii) our business strategies, trends and competitive position and the effect of such competition;

(iv) our plans and objectives for future operations;

(v) our ability to pay future dividends; and

(vi) the general industry environment, including the demand and supply for our services.

Our actual results may differ materially from information contained in such forward-looking statements as a result of a number of factors beyond our control, including, without limitation:

(i) general economic, business, social, political and investment environment in Malaysia and globally; and

(ii) government policy, legislation and regulation.

Additional factors that could cause our actual results, performance or achievements to differ materially include, but are not limited to, those discussed in "Risk Factors" and the "Management's Discussion and Analysis of Financial Condition and Results of Operations" section of this Prospectus. We cannot give any assurance that the forward-looking statements made in this Prospectus will be realised. Such forward-looking statements are based on information available to us as at the LPD.

In light of these uncertainties, the inclusion of such forward-looking statements should not be regarded as a representation or warranty by us or our advisers that such plans and objectives will be achieved.

Should we become aware of any subsequent material change or development affecting matters disclosed in this Prospectus arising from the date of registration of this Prospectus but before the date of allotment / transfer of the IPO Shares, we shall further issue a supplemental or replacement prospectus, as the case may be, in accordance with provision of Section 238(1) of the CMSA and Paragraph 1.02, Chapter 1 of Part II (Division 6 on Supplementary and Replacement Prospectus) of the Prospectus Guidelines.

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1. CORPORATE DIRECTORY

BOARD OF DIRECTORS

Name	Designation	Nationality	Address
Ow Yong Min Che (M)	Non-Independent Non-Executive Chairman	Malaysian	B-13A-06, Residensi Park Regent, 8 Jalan Residen 2, Desa Parkcity, 52200 Kuala Lumpur, Wilayah Persekutuan
Mohd Hashim Bin Abdullah (M)	Non-Independent Non-Executive Director	Malaysian	No. 6, Jalan Camar 6/2C, Seksyen 6, 40000 Shah Alam, Selangor
Yew Kim Keong (M)	Non-Independent Non-Executive Director	Malaysian	Unit B-22-01, Jendela Residences – KLGCC Resort, Jalan Bukit Kiara 1, Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan
Goh Tee Khiong (M)	Independent Non-Executive Director	Malaysian	7, Jalan SS 22/46, Damansara Jaya, 47400 Petaling Jaya, Selangor
Krishnavenee A/P Krishnan (F)	Independent Non-Executive Director	Malaysian	22A, Jalan Setia Tropika U13/18K, Setia Eco Park, 40170 Shah Alam, Selangor
Rosidah Binti Baharom (F)	Independent Non-Executive Director	Malaysian	18, Jalan Prima Saujana 5/4, Saujana Villa, 43000 Kajang, Selangor
Tan Hooi Ling (F)	Independent Non-Executive Director	Malaysian	No. 2A, Jalan Polis U1/55, Seksyen U1, Temasya Suria, 40150 Shah Alam, Selangor

Notes:
(M) refers to male

(F) refers to female

1. CORPORATE DIRECTORY

AUDIT AND RISK MANAGEMENT COMMITTEE

Name	Designation	Directorship
Goh Tee Khiong	Chairman	Independent Non-Executive Director
Krishnavenee A/P Krishnan	Member	Independent Non-Executive Director
Rosidah Binti Baharom	Member	Independent Non-Executive Director

NOMINATION AND REMUNERATION COMMITTEE

Name	Designation	Directorship
Tan Hooi Ling	Chairperson	Independent Non-Executive Director
Krishnavenee A/P Krishnan	Member	Independent Non-Executive Director
Rosidah Binti Baharom	Member	Independent Non-Executive Director

1. CORPORATE DIRECTORY

COMPANY SECRETARIES : **Cospec Management Services Sdn Bhd**
(Registration No. 199301023725 (278463-H))

Third Floor, No. 73, 75, 77, 79 & 81
Jalan SS21/60
Damansara Utama
47400 Petaling Jaya
Selangor

Telephone No. : +603-7725 1777

Tea Sor Hua
(CCM Practising Certificate No. 201908001272)
Professional Qualification : Malaysian Association of Company Secretaries ("**MACS**")
Membership No.: MACS 01324

Lee Xiang Yee
(CCM Practising Certificate No. 202408000069)
Professional Qualification : Malaysian Institute of Chartered Secretaries and Administrators ("**MAICSA**")
Membership No.: MAICSA 7068124

REGISTERED OFFICE : Third Floor, No. 77, 79 & 81
Jalan SS21/60
Damansara Utama
47400 Petaling Jaya
Selangor

Telephone No. : +603-7725 1777
Email : info@cospec.com.my

HEAD OFFICE : 3rd Floor, CJ11 Centre
Jalan Impact, Cyber 6
63000 Cyberjaya
Selangor

Telephone No. : +603-8318 0049
Email : enquiry@dcdtech.com.my
Website : www.dcdtech.com.my

PRINCIPAL ADVISER, SPONSOR, UNDERWRITER AND PLACEMENT AGENT : **TA Securities Holdings Berhad**
(Registration No. 197301001467 (14948-M))

29th Floor, Menara TA One
22, Jalan P. Ramlee
50250 Kuala Lumpur

Telephone No. : +603-2072 1277

1. CORPORATE DIRECTORY

SOLICITORS FOR THE IPO	:	**Ong Eu Jin Partnership** Unit 9-1, Level 9, Wisma Mont Kiara 1, Jalan Kiara, Mont Kiara 50480 Kuala Lumpur Telephone No. : +603-6206 2053
AUDITORS AND REPORTING ACCOUNTANTS	:	**Moore Stephens Associates PLT** (LLP0000963-LCA & AF002096) Unit 3.3A, 3rd Floor, Surian Tower No. 1 Jalan PJU 7/3, Mutiara Damansara 47810 Petaling Jaya Selangor Telephone No. : +603-7728 1033 Partner-in-charge : Tan Kei Hui Approval No. : 03429/04/2027 J Professional Qualification : Chartered Accountant
INDEPENDENT BUSINESS AND MARKET RESEARCH CONSULTANTS	:	**Vital Factor Consulting Sdn Bhd** (Registration No. 199301012059 (266797-T)) V Square @ PJ City Centre (VSQ) Block 6 Level 6, Jalan Utara 46200 Petaling Jaya Selangor Telephone No. : +603-7931 3188 Partner-in-charge : Wooi Tan Qualification : Master of Business Administration from the University of Technology, Sydney, Australia Bachelor of Science from the University of New South Wales, Australia Fellow of the Australian Marketing Institute, and the Australian Institute of Management
SHARE REGISTRAR	:	**Boardroom Share Registrars Sdn Bhd** (Registration No. 199601006647 (378993-D)) 11th Floor, Menara Symphony No. 5, Jalan Prof. Khoo Kay Kim Seksyen 13, 46200 Petaling Jaya Selangor Telephone No. : +603-7890 4700

1. CORPORATE DIRECTORY

ISSUING HOUSE	:	**Malaysian Issuing House Sdn Bhd** (Registration No. 199301003608 (258345-X)) 11th Floor, Menara Symphony No. 5, Jalan Prof. Khoo Kay Kim Seksyen 13, 46200 Petaling Jaya Selangor Telephone No. : +603-7890 4700
LISTING SOUGHT	:	ACE Market
SHARIAH STATUS	:	Approved by the SAC

2. APPROVALS AND CONDITIONS

2.1 APPROVALS AND CONDITIONS

2.1.1 Bursa Securities

Bursa Securities had, vide its letter dated 10 June 2026, approved our Listing. The approval from Bursa Securities is subject to the following conditions:

No.	Details of conditions imposed	Status of compliance
(i)	Submission of the following information with respect to the moratorium on the shareholdings of the specified shareholders to Bursa Depository: (a) Name of shareholders; (b) Number of shares; and (c) Date of expiry of the moratorium for each block of shares.	To be complied
(ii)	Approvals from other relevant authorities have been obtained for implementation of the Listing;	Complied
(iii)	The Bumiputera equity requirements for public listed companies as approved / exempted by the SC including any conditions imposed thereon;	Complied
(iv)	Make the relevant announcements pursuant to Paragraphs 8.1 and 8.2 of Guidance Note 15 of the Listing Requirements;	To be complied
(v)	Furnish to Bursa Securities a copy of the schedule of distribution showing compliance with the public shareholding spread requirements based on the entire enlarged issued share capital of the Company at least 1 market day prior to the Listing date;	To be complied
(vi)	Furnish to Bursa Securities a confirmation of compliance with Paragraph 2.2(b)(ii)(aa) of Guidance Note 10 of the Listing Requirements by all the Directors at least 2 market days prior to the Listing date;	To be complied
(vii)	In relation to the public offering to be undertaken by the Company, please announce at least 2 market days prior to the Listing date, the result of the offering including the following: (a) Level of subscription of public balloting and placement; (b) Basis of allotment / allocation; (c) A table showing the distribution for placement tranche as per the format prescribed by Bursa Securities; and (d) Disclosure of placees who become substantial shareholders of the Company arising from the public offering, if any. TA Securities must ensure that the overall distribution of the Company's securities is properly carried out to mitigate any disorderly trading in the secondary market; and	To be complied
(viii)	MyDCD / TA Securities to furnish Bursa Securities with a written confirmation of its compliance with the terms and conditions of Bursa Securities' approval upon the admission of the Company to the Official List of the ACE Market.	To be complied

2. APPROVALS AND CONDITIONS

2.1.2 SC

Our IPO is an exempt transaction under Section 212(8) of the CMSA and is therefore not subject to the approval of the SC.

The SC had, vide its letter dated 11 June 2026, approved our application under the Bumiputera equity requirement for public listed companies pursuant to our Listing, subject to the following conditions:

No.	Details of conditions imposed	Status of compliance
(i)	MyDCD allocating shares equivalent to 12.5% of its enlarged number of issued Shares upon Listing to Bumiputera investors to be approved by the MITI; and	To be complied
(ii)	MyDCD is to make available at least 50% of the Shares offered to the Malaysian public investors via balloting to Bumiputera public investors.	To be complied

2.1.3 MITI

The MITI had, via its letter dated 6 February 2026, agreed to our Listing.

2. APPROVALS AND CONDITIONS

2.2 MORATORIUM ON OUR SHARES

As at the date of submission of our listing application in relation to our IPO to Bursa Securities, our Group had met the quantitative criteria for admission to the Main Market of Bursa Securities. Accordingly, pursuant to Rule 3.19(1A)(b) of the Listing Requirements at the time of submission, a moratorium will be imposed on the sale, transfer or assignment of the Shares held by our Specified Shareholders for a period of 6 months from the date of our admission to the Official List ("**Moratorium Period**").

The details of the Shares held by our Specified Shareholders which will be subject to moratorium are as follows:

	Moratorium shares	
Specified Shareholders	**No. of Shares**	**(1)%**
Ng Kok Hoong	361,243,000	20.14
Datin Kwan Siew Peng	295,760,000	16.49
Ng Gek Khoon	289,192,000	16.11
Yew Kim Keong	151,064,000	8.42
Total	**1,097,259,000**	**61.16**

Note:
(1) Based on our enlarged total number of 1,794,000,000 Shares after our IPO.

The moratorium has been fully accepted by our Specified Shareholders, who have provided written undertakings that they will not sell, transfer or assign their shareholdings in MyDCD under moratorium during the Moratorium Period.

In addition, our other shareholders who hold Shares prior to our IPO ("**Other Shareholders**") have voluntarily provided their written undertakings not to sell, transfer or assign their shareholdings in MyDCD during the Moratorium Period as follows:

Shareholders	**No. of Shares**	**(1)%**
Khairil Husni Azri Bin Mohd Hashim	65,678,000	3.66
Ngooi Siew Luan	65,678,000	3.66
Hon Mau Hoong	45,979,000	2.56
Wong Kok Fong	39,406,000	2.20
Total	**216,741,000**	**12.08**

Note:
(1) Based on our enlarged total number of 1,794,000,000 Shares after our IPO.

The moratorium restrictions are specifically endorsed on the share certificates representing those Shares under moratorium held by our Specified Shareholders and the Other Shareholders to ensure that our Share Registrar will not register any sale, transfer or assignment that contravenes such restrictions.

3. PROSPECTUS SUMMARY

THIS PROSPECTUS SUMMARY ONLY HIGHLIGHTS THE KEY INFORMATION FROM OTHER PARTS OF THIS PROSPECTUS. IT DOES NOT CONTAIN ALL THE INFORMATION THAT MAY BE IMPORTANT TO YOU. YOU SHOULD READ AND UNDERSTAND THE CONTENTS OF THE WHOLE PROSPECTUS PRIOR TO DECIDING ON WHETHER TO INVEST IN OUR SHARES.

3.1 PRINCIPAL DETAILS OF OUR IPO

Details relating to our IPO as derived from the full text of this Prospectus are as follows:

	Public Issue		Offer for Sale		Total	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(1)%
Malaysian Public (via balloting)						
- Non-Bumiputera	44,850,000	2.50	-	-	44,850,000	2.50
- Bumiputera	44,850,000	2.50	-	-	44,850,000	2.50
	89,700,000	**5.00**	**-**	**-**	**89,700,000**	**5.00**
Eligible Parties	**36,000,000**	**2.01**	**-**	**-**	**36,000,000**	**2.01**
Private placement						
- Selected investors	50,710,000	2.83	79,340,000	4.42	130,050,000	7.25
- Selected Bumiputera investors approved by the MITI	158,590,000	8.84	65,660,000	3.66	224,250,000	12.50
	209,300,000	**11.67**	**145,000,000**	**8.08**	**354,300,000**	**19.75**
Total	**335,000,000**	**18.68**	**145,000,000**	**8.08**	**480,000,000**	**26.76**

Enlarged total number of Shares upon Listing	**1,794,000,000**
IPO Price	**RM0.56**
Market capitalisation (calculated based on our IPO Price and enlarged total number of Shares upon Listing)	**RM1,004,640,000**

Note:
(1) Based on our enlarged total number of 1,794,000,000 Shares after our IPO.

Further details of our IPO are set out in **Section 4.3** of this Prospectus. As at the date of submission of our listing application in relation to our IPO to Bursa Securities, our Group had met the quantitative criteria for admission to the Main Market of Bursa Securities. Accordingly, pursuant to Rule 3.19(1A)(b) of the Listing Requirements at the time of submission, a moratorium will be imposed on the sale, transfer or assignment of the Shares held by our Specified Shareholders for a period of 6 months from the date of our admission to the Official List ("**Moratorium Period**"). In addition, our other shareholders who hold Shares prior to our IPO have voluntarily provided their written undertakings not to sell, transfer or assign their shareholdings in our Company during the Moratorium Period. Further details of the moratorium on our Specified Shareholders and other shareholders are set out in **Section 2.2** of this Prospectus.

3.2 OUR GROUP STRUCTURE AND BUSINESS MODEL

Our Company was incorporated in Malaysia on 4 July 2025 under the Act as a private limited company under the name of MyDCD Sdn Bhd. On 19 November 2025, our Company was converted into a public limited company and adopted our present name of MyDCD Berhad.

Our Company is an investment holding company. Through our subsidiary, DCD Technology, we specialise in integrating mechanical, electrical, plumbing, and fire protection (MEPF) systems and subsystems for critical infrastructure, with a particular focus on data centres. We provide end-to-end integration of the following systems, where we manage the entire process, including engineering support, supply and installation, as well as testing and commissioning of the following systems:

(i) **Mechanical (M)** system in a data centre focuses on thermal management through cooling systems like computer room air conditioning units and chillers, alongside ventilation to ensure optimal airflow, temperature regulation, and the removal of heat for reliable equipment performance.

(ii) **Electrical (E)** system provides the backbone for power distribution, including primary and redundant power sources, to support cooling, fire protection, pumps, and mechanical systems.

(iii) **Plumbing/process utility (P)** system, which is part of mechanical systems, includes pumps and piping for circulating chilled water to cooling units and heat exchangers, ensuring efficient cooling. It also supports fire protection systems.

(iv) **Fire protection (F)** system, a key component of mechanical systems in a data centre, protects critical ICT equipment and infrastructure through early detection, rapid suppression, and effective compartmentalisation.

(v) **Supporting systems** that ensure the operations, safety, and facility management of data centres, typically include security and access control systems, building management systems, and fuel storage and distribution.

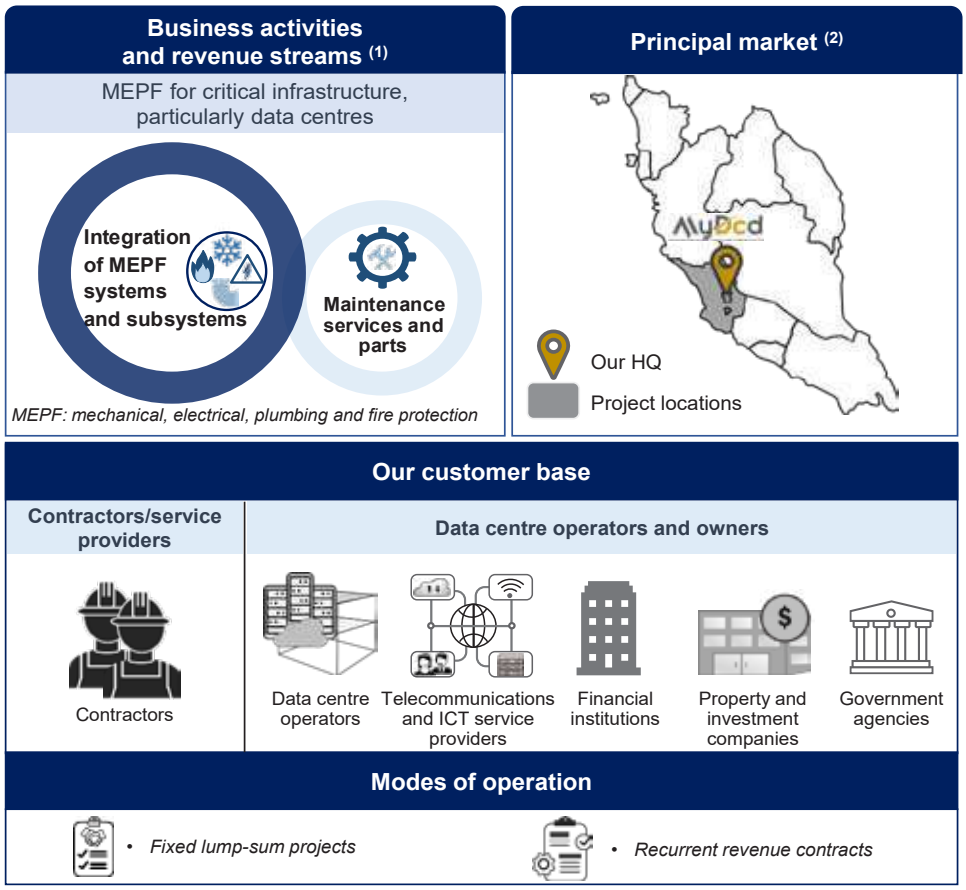
Each system works together to ensure optimal operation and reliability of a data centre. In addition to delivering multi-system integration, we also undertake MEPF subsystem works, providing supply and installation of single or related subsystems based on project requirements. An MEPF subsystem refers to a smaller set of components, typically fewer than three, within the overall MEPF system, each designed to perform a specific function.

We also provide the following types of maintenance services:

(i) **Corrective maintenance**, which involves responding to equipment faults, breakdowns, or malfunctions by carrying out repairs or component replacements to restore systems to their normal operating condition.

(ii) **Preventive maintenance**, which consists of scheduled inspections, testing, servicing, and part replacements to reduce the likelihood of equipment failure, extend asset lifespan, and ensure continued compliance with performance standards and safety requirements.

Our business model is illustrated as follows:



3. PROSPECTUS SUMMARY

Notes:

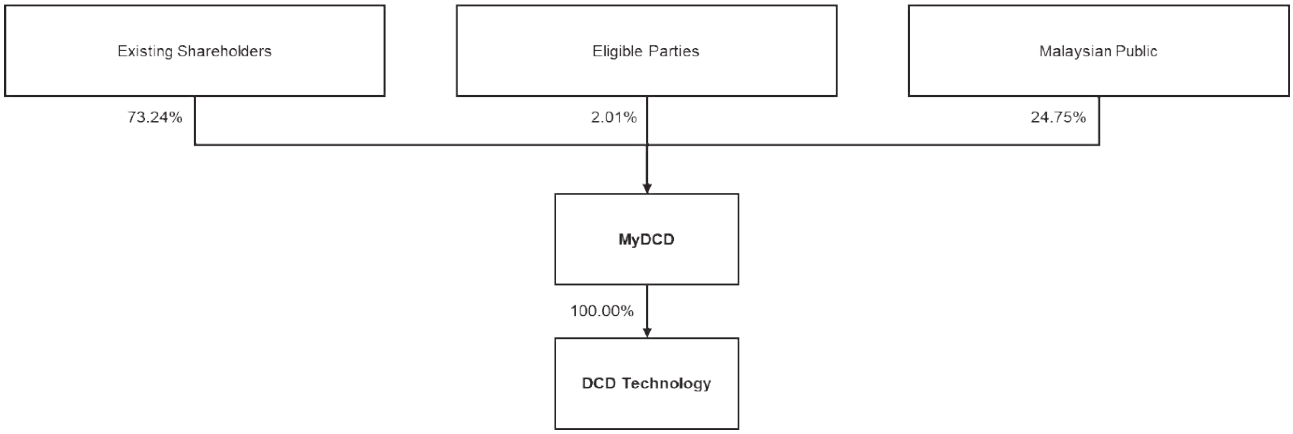
(1) For the Financial Periods Under Review, our revenue was primarily derived from the integration of MEPF for data centres, which accounted for 92.20%, 91.69%, 95.64% and 97.02% of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively.

(2) For the Financial Periods Under Review, 99.32%, 99.52%, 99.84% and 99.87% of our revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively, were derived from our projects located in Klang Valley, including Selangor and Kuala Lumpur.

Further details of our Group's business overview are set out in **Section 7.2** of this Prospectus.

Our Group's corporate structure after the IPO is as follows:

Existing Shareholders	%
Ng Kok Hoong	20.14
Datin Kwan Siew Peng	16.49
Ng Gek Khoon	16.11
Yew Kim Keong	8.42
Khairil Husni Azri Bin Mohd Hashim	3.66
Ngooi Siew Luan	3.66
Hon Mau Hoong	2.56
Wong Kok Fong	2.20
Total	**73.24**



Further details of our Group are set out in **Section 6** of this Prospectus.

3.3 COMPETITIVE STRENGTHS

Our Group's competitive strengths are summarised as follows:

(i) **With a track record of approximately 15 years in integrating MEPF systems for critical infrastructure, particularly data centres, we are well-positioned to capitalise on opportunities in the expanding data centre construction sector.** Over the Financial Periods Under Review and up to the LPD, we have successfully completed the integration of MEPF systems and subsystems for data centres, with a total project value of RM1.35 billion. Our track record in data centre MEPF integration fosters credibility and establishes us as a trusted service provider for our customers. This reputation gives us an advantage in securing new projects. Our experience, supported by a proven track record of successful project completions, assures prospective customers of our capabilities and the quality of our services. This established reputation serves as a valuable reference and also provides us with a strong foundation for continued growth and future business expansion.

(ii) **We provide comprehensive integration of MEPF systems for Tier I to Tier IV data centres, demonstrating our capabilities and reliability.** We offer end-to-end integration of MEPF systems for data centres across all classifications ensuring the highest standards of reliability, performance, and compliance with industry requirements. Our capabilities enable us to oversee the entire lifecycle of MEPF systems, from procurement and installation to testing, commissioning, and ongoing maintenance. By managing every phase of the project, we ensure seamless execution and coordination, eliminating the risks associated with miscommunication between multiple contractors and suppliers. As a result, we can better manage timelines, budgets, and minimise the likelihood of unforeseen challenges, ensuring a smoother and more efficient project delivery.

(iii) **We work with contractors/service providers as well as data centre operators and owners to enhance market penetration, ensuring we effectively target and serve our customer base.** This strategy enables us to access a broader customer base, diversify our project portfolio and increase our addressable market. Through our engagement with contractors/service providers, we operate as a specialist contractor, providing the supply, installation, testing, and commissioning of integrated MEPF systems, as well as subsystems. We secure projects directly from data centre operators and enterprise owners across various sectors, including telecommunications and ICT service providers, financial institutions, and government bodies. This approach allows us to meet diverse customer demands while reinforcing our presence and expanding our opportunities for sustained business growth.

(iv) **We have subsisting contracts that provide consistent revenue streams, offering visibility and stability in the near to mid-term.** As at the LPD, we currently maintain an order book at RM1.32 billion including RM1.27 billion from the integration of MEPF systems and subsystems in data centres, as well as RM53.08 million from maintenance projects. It ensures a predictable revenue pipeline over the near to mid-term, as a significant portion of this amount is expected to be recognised as revenue in the coming financial years (FYE 2027 to FYE 2032). Moreover, the order book reflects the sustained demand for our services, demonstrating the strength of our customer relationships and the ongoing execution of multiple projects. Additionally, the size of our order book helps to mitigate the risks posed by market fluctuations. It ensures that we can maintain a steady workload and financial performance, even in uncertain market conditions.

(v) **Our data centre MEPF integration contributes directly to ESG by delivering energy-efficient and sustainable data centres.** There is growing recognition of the importance of ESG practices, particularly in reducing carbon emissions and minimising energy consumption and water usage. Data centres require substantial power and cooling systems to maintain operations. In collaboration with our third-party equipment suppliers and design engineers, we ensure that these centres operate in an environmentally responsible and sustainable manner. Our key focus areas for improving data centre environmental performance include energy efficiency, water conservation and sustainable solutions. By providing integrated MEPF solutions that contribute to ESG goals, we offer a clear advantage to our customers. This strengthens our market position and also supports the long-term sustainability of both our customers and our business.

Further details of our competitive strengths are set out in **Section 7.4** of this Prospectus.

3.4 BUSINESS STRATEGIES AND PLANS

Our Group's business strategies and plans are summarised as follows:

(i) **We intend to expand our operational resources.** We will continue to focus on our core business as an integrator of MEPF systems for data centres, leveraging our expertise to capitalise on potential opportunities in Malaysia and drive business growth. To support this, we plan to expand our operational resources, which will enable us to enhance both our capacity for growth and our operational efficiency. The key areas of focus include project, sales and marketing team, technical team and maintenance team. We will also continue to invest in training and upskilling of our employees including technical training and certifications for specialised disciplines. This is to enhance the competencies of our employees, and to ensure that our employees remain aligned with the industry best practices including workplace safety and regulatory compliance.

In addition, part of our plans to support our expansion of resources and business growth, we intend to rent an additional office in Cyberjaya, with an estimated built-up area of approximately 25,000 sq. ft. As at the LPD, we have yet to identify a location for our new office.

(ii) **We intend to enhance the use of digital technology in our operations.** We plan to develop a centralised Enterprise Resource Planning (ERP) system to streamline our business processes and support our growth. The new ERP system will be designed to improve operational efficiency and ensure seamless integration across all departments. Key modules of the planned ERP system will include project management, procurement, finance and human resources. To support this digital transformation, we will also upgrade our ICT infrastructure, including software subscriptions and configuration, and support, as well as the purchase of ICT hardware. These enhancements will enable system upgrades and improvements, which strengthen our operational effectiveness.

In addition, we plan to upgrade the teleconferencing facilities in our training room to support more effective hybrid and remote learning. This will complement our employee development initiatives, which include technical training and certifications for specialised disciplines.

Further details of our Group's business strategies and plans are set out in **Section 7.22** of this Prospectus.

3.5 RISK FACTORS

YOU SHOULD CAREFULLY CONSIDER, IN ADDITION TO THE OTHER INFORMATION CONTAINED ELSEWHERE IN THIS PROSPECTUS, THE FOLLOWING RISK FACTORS THAT MAY HAVE A SIGNIFICANT IMPACT ON THE FUTURE PERFORMANCE OF OUR GROUP BEFORE INVESTING IN OUR SHARES.

The following is a summary of the key risks relating to the business operations of our Group:

(i) **Our business and financial performance depend on our ability to secure new projects consistently and we may not be able to maintain the same level of growth in the future.** A significant portion of our revenue is derived from the integration of MEPF systems and subsystems, primarily through fixed lump-sum contracts or confirmed purchase orders for specific projects. Our revenue from project-based lump sum contracts and order-based services accounted for 92.20% (RM172.12 million), 91.69% (RM165.87 million), 95.64% (RM355.76 million) and 97.02% (RM646.18 million) of our total revenue for FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. These revenues are typically non-recurring. Once completed, these projects do not generate repeat business; thus, our financial sustainability heavily depends on our ability to secure new contracts to continually replenish our order book. To sustain and grow our business, we regularly submit proposals and quotations to potential clients in an effort to secure new projects. However, there can be no assurance that these efforts will consistently result in awarded contracts or that we will be able to secure sufficient contracts to maintain growth. Our ability to win new contracts is also influenced by factors beyond our control, including market conditions, competition, client priorities, and economic cycles.

(ii) **Our business is dependent on the performance of user industries, mainly the data centre industry in Malaysia, and any slowdown may adversely affect our business sustainability and financial performance.** As an integrator of critical data centre infrastructure, our business performance is closely tied to the growth and investment cycles of the data centre industry in Malaysia. For the Financial Periods Under Review, the majority of our revenue was derived from data centre infrastructure integration, namely MEPF systems and subsystems. Specifically, these services accounted for 92.20%, 91.69%, 95.64% and 97.02% of our total revenue in FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. As such, our business operations and financial performance are highly dependent on the performance of the data centre sector. A slowdown or decline in this sector, particularly within Malaysia, could significantly affect our business sustainability and future growth prospects, which in turn could negatively impact our business and financial results.

(iii) **We face risks from customer concentration and dependency on certain major customers, and the loss of any one of these customers may affect our financial performance.** We face customer concentration risks where a large portion of our total revenue during the respective Financial Periods Under Review was derived from a small group of customers. The customer concentration risks mainly arise from the project-based nature of our business and the sizeable contract values of our projects. During the Financial Periods Under Review, our revenue was mainly derived from projects undertaken for our top three major customers, resulting in a concentration of revenue among the top three major customers.

In addition, we are dependent on certain major customers, namely Customer A Group, Customer B Group and Binastra Builders Sdn Bhd by virtue of their revenue contribution for the Financial Periods Under Review. Revenue contribution from Customer A Group accounted for 52.23% (RM97.51 million), 38.69% (RM69.99 million) and 9.77% (RM36.35 million) of our total revenue for the FYE 2023, FYE 2024 and FYE 2025 respectively. Revenue contribution from Customer B Group accounted for 8.23% (RM15.36 million), 42.85% (RM77.53 million), 17.31% (RM64.40 million) and 5.37% (RM35.79 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. Revenue contribution from Binastra Builders Sdn Bhd accounted for 4.24% (RM7.68 million), 61.68% (RM229.46 million) and 85.36% (RM568.52 million) of our total revenue for FYE 2024, FYE 2025 and FYE 2026, respectively. In the event that the contracts from these customers are reduced, suspended, or terminated and not replaced promptly, it will adversely affect our profitability and financial performance.

Notwithstanding our established business relationship with these major customers, there is no assurance that we will be able to retain them in the future, nor can we assure that we can maintain or increase our current level of sales with these customers. If there are any adverse changes in our business relationship with these major customers, including reduction or cancellation of contracts/orders, or termination of our business dealings, this could adversely affect our business and financial performance. There is also the risk that we may not be able to promptly secure new customers to replace the loss of sales from any one of these major customers, which could also adversely affect our business and financial performance.

(iv) Our business and financial performance may be materially impacted if we experience delays in the implementation or completion of our projects, encounter significant reductions in the scope of our projects, or face early termination or suspension of work. We are required to meet specific milestones and delivery timelines, particularly for integration projects involving critical data centre infrastructure. Any delays in meeting these timelines could lead to a negative impact on our financial performance. For instance, delayed revenue recognition may occur if project milestones are postponed, which can impact our cash flow and financial reporting. Additionally, delays may result in project cost overruns, which would affect our overall profitability. Moreover, customers may reduce the scope of our work or terminate contracts if timelines are not met, which could negatively impact our financial performance and potentially result in the loss of future business opportunities. Some of our contracts include provisions for performance penalties, such as liquidated ascertained damages (LAD), which we may incur if a project is completed later than the agreed-upon completion date or beyond any allowed extension of time. These penalties, if applied, would have a materially adverse impact to our financial performance and may reduce our profitability. Furthermore, delays in project delivery could harm our relationships with customers, damage our market reputation, and hinder our ability to secure future projects.

During the Financial Periods Under Review and up to the LPD, we have experienced a material descoping for a project in Cyberjaya, resulting from certain areas of the project not meeting the customer's expectations. Following the scope adjustments, the proposed adjusted contract value is RM87.20 million, compared to the original RM111.21 million. Save for the above, we do not experience any material reductions in the scope of work, early terminations, or suspensions for any of our projects. However, there is no assurance that such challenges will not arise in the future.

(v) We may not be able to invoice and receive the full amount of contract assets for our projects. Our data centre critical infrastructure integration projects recognise revenue based on the percentage of work completed or services performed. Depending on the terms of each contract, we typically submit progress claims and reports to our customers in accordance with the work's progress. These progress claims are subject to validation or certification by the customers or their representatives. Once validated or approved, we issue invoices for progress payments based on the approved claims, which correspond to the percentage of work completed.

Our contract assets represent the value of work performed that has not yet reached the point where we can invoice our customers for the completed work. There is generally a timing difference between the completion of contract work, the submission of our payment application, the issuance of payment certificates by our customers, and the subsequent issuance of invoices and receipt of payment from our customers. Our contract assets were RM53.57 million, RM63.39 million, RM154.13 million and RM147.47 million as at FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. There is no assurance that we will be able to bill and receive the full amount of contract assets, as disagreements may arise with our customers regarding the value of work completed. If we are unable to bill and collect the full amount of contract assets, our financial performance, position, and liquidity could be materially and adversely affected.

Further details of our Group's risk factors are set out in **Section 9** of this Prospectus.

3. PROSPECTUS SUMMARY

3.6 DIRECTORS AND KEY SENIOR MANAGEMENT

Our Directors and Key Senior Management, whose profiles are set out in **Section 5.1.3, 5.2.2** and **5.4.2** of this Prospectus, are as follows:

Name	Designation
Directors	
Ow Yong Min Che	Non-Independent Non-Executive Chairman
Mohd Hashim Bin Abdullah	Non-Independent Non-Executive Director
Yew Kim Keong	Non-Independent Non-Executive Director
Goh Tee Khiong	Independent Non-Executive Director
Krishnavenee A/P Krishnan	Independent Non-Executive Director
Rosidah Binti Baharom	Independent Non-Executive Director
Tan Hooi Ling	Independent Non-Executive Director
Key Senior Management	
Ow Yong Hoong Peen	CEO
Ng Gek Khoon	Key Accounts Director
Datin Kwan Siew Peng	Human Resource and Finance Director
Hon Mau Hoong	Project and Sales Director
Lee Kok Sang	Engineering Director
Wong Yoke Fang	Finance Manager
Rohaizad Bin Othman	Project Manager

3.7 USE OF PROCEEDS

The Public Issue is expected to raise gross proceeds of approximately RM187.60 million for our Group, which shall be used in the following manner:

No.	Purpose	Estimated timeframe for utilisation from the date of Listing	Public Issue proceeds	
			RM'000	%
(i)	Expansion in business operations	Within 36 months	39,900	21.27
(ii)	Working capital	Within 24 months	134,000	71.43
(iii)	Enhancement of IT systems	Within 36 months	5,000	2.66
(iv)	Estimated listing expenses	Within 3 months	8,700	4.64
Total			**187,600**	**100.00**

Further details of the use of proceeds are set out in **Section 4.8** of this Prospectus.

3.8 DIVIDEND POLICY

Our Group presently does not have a fixed dividend policy. Our Group's ability to distribute dividends or make other distributions to our shareholders is subject to various factors, such as profits recorded and excess of funds not required to be retained for working capital of our business.

The actual dividend that our Board may recommend or declare in any particular financial year or period will be subject to various factors such as our cash flows, profits, return on equity and retained earnings, our expected results of operations and future level of operations and our projected levels of capital expenditure and other investment plans.

The payment and amount of any dividends or distributions to our shareholders will be at the discretion of our Board and will depend on the factors stated above (which may not be exhaustive). There is no assurance as to whether the dividend distribution will occur as intended, the amount of dividend payment or timing of such payment.

3. PROSPECTUS SUMMARY

The following table sets out the dividends declared and paid by our Group for the Financial Periods Under Review and up to the LPD:

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000	1 July 2026 and up to the LPD RM'000
Dividends declared and paid[1]	-	-	55,000	-	-
PAT	16,780	20,021	39,486	66,796	-
Dividend payout ratio[2]	-	-	139.29%	-	-

Notes:
(1) The dividends were funded entirely from internally generated funds.
(2) Computed based on dividends declared divided by PAT.

Our Company does not intend to declare any further dividend prior to our Listing.

Kindly refer to **Section 9.3** of this Prospectus for risks relating to investments in our Shares and **Section 12.16** of this Prospectus for detailed information of our dividends declared and paid as well as dividend policy.

3.9 FINANCIAL AND OPERATIONAL HIGHLIGHTS

The table below sets out a summary of our Group's key financial highlights for the Financial Periods Under Review:

	Audited			
	FYE 2023	FYE 2024	FYE 2025	FYE 2026
	RM'000	RM'000	RM'000	RM'000
Revenue	186,684	180,907	371,985	666,029
Cost of sales	(155,256)	(145,053)	(310,959)	(566,182)
GP	**31,428**	**35,854**	**61,026**	**99,847**
Other income	443	787	3,711	4,418
Selling and distribution expenses	(678)	(726)	(710)	(1,033)
Administrative expenses	(8,575)	(9,013)	(10,861)	(13,884)
Other expenses	(214)	(87)	(515)	*
Profit from operations	**22,404**	**26,815**	**52,651**	**89,348**
Finance costs	(150)	(51)	(452)	(589)
Share of result in an associate	9	(2)	3	-
PBT	**22,263**	**26,762**	**52,202**	**88,759**
Taxation	(5,483)	(6,741)	(12,716)	(21,963)
PAT / Total comprehensive income attributable to owners of the Company	**16,780**	**20,021**	**39,486**	**66,796**
EBITDA	22,771	27,003	52,788	90,542
GP margin (%)	16.83	19.82	16.41	14.99
PBT margin (%)	11.93	14.79	14.03	13.33
PAT margin (%)	8.99	11.07	10.61	10.03
Number of Shares assumed in issue[1] ('000)	1,794,000	1,794,000	1,794,000	1,794,000
Basic / Diluted EPS[2] (sen)	0.94	1.12	2.20	3.72

3. PROSPECTUS SUMMARY

	Audited			
	FYE 2023 RM'000	**FYE 2024 RM'000**	**FYE 2025 RM'000**	**FYE 2026 RM'000**
Non-current assets	1,683	1,429	8,390	6,737
Current assets	125,184	186,608	333,355	375,415
Total assets	**126,867**	**188,037**	**341,745**	**382,152**
Non-current liabilities	339	194	9,211	6,974
Current liabilities	58,091	99,385	259,591	234,993
Total liabilities	**58,430**	**99,579**	**268,802**	**241,967**
Total equity	**68,437**	**88,458**	**72,943**	**140,185**
Net cash from operating activities	16,981	25,346	9,648	23,864
Net cash from investing activities	186	752	338	185
Net cash from / (used in) financing activities	8,268	(9,689)	(41,698)	(16,076)
Net increase / (decrease) in cash and cash equivalents	**25,435**	**16,409**	**(31,712)**	**7,973**
Cash and cash equivalents at beginning of the financial year	9,589	35,024	51,433	19,721
Cash and cash equivalents at end of the financial year	**35,024**	**51,433**	**19,721**	**27,694**

Note:
* Less than RM1,000

(1) Based on the enlarged total number of 1,794,000,000 Shares in issue after our IPO.

(2) Computed based on our PAT attributable to owners of the Company over the enlarged total number of 1,794,000,000 Shares after our IPO. The diluted EPS is equivalent to the basic EPS as our Company does not have any outstanding convertible securities during the Financial Periods Under Review.

For the Financial Periods Under Review, our revenue contribution by business activities is provided in the table below:

	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
Business activities	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
Integration of MEPF for data centres	**172,115**	**92.20**	**165,873**	**91.69**	**355,760**	**95.64**	**646,182**	**97.02**
- Integrated systems	155,165	83.12	155,353	85.87	330,864	88.95	619,761	93.05
- Subsystems	16,950	9.08	10,520	5.82	24,896	6.69	26,421	3.97
Provision of maintenance services and parts	**14,569**	**7.80**	**15,034**	**8.31**	**16,225**	**4.36**	**19,847**	**2.98**
Total	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

Our top 5 major customers contributed approximately 93.38%, 92.30%, 94.21% and 98.12% of our Group's total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively.

As at the LPD, our Group's orderbook stood at RM1.32 billion.

Further details of our financial information are set out in **Section 12** of this Prospectus.

3. PROSPECTUS SUMMARY

3.10 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

The details of our Promoters' and substantial shareholders' shareholdings in our Company before and after our IPO are as follows:

Name	Nationality	Before our IPO				After our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Promoters and substantial shareholders									
Ng Kok Hoong	Malaysian	401,103,000	27.49	-	-	361,243,000	20.14	-	-
Yew Kim Keong	Malaysian	167,734,000	11.50	-	-	151,064,000	8.42	-	-
Ng Gek Khoon	Malaysian	321,102,000	22.00	-	-	289,192,000	16.11	-	-
Datin Kwan Siew Peng	Malaysian	328,400,000	22.51	-	-	295,760,000	16.49	-	-
Substantial shareholders									
Khairil Husni Azri Bin Mohd Hashim	Malaysian	72,928,000	5.00	-	-	65,678,000	3.66	-	-
Ngooi Siew Luan	Malaysian	72,928,000	5.00	-	-	65,678,000	3.66	-	-
Mohd Hashim Bin Abdullah	Malaysian	-	-	(3)72,928,000	5.00	-	-	(3)65,678,000	3.66

Notes:
(1) Based on the enlarged total number of 1,459,000,000 Shares after the Acquisition of DCD Technology but before our IPO.

(2) Based on the enlarged total number of 1,794,000,000 Shares after our IPO.

(3) Deemed interested by virtue of the Shares held by his son, Khairil Husni Azri Bin Mohd Hashim in our Company pursuant to Section 59(11)(c) of the Act.

Further details of our Promoters and substantial shareholders are set out in **Section 5.1** of this Prospectus.

4. DETAILS OF OUR IPO

4.1 OPENING AND CLOSING OF APPLICATION

The Application period will open at 10.00 a.m. on 26 October 2026 and will remain open until 5.00 p.m. on 2 November 2026. **LATE APPLICATIONS WILL NOT BE ACCEPTED**.

4.2 INDICATIVE TIMETABLE

The indicative timing of events leading to our Listing are set out below:

Events	Tentative Dates
Issuance of this Prospectus / Opening date of Application	10.00 a.m., 26 October 2026
Closing date of Application	5.00 p.m., 2 November 2026
Balloting of Applications	4 November 2026
Allotment / transfer of our IPO Shares to successful applicants	12 November 2026
Listing	17 November 2026

In the event of any change to the indicative timetable above, we will advertise the notice of the changes in widely circulated English and Bahasa Malaysia daily newspapers in Malaysia and make an announcement on Bursa Securities' website.

4.3 PARTICULARS OF OUR IPO

Our IPO is subject to the terms and conditions of this Prospectus. Upon acceptance, our IPO Shares are expected to be allocated in the manner described below, subject to the clawback and reallocation provisions as set out in **Section 4.3.4** of this Prospectus.

	No. of IPO Shares	(1)%
Public Issue		
- Malaysian Public via balloting	89,700,000	5.00
- Eligible Parties	36,000,000	2.01
- Private placement to selected investors	50,710,000	2.83
- Private placement to Bumiputera investors approved by the MITI	158,590,000	8.84
Total Public Issue Shares	**335,000,000**	**18.68**
Offer for Sale		
- Private placement to selected investors	79,340,000	4.42
- Private placement to Bumiputera investors approved by the MITI	65,660,000	3.66
Total Offer Shares	**145,000,000**	**8.08**
Total	**480,000,000**	**26.76**

Note:
(1) Based on our enlarged total number of 1,794,000,000 Shares after our IPO.

4. DETAILS OF OUR IPO

The basis of allocation of our IPO Shares shall take into account the desirability of distributing our IPO Shares to a reasonable number of applicants to broaden the shareholding base of our Company to meet the public spread requirements, and to establish a liquid and adequate market for our Shares. Applicants will be selected in a fair and equitable manner to be determined by our Board.

To the best of our knowledge and belief:

(i) there is no person who intends to subscribe for more than 5% of our IPO Shares; and

(ii) save for the Pink Form Allocations made available for application by the Eligible Parties, none of our substantial shareholders, Directors or members of our Key Senior Management have indicated to our Company that they intend to subscribe for our IPO Shares.

4.3.1 Public Issue

A total of 335,000,000 Public Issue Shares, representing approximately 18.68% of our enlarged total number of Shares, will be made available at the IPO Price in the following manner:

(i) Malaysian Public via balloting

89,700,000 Public Issue Shares, representing approximately 5.00% of our enlarged total number of Shares, will be made available for application by the Malaysian Public via balloting, of which 50.00% is to be set aside for Bumiputera investors. Any Public Issue Shares not subscribed by Bumiputera investors will be made available for application by the Malaysian Public through balloting.

(ii) Eligible Parties

36,000,000 Pink Form Shares, representing approximately 2.01% of our enlarged total number of Shares, will be made available for application by our Eligible Parties.

A summary of the allocation of the Pink Form Shares to our Eligible Parties is set out below:

		Number of Eligible Parties	Aggregate number of Public Issue Shares allocated
(a)	Eligible Directors	5	1,837,500
(b)	Eligible employees of our Group	70	15,037,500
(c)	Persons who have contributed to our success	230	19,125,000
Total		**305**	**36,000,000**

The above allocation is subject to the Eligible Parties subscribing to their respective allocations. The entitlements which are not accepted by certain Eligible Parties will be reallocated to the other Eligible Parties at the discretion of our Board.

4. DETAILS OF OUR IPO

(a) Allocation to eligible Directors

The criteria for allocation to our eligible Directors are based on, amongst others, their roles and responsibilities as well as anticipated contribution to our Group.

The number of Pink Form Shares to be allocated to our eligible Directors are as follows:

Name	Designation	Number of Pink Form Shares allocated
Ow Yong Min Che	Non-Independent Non-Executive Chairman	450,000
Goh Tee Khiong	Independent Non-Executive Director	400,000
Krishnavenee A/P Krishnan	Independent Non-Executive Director	187,500
Rosidah Binti Baharom	Independent Non-Executive Director	400,000
Tan Hooi Ling	Independent Non-Executive Director	400,000
Total		**1,837,500**

Yew Kim Keong (our Non-Independent Non-Executive Director) has opted not to participate in the Pink Form Allocations as he is our Promoter, substantial shareholder and Offeror.

Mohd Hashim Bin Abdullah (our Non-Independent Non-Executive Director) has opted not to participate in the Pink Form Allocations as his son, Khairil Husni Azri Bin Mohd Hashim is our substantial shareholder and Offeror.

(b) Allocation to eligible employees of our Group

The criteria for allocation to our eligible employees (as approved by our Board) are based on, among others, the following factors:

- the eligible employee must be a full-time and confirmed employee of at least 18 years of age and on the payroll of our Group; and

- the number of Pink Form Shares allocated to our eligible employees are based on their seniority, position, length of service and other factors deemed relevant by our Board.

4. DETAILS OF OUR IPO

The number of Pink Form Shares allocated under this category is inclusive of the allocation to our Key Senior Management set out as follows:

Name	Designation	Number of Pink Form Shares allocated
Ow Yong Hoong Peen	CEO	6,000,000
Lee Kok Sang	Engineering Director	500,000
Wong Yoke Fang	Finance Manager	500,000
Rohaizad Bin Othman	Project Manager	500,000
Total		**7,500,000**

Ng Gek Khoon (our Promoter, substantial shareholder and Key Accounts Director), Datin Kwan Siew Peng (our Promoter, substantial shareholder and Human Resource and Finance Director) and Hon Mau Hoong (our Project and Sales Director) have opted not to participate in the Pink Form Allocation as they are our Offerors.

(c) Allocation to persons who have contributed to our success

The criteria for allocation to persons who have contributed to our success (as approved by our Board) are based on, among others, their contribution and support to the growth of our Group as well as the length of their relationship with us. The persons who have contributed to the success of our Group include our customers, suppliers, contractors and business associates.

(iii) Private placement to selected investors

50,710,000 Public Issue Shares, representing approximately 2.83% of our enlarged total number of Shares, will be made available by way of private placement to selected investors.

(iv) Private placement to selected Bumiputera investors approved by the MITI

158,590,000 Public Issue Shares, representing approximately 8.84% of our enlarged total number of Shares, will be made available by way of private placement to selected Bumiputera investors approved by the MITI.

4. DETAILS OF OUR IPO

4.3.2 Offer for Sale

A total of 145,000,000 Offer Shares, representing 8.08% of our enlarged total number of Shares, are offered by our Offerors at the IPO Price, and is subject to terms and conditions stated in this Prospectus. The Offer Shares will be made available by way of private placement in the following manner:

(i) 79,340,000 Offer Shares, representing approximately 4.42% of our enlarged total number of Shares, to selected investors; and

(ii) 65,660,000 Offer Shares, representing approximately 3.66% of our enlarged total number of Shares, to selected Bumiputera investors approved by the MITI.

Details of our Offerors are set out below:

Name / Address	Relationship with our Group	Shareholdings before our IPO and as at the LPD		Offer for Sale			Shareholdings after our IPO	
		No. of Shares	(1)%	No. of Shares	(1)%	(2)%	No. of Shares	(2)%
Ng Kok Hoong No. 2, Jalan Setia Villa 5 Setia Eco Glades 63200 Cyberjaya Selangor	Promoter and substantial shareholder	401,103,000	27.49	39,860,000	2.73	2.22	361,243,000	20.14
Datin Kwan Siew Peng 23, Jalan Camar 4/18 Sierra Damansara Kota Damansara 47810 Petaling Jaya Selangor	Promoter, substantial shareholder and Key Senior Management	328,400,000	22.51	32,640,000	2.24	1.82	295,760,000	16.49
Ng Gek Khoon 22, Jalan Setia Marina 2/3 Setia Eco Glades Park 63000 Cyberjaya Selangor	Promoter, substantial shareholder and Key Senior Management	321,102,000	22.00	31,910,000	2.19	1.78	289,192,000	16.11

4. DETAILS OF OUR IPO

Name / Address	Relationship with our Group	Shareholdings before our IPO and as at the LPD		Offer for Sale			Shareholdings after our IPO	
		No. of Shares	(1)%	No. of Shares	(1)%	(2)%	No. of Shares	(2)%
Yew Kim Keong Unit B-22-01, Jendela Residences – KLGCC Resort Jalan Bukit Kiara 1, Bukit Kiara 60000 Kuala Lumpur Wilayah Persekutuan	Promoter, substantial shareholder and Non-Independent Non-Executive Director	167,734,000	11.50	16,670,000	1.14	0.93	151,064,000	8.42
Khairil Husni Azri Bin Mohd Hashim No. 6, Jalan Camar 6/2C Seksyen 6 40000 Shah Alam Selangor	Substantial shareholder	72,928,000	5.00	7,250,000	0.50	0.40	65,678,000	3.66
Ngooi Siew Luan No. 92, Jalan SS21/11 Damansara Utama 47400 Petaling Jaya Selangor	Substantial shareholder	72,928,000	5.00	7,250,000	0.50	0.40	65,678,000	3.66
Hon Mau Hoong 17-01, The Northshore Gardens No. 3 Persiaran Residen Desa Parkcity 52200 Kuala Lumpur Wilayah Persekutuan	Shareholder and Key Senior Management	51,049,000	3.50	5,070,000	0.35	0.28	45,979,000	2.56
Wong Kok Fong No. 35, Jalan Wangsa 2/8 Taman Wangsa Permai 52200 Kuala Lumpur	Shareholder	43,756,000	3.00	4,350,000	0.30	0.24	39,406,000	2.20

4. DETAILS OF OUR IPO

Notes:
(1) Based on our total number of 1,459,000,000 Shares after the Acquisition of DCD Technology but before our IPO.

(2) Based on our enlarged total number of 1,794,000,000 Shares after our IPO.

Further details on our Offerors, who are also our Promoters, substantial shareholders and/or Key Senior Management, are disclosed in **Section 5** of this Prospectus.

4. DETAILS OF OUR IPO

4.3.3 Underwriting arrangement

The 89,700,000 Public Issue Shares made available for application by the Malaysian Public via balloting as set out in **Section 4.3.1(i)** of this Prospectus have been fully underwritten.

The total of 130,050,000 IPO Shares (comprising 50,710,000 Public Issue Shares and 79,340,000 Offer Shares) made available under private placement to selected investors as set out in **Sections 4.3.1(iii)** and **4.3.2(i)** of this Prospectus respectively, are not underwritten, as written irrevocable undertakings to subscribe for these Placement Shares will be obtained from the respective selected investors.

The total 224,250,000 IPO Shares (comprising 158,590,000 Public Issue Shares and 65,660,000 Offer Shares) made available under private placement to selected Bumiputera investors approved by MITI as set out in **Sections 4.3.1(iv)** and **4.3.2(ii)** of this Prospectus respectively, are not underwritten, as written irrevocable undertakings to subscribe for these Placement Shares will be obtained from the respective selected Bumiputera investors approved by the MITI.

4.3.4 Clawback and reallocation

(i) Public Issue Shares for the Malaysian Public via balloting

If any of the Public Issue Shares allocated to the Malaysian Public via balloting under **Section 4.3.1(i)** of this Prospectus are not fully subscribed, the balance will be allocated in the following order:

(a) firstly, by selected investors as described in **Sections 4.3.1(iii)** and **4.3.2(i)** of this Prospectus; and

(b) lastly, by our Underwriter based on the terms of the Underwriting Agreement.

(ii) Pink Form Shares for our Eligible Parties

If any Public Issue Shares allocated to our Eligible Parties under **Section 4.3.1(ii)** of this Prospectus are not fully subscribed, the balance will be allocated in the following order:

(a) firstly, by Eligible Parties who have applied for excess on top of their pre-determined allocation on a fair and equitable basis in the following priority:

(aa) firstly, allocation on a pro-rata basis to the eligible Directors and employees of our Group who have applied for excess on top of their pre-determined allocation based on the number of excess Pink Form Shares they applied for;

(bb) secondly, allocation of any surplus after (aa) above on a pro-rata basis to persons who have contributed to the success of our Group who have applied for excess on top of their pre-determined allocation based on the number of excess Pink Form Shares they applied for; and

(cc) thirdly, to minimise odd lots.

Our Board reserves the right to allocate excess Pink Form Shares applied in such manner as it may deem fit and expedient in the best interest of our Company, subject always to such allocation being made on a fair and equitable basis, and that the intention of our Board as set out in item (aa) to (cc) above is achieved. Our Board also reserves the rights to accept or reject any excess Pink Form Shares application in full or in part, without assigning any reason;

(b) secondly, by the Malaysian Public via balloting under **Section 4.3.1(i)** of this Prospectus; and

(c) thirdly, by selected investors under **Sections 4.3.1(iii)** and **4.3.2(i)** of this Prospectus.

(iii) Public Issue Shares and Offer Shares by way of private placement to selected investors

If any Public Issue Shares and/or Offer Shares allocated to selected investors under **Sections 4.3.1(iii)** and **4.3.2(i)** of this Prospectus are not fully subscribed, the balance portion will be allocated in the following order:

(a) firstly, by the Malaysian Public via balloting under **Section 4.3.1(i)** of this Prospectus; and

(b) secondly, the Eligible Parties under **Section 4.3.1(ii)** of this Prospectus.

(iv) Public Issue Shares and Offer Shares by way of private placement to selected Bumiputera investors approved by the MITI

If any Public Issue Shares and/or Offer Shares allocated to selected Bumiputera investors approved by the MITI under **Sections 4.3.1(iv)** and **4.3.2(ii)** of this Prospectus are not fully subscribed, the balance portion will be allocated in the following order:

(a) firstly, to Bumiputera Malaysian Public as part of the balloting process under **Section 4.3.1(i)** of this Prospectus;

(b) secondly, to Malaysian institutional investors by way of private placement under **Sections 4.3.1(iii)** and/or **4.3.2(i)** of this Prospectus; and

(c) lastly, any remaining portion thereafter will first be made available for application by other Malaysian Public via balloting under **Section 4.3.1(i)** of this Prospectus and then by way of private placement to selected investors under **Sections 4.3.1(iii)** and/or **4.3.2(i)** of this Prospectus.

4.3.5 Minimum level of subscription

There is no minimum subscription to be raised from our IPO. However, in order to comply with the public spread requirements under the Listing Requirements, the minimum subscription level will be the number of Shares required to be held by public shareholders.

Pursuant to the Listing Requirements, at least 25.00% of our enlarged total number of Shares for which listing is sought must be held by a minimum number of 200 public shareholders, each holding not less than 100 Shares at the point of our Listing.

If we do not meet the public shareholding requirements, we may not be allowed to proceed with our Listing. In such an event, all monies paid in respect of all applications for our IPO Shares will be returned in full without interest. If any such monies are not repaid within 14 days after we become liable to repay it, the provision of sub-section 243(2) of the CMSA shall apply accordingly.

The number of IPO Shares offered under the Public Issue and Offer for Sale will not be increased via any over-allotment or “greenshoe” option.

4.3.6 Price stabilisation mechanism

We will not be employing any price stabilisation mechanism that may be employed in accordance with the Capital Markets and Services (Price Stabilisation Mechanism) Regulations 2008 for our IPO.

4. DETAILS OF OUR IPO

4.4 SHARE CAPITAL AND MARKET CAPITALISATION UPON LISTING

	No. of Shares	Share Capital RM
Issued share capital as at the date of this Prospectus	1,459,000,000	73,372,750
New Shares to be issued pursuant to the Public Issue	335,000,000	187,600,000
Enlarged issued share capital upon Listing	**1,794,000,000**	**260,972,750**
Existing Shares to be offered pursuant to the Offer for Sale(1)	**145,000,000**	**81,200,000**
IPO Price (RM)		**0.56**
Market capitalisation upon Listing (RM) (based on the IPO Price and the enlarged number of Shares upon our IPO)		**1,004,640,000**

Note:
(1) The Offer for Sale will not have any effect on our issued share capital as the Offer Shares are already in existence prior to our IPO.

As at the date of this Prospectus, we have only 1 class of shares, being ordinary shares, all of which rank equally amongst one another. The Public Issue Shares will, upon issuance and allotment, rank equally in all respects with our existing issued Shares, including voting rights and rights to all dividends and distributions that may be declared, the entitlement of which is subsequent to the date of issuance and allotment of our Public Issue Shares.

The Offer Shares rank equally in all respects with our existing issued Shares, including voting rights and rights to all dividends and distributions that may be declared, the entitlement of which is subsequent to the date of transfer of the Offer Shares.

Subject to any special rights attaching to any Shares which may be issued by our Company in the future, our shareholders shall, in proportion to the Shares held by them, be entitled to share in the whole of the profits paid out by our Company as dividends and other distributions. In relation to any surplus in the event of our liquidation, such surplus is to be distributed amongst our shareholders in proportion to the Shares held by them at the commencement of the liquidation, in accordance with our Constitution and provisions of the Act.

At any general meeting of our Company, each of our shareholders shall be entitled to vote in person, by proxy or by attorney, or by duly authorised representative. Subject to the Listing Requirements, any resolution put to vote in the meeting shall be decided by way of poll. On a vote by way of poll, each shareholder present either in person or by proxy, or by attorney, or by duly authorised representative shall have 1 vote for each Share held or represented. On a vote by way of show of hands, each present shareholder either in person or by proxy, or by attorney, or by duly authorised representative shall have 1 vote. A proxy may, but need not be, a member of our Company.

4. DETAILS OF OUR IPO

4.5 OBJECTIVES OF OUR IPO

The objectives of our IPO are as follows:

(i) to enable our Group to raise funds for the purposes specified under **Section 4.8** of this Prospectus;

(ii) to gain recognition through our listing status, which is expected to enhance our Group's visibility and reputation in securing new projects, increase brand awareness, expand our customer base, retain our existing employees and attract new talents in the industry that we operate in;

(iii) to provide an opportunity for the Malaysian Public, including our Eligible Parties to participate in our equity and future growth; and

(iv) to enable us to tap into the equity capital market for future fundraising and to provide us with the financial flexibility to pursue future growth opportunities as and when these opportunities arise, through other forms of capital raising avenue, such as rights issue and private placement.

4.6 BASIS OF ARRIVING AT OUR IPO PRICE

Our IPO Price was determined after taking into consideration, among others, the following factors:

(i) our Group's operating history and financial performance as described in **Sections 7.1** and **12.1.1** of this Prospectus, respectively;

(ii) our pro forma combined NA per Share of approximately RM0.18, computed based on our Group's pro forma combined NA of approximately RM319.08 million as at 30 June 2026 after taking into consideration the Acquisition of DCD Technology, our Public Issue, utilisation of proceeds and our enlarged total number of 1,794,000,000 Shares upon Listing;

(iii) our EPS of approximately RM0.0372, computed based on our Group's audited combined PAT attributable to the owners of the Company of approximately RM66.80 million for the FYE 2026 and our enlarged total number of 1,794,000,000 Shares upon Listing, translating to a PE multiple of 15.05 times based on our IPO Price of RM0.56 per Share;

(iv) our competitive strengths as set out in **Section 7.4** of this Prospectus; and

(v) our business strategies and plans as set out in **Section 7.22** of this Prospectus.

However, you should note that the market price of our Shares upon and subsequent to our Listing is subject to market forces and other uncertainties, which may affect the trading price of our Shares. You are reminded to carefully consider the risk factors as set out in Section 9 of this Prospectus before deciding to invest in our Shares.

4. DETAILS OF OUR IPO

4.7 DILUTION

Dilution is the amount by which our IPO Price exceeds our pro forma combined NA per Share immediately after our IPO. The table below sets out the dilution effect on a per Share basis:

		RM
IPO Price	A	0.56
Pro forma combined NA per Share as at 30 June 2026 after the Acquisition of DCD Technology and before the Public Issue	B	0.10
Pro forma combined NA per Share after the Public Issue and utilisation of proceeds	C	0.18
Increase in pro forma combined NA per Share attributable to our existing shareholders	C – B	0.08
Dilution in pro forma combined NA per Share to our new investors	A – C = D	0.38
Dilution in pro forma combined NA per Share to our new investors as a percentage of the IPO Price	D / A	67.86%

Further details of our pro forma combined NA per Share as at 30 June 2026 are set out in **Section 14** of this Prospectus.

Save as disclosed below, there is no substantial disparity between our IPO Price and effective cost of our Shares acquired by our Promoters, Directors, substantial shareholders, Key Senior Management, and/or persons connected with them, or any transaction entered into by them which grants them the right to acquire any of our Shares since the incorporation of our Company up to the date of this Prospectus:

	No. of Shares held before our IPO[(1)]	Total cost RM	Effective cost per Share RM
Promoter, Director and substantial shareholder			
Yew Kim Keong	[(1)]167,734,000	[(3)]8,386,691	0.05
Promoter and substantial shareholder			
Ng Kok Hoong	[(1)]401,103,000	[(3)]20,055,131	0.05
Promoter, substantial shareholders and key senior management			
Datin Kwan Siew Peng	[(2)]328,400,000	[(4)]16,633,744	0.05
Ng Gek Khoon	[(2)]321,102,000	[(5)]16,264,105	0.05
Substantial shareholders			
Khairil Husni Azri Bin Mohd Hashim	[(1)]72,928,000	[(3)]3,646,388	0.05
Ngooi Siew Luan	[(1)]72,928,000	[(3)]3,646,388	0.05
Key senior management			
Hon Mau Hoong	[(1)]51,049,000	[(3)]2,552,471	0.05

4. DETAILS OF OUR IPO

Notes:

(1) Being Shares issued pursuant to the Acquisition of DCD Technology.

(2) Being Shares issued pursuant to the Acquisition of DCD Technology and 445,000 subscriber shares issued upon the incorporation of our Company.

(3) Calculated based on the total purchase consideration for the Acquisition of DCD Technology attributable to him/her.

(4) Calculated based on the total purchase consideration for the Acquisition of DCD Technology attributable to her and the RM225,000 paid for the 225,000 subscriber shares.

(5) Calculated based on the total purchase consideration for the Acquisition of DCD Technology attributable to him and the RM220,000 paid for the 220,000 subscriber shares.

As at the date of this Prospectus, save for the Pink Form Allocations, there is no outstanding right granted to anyone to acquire our Shares. The Pink Form Allocations is based on our IPO Price.

4.8 USE OF PROCEEDS

4.8.1 Proceeds from our IPO

Based on our IPO Price, our Public Issue is expected to raise gross proceeds of approximately RM187.60 million for our Group, which is intended to be utilised in the following manner:

No.	Details of utilisation	Estimated timeframe for utilisation from the date of Listing	Public Issue proceeds	
			RM'000	%
(i)	Expansion in business operations	Within 36 months	39,900	21.27
(ii)	Working capital	Within 24 months	134,000	71.43
(iii)	Enhancement of IT systems	Within 36 months	5,000	2.66
(iv)	Estimated listing expenses	Within 3 months	8,700	4.64
Total			**187,600**	**100.00**

Pending the eventual utilisation of proceeds from our Public Issue for the abovementioned purposes, we intend to place the proceeds in short-term deposits with licensed financial institutions and/or money market instruments.

Pursuant to Rule 8.24 of the Listing Requirements, we must issue a circular to our shareholders and seek our shareholders' approval if we propose to make a change of 25% or more to the utilisation of proceeds to be raised from our Public Issue.

4. DETAILS OF OUR IPO

(i) Expansion in business operations

As part of our Group's plan to undertake more and larger projects, we intend to allocate RM39.90 million of the proceeds to be raised from our Public Issue for the expansion of our business operations, as follows:

Expansion in business operations	Amount RM'000
Hiring of additional headcounts(1)	28,900
Rental of new office space(2)	6,000
Periodic training costs for staff(3)	5,000
Total	**39,900**

Notes:

(1) We intend to hire 79 additional headcounts under our project, engineering and human resource departments progressively commencing from the 2nd half of 2026 based on our operational needs and have allocated proceeds of RM28.90 million as staff costs for a period of up to 36 months. This shall comprise staff related expenses including salaries, bonuses as well as statutory contributions. The proposed additional headcounts are intended to support the execution of our existing projects and maintenance activities, as well as enhance our capacity to undertake more projects and support our business expansion. In determining our manpower requirements, we have taken into consideration, among others, our existing manpower resources, the scale of our order book and the expected execution timelines of our projects and maintenance contracts. As at the LPD, our Group has 3 personnel in our project team and 57 personnel in our engineering team, while our order book amounted to RM1.32 billion and we have 76 ongoing maintenance contracts. The additional headcounts will be recruited progressively based on the actual commencement and progress of our projects, maintenance workload and operational requirements.

Details of the additional headcounts are as follows:

Details	No. of employee	Estimated cost RM'000
Project department		
Project director Oversees overall projects planning, execution, budgets, compliance and client relationships	1	970
Compliance officer Ensure company operations, projects and contracts comply with legal, regulatory and governance requirements	2	770
Procurement personnel Manages sourcing, negotiation, purchasing, inventory, pricing and supplier relationships	1	340

4. DETAILS OF OUR IPO

Details	No. of employee	Estimated cost RM'000
Product manager Manage contracts and deliver reliable and efficient solutions by aligning customer needs, technical requirements, compliance standards and commercial objectives	4	2,060
Engineering drafter Prepare, develop and coordinate engineering models and technical drawings for MEPF systems to support project planning, coordination and execution	3	1,010
Project engineer Coordinate and monitor project execution to ensure timely completion in accordance with project requirements and specifications.	2	680
Operations support executive Provide administrative and coordination support to the project and engineering teams	4	960
<u>Engineering department</u> **Manager** Lead engineering teams, oversees maintenance operations as well as ensure SLA and safety compliance	6	2,810
Engineer Execute maintenance activities and ensure SLA and safety compliance	41	14,790
Technician Support maintenance, testing and commissioning activities	13	4,050
<u>Human Resource department</u> **Human resource executive** Handle and support human resource matters, including recruitment, employee administration and other staff-related matters	2	460
Total	**79**	**28,900**

4. DETAILS OF OUR IPO

(2) Currently, we operate our business operations through our head office located at Cyberjaya, Selangor (approximately 22,900 sq. ft.). As we expect our workforce to increase in line with our business growth, we intend to utilise RM6.00 million of the proceeds to rent additional office space for our business operations.

In this relation, we intend to rent an additional 25,000 sq. ft. of office space to cater for our expansion in business operations. Our selection criteria for the office space shall include, among others, the location, facilities available as well as conditions of the office. The estimated costs required shall comprise the following:

	Amount RM'000
Rental for a period of up to 36 months[(a)] (based on a monthly rental rate of RM5.00 per sq. ft.)	4,500
Renovation[(b)]	1,000
Other equipment such as office equipment and furniture and fittings[(b)]	500
Total	**6,000**

Sub-notes:

(a) Estimated based on publicly available market information of office spaces within the vicinity of our DCD's Office.

(b) Estimated based on management's estimates from past experience in setting up office spaces.

As at the LPD, we have not identified suitable locations / unit for the additional office space. We expect to commence identifying for a suitable location / unit when the need arises as our workforce size increases.

The indicative timeline for securing the office space is as follows:

Estimated timeline	**Milestones**
1st half of 2027	• Identification of the new office and finalisation of leasing terms
2nd half of 2027	• Commencement and completion of office renovation and interior fit-out, including the procurement of office equipment, furniture and fittings • Commencement of operations at the new office

(3) This shall comprise training and upskilling related costs for our existing and new employees including technical training and certifications for specialised disciplines. These include training programmes and certifications in relation to, among others, data centre design and engineering, project management and risk management, which are relevant to our business activities.

We intend to enrol our employees into these training / certification programmes periodically (estimated to be 1 to 2 times yearly per employee), depending on the timing availability of the relevant programme as well as the relevance of a programme to the roles and responsibilities of an employee. This will enable our employees to keep abreast with latest development in the industry, and thereby contributing positively to our business operation.

If the actual cost for this expansion exceeds the aforesaid amount as estimated, the shortfall will be funded via our Group's internally generated funds. Conversely, any surplus will be used for our Group's working capital.

(ii) Working capital

As our Group's working capital requirements are expected to increase in view of our intention to secure and undertake more and larger projects, we intend to allocate RM134.00 million of the proceeds to be raised from our Public Issue for working capital requirements, as follows:

Working capital		Basis of allocation[1]	Amount RM'000
(a)	Performance bond for future projects[2]	Fixed amount	60,000
(b)	Subcontracted costs[3]	80% of the remaining working capital after (a) above	59,200
(c)	Other operating and administrative expenses[4]	20% of the remaining working capital after (a) above	14,800
Total			**134,000**

Notes:

(1) A fix amount of RM60.00 million has been allocated for performance bond for future projects, the balance of which shall be allocated for subcontracted costs and other operating and administrative expenses in the proportion of 80% and 20% respectively.

(2) The projects we are involved in will typically require us to provide performance bond in the form of bank guarantee to the awarding party. The performance bond acts as security for proper and due performance of works as set out in the relevant contracts. In order for financial institutions to issue a bank guarantee for performance bond in favour of our customer, we are required to maintain a security deposit with them, which may be in the form of fixed deposits.

The quantum of performance bond may differ between contracts and typically ranges between 5% to 10% of the contract value. The validity of a performance bond is generally of up to expiration of DLP and this results in the lock-up of a portion of our working capital during the duration of projects as we are unable to use this sum for our working capital requirements.

As at the LPD, our orderbook stood at RM1.32 billion and we will continue to participate in tenders to secure more projects.

For illustration, based on the requirement of between 5% and 10% of total contract sum as performance bond, the allocation of RM60.00 million herein will provide us with the necessary funding to secure performance bonds for contracts with up to a total contract value of approximately RM1.20 billion (including future contracts to be secured by our Group).

Therefore, the allocation of the proceeds for performance bonds herein is expected to free up our internally generated funds, thus providing greater flexibility for us to pursue more contracts with the excess cash being made available for working capital. We expect our allocation of the proceeds for the performance bond above to be used within a period of 24 months from our Listing.

(3) The proceeds are intended to be used on our Group's ongoing and/or future projects depending on the working capital requirements of our projects at the relevant time, the breakdown of which cannot be determined at this juncture as it will depend on the actual requirements of our Group at the relevant time. Our subcontracted costs accounted for more than 90% of our cost of sales during the Financial Periods Under Review, and comprise, among others, subcontractors for the supply and installation of electrical systems, mechanical systems, fire protection systems as well as piping systems, testing services, cleaning services and consultancy services for data centre designs.

(4) Comprises general operating and administrative expenses such as upkeep of offices, utilities, professional fees (such as audit, tax agent and secretarial fees) and staff costs (such as salaries of our existing staff, staff welfare and allowances). The breakdown cannot be determined at this juncture as it will depend on the actual requirements of our Group at the relevant time.

(iii) Enhancement of IT systems

As part of our strategy to enhance our operational efficiency using digital technology, we intend to allocate RM5.00 million of the proceeds to be raised from the Public Issue to upgrade our existing IT infrastructure and to develop a centralised enterprise resource planning (ERP) system to ensure seamless integration across all departments. The estimated costs arising therefrom shall comprise the following:

	Amount RM'000
Enhancement of an ERP system[(1)]	3,000
Upgrading of existing ICT infrastructure[(2)]	2,000
Total	**5,000**

Notes:

(1) The ERP system shall comprise several key modules customised to our operational needs which include project management, procurement, finance and human resources. The estimated cost herein is based on, among others, preliminary quotations obtained from service providers as well as other incidental costs.

(2) These shall comprise the upgrade of teleconferencing facilities, software subscriptions and configuration, associated support services, as well as the purchase of ICT hardware. The estimated cost herein is based on, among others, preliminary quotations obtained from suppliers and service providers as well as publicly available market information.

4. DETAILS OF OUR IPO

As at the LPD, we are in the midst of identifying suitable suppliers and service providers for the enhancement and upgrade above.

If the actual cost for these upgrade and enhancement exceeds the aforesaid amount as estimated, the shortfall will be funded via our Group's internally generated funds. Conversely, any surplus will be used for our Group's working capital.

(iv) Estimated listing expenses

We have allocated RM8.70 million from our Public Issue proceeds to meet the estimated expenses of our Listing, the details of which are as follows:

Estimated listing expenses	**Amount RM'000**
Professional fees (including advisory fees for, among others, our Principal Adviser and Sponsor, Solicitors, Reporting Accountants, IMR, Internal Control Consultant, Company Secretaries and Issuing House)	4,300
Fees payable to authorities	110
Estimated underwriting, placement and brokerage fees	3,500
Printing, advertisement and other incidental charges relating to our Listing	790
Total	**8,700**

We will bear all expenses and fees incidental to our Listing as indicated above. If there is any excess or deficit in the allocated amount for the estimated listing expenses for our Listing, such variance will be adjusted to/from the proceeds allocated for our working capital.

4.8.2 Proceeds from the Offer for Sale

Based on our IPO Price, the Offer for Sale is expected to raise gross proceeds of approximately RM81.20 million which will accrue entirely to the Offerors and we will not receive any of the proceeds.

The Offerors shall bear the entire incidental expenses and fees such as placement fees and miscellaneous fees in relation to the Offer for Sale of approximately RM1.50 million.

4. DETAILS OF OUR IPO

4.9 BROKERAGE, UNDERWRITING COMMISSION AND PLACEMENT FEE

4.9.1 Brokerage fee

We will bear the brokerage fees to be incurred on the issue of the 125,700,000 Public Issue Shares pursuant to our IPO under **Sections 4.3.1(i)** and **4.3.1(ii)** of this Prospectus at the rate of 1.00% of the IPO Price in respect of successful Applications which bear the stamp of TA Securities, participating organisations of Bursa Securities, members of the Association of Banks in Malaysia, members of the Malaysian Investment Banking Association and/or the Issuing House. The brokerage fee is subject to SST.

Our Placement Agent, TA Securities is entitled to charge brokerage commission of up to 1.00% to the selected private placement investors as set out in **Sections 4.3.1(iii)** and **4.3.2(i)** of this Prospectus. For the avoidance of doubt, such brokerage commission will be paid by the selected private placement investors and will not be borne by us nor the Offerors.

4.9.2 Underwriting commission

TA Securities, as our Underwriter, has agreed to underwrite 89,700,000 Public Issue Shares as set out in **Section 4.3.1(i)** of this Prospectus. We will pay our Underwriter an underwriting commission at the rate of 2.25% of the total value of the Shares underwritten at the IPO Price. The underwriting commission is subject to SST.

4.9.3 Placement fee

TA Securities, as our Placement Agent, has agreed to place out the 209,300,000 Public Issue Shares made available by way of private placement to selected investors (50,710,000 Public Issue Shares) as well as selected Bumiputera investors approved by the MITI (158,590,000 Public Issue Shares) as set out in **Sections 4.3.1(iii)** and **4.3.1(iv)** of this Prospectus respectively. We will pay our Placement Agent a placement fee at the rate of 2.00% and 1.00% of the total value of the Public Issue Shares placed out by our Placement Agent at the IPO Price to selected investors and selected Bumiputera investors approved by the MITI respectively. The placement fee is subject to SST.

TA Securities has also agreed to place out the 145,000,000 Offer Shares made available by way of private placement to selected investors (79,340,000 Offer Shares) as well as selected Bumiputera investors approved by the MITI (65,660,000 Offer Shares) as set out in **Section 4.3.2** of this Prospectus at the rate of 2.00% and 1.00% respectively. The placement fee to be incurred on the sale of the Offer Shares will be fully borne by our Offerors.

4. DETAILS OF OUR IPO

4.10 SALIENT TERMS OF THE UNDERWRITING AGREEMENT

Our Company had on 8 October 2026 entered into the Underwriting Agreement with the Underwriter, whereby the Underwriter had agreed to underwrite 89,700,000 Public Issue Shares, which will be made available for application by the Malaysian Public via balloting ("**Underwritten Shares**"), upon the terms and subject to the conditions therein contained. Details of the underwriting commission are further set out in **Section 4.9.2** of this Prospectus.

The salient terms of the Underwriting Agreement are as follows:

In consideration of the underwriting commission payable to the Underwriter, and relying upon each of the representations, warranties as well as covenants and undertakings by the Company as set out in the Underwriting Agreement and subject to the fulfillment of the conditions precedent set out below, the Underwriter shall be entitled at its absolute discretion to determine (including fixing and/or varying) the issuance date (including all delayed issuance dates, if any) of the Prospectus which shall be a date not later than 2 months from the date of the Underwriting Agreement, or such later date as the Underwriter may determine in consultation with the Company, and at the request of the Company, the Underwriter has agreed to subscribe and/or procure subscribers for the Underwritten Shares not taken up or duly applied for by 5.00 p.m. on the last date and time for the receipt of applications and payment for the Public Issue Shares in accordance with the Prospectus or any such date as may be extended from time to time which the Company and the Underwriter may mutually agree upon ("**Closing Date**") or the extended closing date for the receipt of the applications and payment for the Public Issue Shares pursuant to the Public Issue which will be notified in widely circulated Bahasa Malaysia and English daily newspapers in Malaysia ("**Extended Closing Date**"), as the case may be, upon the terms and subject to the conditions contained in the Underwriting Agreement.

Conditions precedent for underwriting

(i) Unless waived, wholly or in part, by the Underwriter in its absolute discretion (in which case any condition precedent or any part thereof so waived shall be deemed to have been satisfied), the obligations of the Underwriter under the Underwriting Agreement shall be conditional upon the fulfilment and/or satisfaction of the following:

(a) the approval for Listing from Bursa Securities remaining valid and has not been revoked or amended and all the conditions imposed therein which have to be complied by the Company prior to Listing, have been complied by the Company;

(b) all other necessary approvals and consents required in relation to the IPO and the Listing including but not limited to governmental approvals having been obtained and are in full force and effect;

(c) the issue of the Public Issue Shares having been approved by the shareholders of the Company;

(d) the issue and subscription of the Public Issue Shares in accordance with the provisions of the Underwriting Agreement is not being prohibited by any statute, order, rule, regulation, directive or guideline (whether or not having the force of law) promulgated or issued by any legislative, executive or regulatory body or authority of Malaysia (including Bursa Securities);

(e) the Prospectus having been registered with Bursa Securities and lodged with the Registrar of Companies of the CCM together with all the required documents in accordance with the Listing Requirements, CMSA, the Act and the relevant laws and regulations;

(f) there having been, on or prior to the Closing Date or Extended Closing Date, as the case may be, no material breach of any representation, warranty, covenant, undertaking or obligation of the Company in the Underwriting Agreement or which is contained in any certificate, statement, or notice provided under or in connection with the Underwriting Agreement or which proves to be incorrect in any material respect;

(g) there having been, on or prior to the Closing Date or the Extended Closing Date, as the case may be, no material adverse change, or any development involving a prospective material adverse change, in the financial condition or business or operations of the Group or in the prospects or future financial condition or business or operations of the Group (which will be material in the context of the IPO and the sale of any Underwritten Shares) from that set forth in the Prospectus, nor the occurrence of any event nor the discovery of any fact rendering materially inaccurate, untrue or incorrect to such extent which is or will be material in any of the representations, warranties, covenants and undertakings and obligations of the Company contained in the Underwriting Agreement;

(h) the Underwriter receiving a copy certified by a director or secretary of the Company to be a true resolution of the Board approving the Listing, the Prospectus (including a confirmation that the Board, collectively and individually, accept full responsibility for the accuracy of all information stated in the Prospectus) and the Underwriting Agreement, the issue and offer of the Public Issue Shares and authorising a person or persons to sign the Underwriting Agreement on behalf of the Company; and

(i) the Underwriter having been satisfied that arrangements have been made by the Company to ensure payment of the cost and expenses referred to in Clause 16 (Cost and Expenses) of the Underwriting Agreement.

Termination or force majeure

(ii) Notwithstanding anything contained in the Underwriting Agreement, the Underwriter may by notice in writing to the Company given at any time before the date of Listing, as the case may be, terminate, cancel and withdraw its commitment to underwrite the Underwritten Shares if:

(a) the approval of Bursa Securities for the Listing is revoked, withdrawn or procured but subject to the conditions not acceptable to the Underwriter;

(b) there is any material breach by the Company of any of the representations, warranties, covenants or undertakings contained in Clause 4 (Representations and Warranties by the Company) and Clause 5 (Covenants and Undertakings by the Company) of the Underwriting Agreement, which is not capable of remedy or, if capable of remedy, is not remedied within such number of days as stipulated in the notice given to the Company;

(c) there is a material failure on the part of the Company to perform any of its obligations contained in the Underwriting Agreement;

(d) there is withholding of information of a material nature from the Underwriter which is required to be disclosed pursuant to the Underwriting Agreement which, in the reasonable opinion of the Underwriter, would have or can reasonably be expected to have, a material adverse effect on the business or operations of the Group, the success of the IPO or Listing, or the distribution or sale of the IPO Shares;

(e) there shall have occurred, or happened any material and adverse change in the business or financial condition of the Group;

(f) the Listing does not take place within 3 months from the date of the Underwriting Agreement or such other extended date as may be agreed by the Underwriter;

(g) the imposition of any moratorium, suspension or material restriction on trading in securities generally on ACE Market due to exceptional financial circumstances or otherwise which, in the reasonable opinion of the Underwriter, would have or can reasonably be expected to have, a material adverse effect on the business or operations of the Group, the success of the IPO, or the distribution or sale of the IPO Shares;

(h) a material adverse change in the stock market condition occurs, and for the purposes of this clause, a material adverse change in the stock market condition shall be deemed to have occurred if the FTSE Bursa Malaysia KLCI Index ("**Index**") is, at the close of normal trading on Bursa Securities, on any Market Day:

(aa) on or after the date of the Underwriting Agreement; and

(bb) prior to the allotment of the Public Issue Shares,

lower than 90% of the level of the Index at the last close of normal trading on Bursa Securities on the Market Day immediately prior to the date of the Underwriting Agreement and remains at or below that level for at least 3 Market Days or any other adverse change in the market conditions which the Parties mutually agree to be sufficiently material and adverse to render it to be a terminating event; or

(i) there shall have occurred, or happened any of the following circumstances:

(aa) any material change, or any development involving a prospective change, in national or international monetary, financial, economic or political conditions (including but not limited to conditions on the stock market, in Malaysia or overseas, foreign exchange market or money market or with regard to inter-bank offer or interest rates both in Malaysia and overseas) or foreign exchange controls or the occurrence of any combination of any of the foregoing; or

(bb) any change in law, regulation, directive, policy or ruling in any jurisdiction or any event or series of events beyond the reasonable control of the Underwriter (including without limitation, acts of God, acts of terrorism, strikes, lock-outs, fire, explosion, flooding, civil commotion, sabotage, acts of war or accidents);

which, would have or can reasonably be expected to have, a material adverse effect on, and/or materially prejudice the business or the operations of the Group as a whole or the success of the IPO or Listing which has or is likely to have the effect of making any material part of the Underwriting Agreement incapable of performance or commercially impracticable to execute in accordance with its terms.

4. DETAILS OF OUR IPO

(iii) In the event that the Underwriting Agreement is terminated by the Underwriter pursuant to Paragraph (ii) above, the Underwriter and the Company may confer with a view to deferring the IPO by amending the terms of the Underwriting Agreement and entering into a new underwriting agreement accordingly, but neither the Underwriter nor the Company shall be under any obligation to enter into a fresh agreement.

(iv) Upon any such notice(s) being given pursuant to Paragraph (ii) above, the Underwriter shall be released and discharged from its obligations under the Underwriting Agreement without prejudice to its rights accrued prior to such termination, whereupon the Underwriting Agreement shall be of no further force and effect and no party shall be under any liability to any other party in respect of the Underwriting Agreement, except that the Company shall remain liable for its obligations and liabilities for the payment, within 3 Market Days of the receipt of such notice, of (i) the costs and expenses already incurred prior to or in connection with such termination (including the refund of full amount of such subscription monies paid to the Company for such portion of the Underwritten Shares, if applicable); (ii) any taxes, duties or levies or such outstanding fees pursuant to the Underwriting Agreement; (iii) any antecedent breach, and its undertaking to indemnify the Underwriter pursuant to the provisions of the Underwriting Agreement; and (iv) the underwriting commission as stated in the Underwriting Agreement provided that no underwriting commission shall be payable by the Company where the Underwriting Agreement is terminated pursuant to Paragraph (ii)(g) to (ii)(i).

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

5.1.1 Promoters' and substantial shareholders' shareholdings

The details of our Promoters and substantial shareholders, and their respective shareholdings in our Company before, and after our IPO are as follows:

Name	Nationality	Before our IPO				After our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Promoters and substantial shareholders									
Ng Kok Hoong	Malaysian	401,103,000	27.49	-	-	(3)361,243,000	20.14	-	-
Yew Kim Keong	Malaysian	167,734,000	11.50	-	-	(4)151,064,000	8.42	-	-
Ng Gek Khoon	Malaysian	321,102,000	22.00	-	-	(5)289,192,000	16.11	-	-
Datin Kwan Siew Peng	Malaysian	328,400,000	22.51	-	-	(6)295,760,000	16.49	-	-
Substantial shareholders									
Khairil Husni Azri Bin Mohd Hashim(7)	Malaysian	72,928,000	5.00	-	-	(9)65,678,000	3.66	-	-
Ngooi Siew Luan(8)	Malaysian	72,928,000	5.00	-	-	(9)65,678,000	3.66	-	-
Mohd Hashim Bin Abdullah	Malaysian	-	-	(10)72,928,000	5.00	-	-	(10)65,678,000	3.66

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Notes:

(1) Based on our total number of 1,459,000,000 Shares after the Acquisition of DCD Technology but before our IPO.

(2) Based on the enlarged total number of 1,794,000,000 Shares after our IPO.

(3) After the sale of 39,860,000 Shares pursuant to the Offer for Sale.

(4) After the sale of 16,670,000 Shares pursuant to the Offer for Sale.

(5) After the sale of 31,910,000 Shares pursuant to the Offer for Sale.

(6) After the sale of 32,640,000 Shares pursuant to the Offer for Sale.

(7) Khairil Husni Azri Bin Mohd Hashim is the son of our Non-Independent Non-Executive Director, Mohd Hashim Bin Abdullah. He is our substantial shareholder before our IPO, and will cease to be our substantial shareholder after our IPO.

(8) Ngooi Siew Luan has been our employee since 2010. She is our substantial shareholder before our IPO, and will cease to be our substantial shareholder after our IPO.

(9) After the sale of 7,250,000 Shares pursuant to the Offer for Sale.

(10) Deemed interested by virtue of the Shares held by his son, Khairil Husni Azri Bin Mohd Hashim in our Company pursuant to Section 59(11)(c) of the Act.

Save as disclosed above, there are no other persons who are able to directly or indirectly, jointly or severally, exercise control over our Company.

As at the LPD, our Shares held by our Promoters and substantial shareholders have the same voting rights and there is no arrangement between our Company and our shareholders with any other third party, the operation of which may, at a subsequent date, result in a change in control of our Company.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.1.2 Changes in our Promoters' and substantial shareholders' shareholdings

The changes in the shareholdings of our Promoters and substantial shareholders in our Company since our incorporation on 4 July 2025 up to the LPD are as follows:

		As at incorporation date				Before our IPO			
		Direct		Indirect		Direct		Indirect	
Name	Nationality	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Promoters and substantial shareholders									
Ng Kok Hoong	Malaysian	-	-	-	-	401,103,000	27.49	-	-
Yew Kim Keong	Malaysian	-	-	-	-	167,734,000	11.50	-	-
Ng Gek Khoon	Malaysian	220,000	49.44	-	-	321,102,000	22.00	-	-
Datin Kwan Siew Peng	Malaysian	225,000	50.56	-	-	328,400,000	22.51	-	-
Substantial shareholders									
Khairil Husni Azri Bin Mohd Hashim	Malaysian	-	-	-	-	72,928,000	5.00	-	-
Ngooi Siew Luan	Malaysian	-	-	-	-	72,928,000	5.00	-	-
Mohd Hashim Bin Abdullah	Malaysian	-	-	-	-	-	-	(3)72,928,000	5.00

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Name	Nationality	After our IPO			
		Direct		Indirect	
		No. of Shares	(4)%	No. of Shares	(4)%
Promoters and substantial shareholders					
Ng Kok Hoong	Malaysian	(5)361,243,000	20.14	-	-
Yew Kim Keong	Malaysian	(6)151,064,000	8.42	-	-
Ng Gek Khoon	Malaysian	(7)289,192,000	16.11	-	-
Datin Kwan Siew Peng	Malaysian	(8)295,760,000	16.49	-	-
Substantial shareholders					
Khairil Husni Azri Bin Mohd Hashim	Malaysian	(9)65,678,000	3.66	-	-
Ngooi Siew Luan	Malaysian	(9)65,678,000	3.66	-	-
Mohd Hashim Bin Abdullah	Malaysian	-	-	(3)65,678,000	3.66

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Notes:

(1) Based on our total number of 445,000 Shares as at 4 July 2025, being the date of incorporation of our Company.

(2) Based on our total number of 1,459,000,000 Shares after the Acquisition of DCD Technology but before our IPO.

(3) Deemed interested by virtue of the Shares held by his son, Khairil Husni Azri Bin Mohd Hashim in our Company pursuant to Section 59(11)(c) of the Act.

(4) Based on the enlarged total number of 1,794,000,000 Shares after our IPO.

(5) After the sale of 39,860,000 Shares pursuant to the Offer for Sale.

(6) After the sale of 16,670,000 Shares pursuant to the Offer for Sale.

(7) After the sale of 31,910,000 Shares pursuant to the Offer for Sale.

(8) After the sale of 32,640,000 Shares pursuant to the Offer for Sale.

(9) After the sale of 7,250,000 Shares pursuant to the Offer for Sale.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.1.3 Profiles of our Promoters and substantial shareholders

The profiles of our Promoters and substantial shareholders are set out below:

(i) Ng Kok Hoong
Promoter and substantial shareholder

Ng Kok Hoong, a Malaysian male aged 56, is our Promoter and substantial shareholder.

He obtained an Advanced Diploma in Accountancy from JASA Accountancy Centre, Malaysia in 1998.

In 1995, he began his career as an Audit Assistant at Kiat & Associates PLT, an audit firm, where he assisted in audit assignments while pursuing his studies. He left the firm in 1996.

In 1997, he joined Nona Roguy Sdn Bhd, a company principally involved in the retail of cosmetic products as a Finance Executive. He was responsible for managing daily finance functions and preparing financial reports and statements. He left the company in the same year.

In 1998, he joined Atlas CSF, a company providing technical and maintenance services for computer facility equipment as a Finance Executive. He was responsible for handling the day-to-day financial operations and the preparation of financial reports and statements.

In 2000, he left Atlas CSF and joined Continuous Network Advisers Sdn Bhd, a company providing data communications, networking and system integration and maintenance support services as a Finance Executive. He was responsible for cash flow management, liaising with contractors and bankers on financial matters, and preparing financial statements. In 2004, he was promoted to Finance Manager, where he led the finance team and oversaw the company's overall financial management.

In 2007, he left Continuous Network Advisers Sdn Bhd and joined Coral Term (M) Sdn Bhd, a company engaged in the logging business in the Solomon Islands as a Finance Executive. He was responsible for the company's daily finance operations, cash flow management and financial reporting.

He left Coral Term (M) Sdn Bhd in the same year and rejoined Atlas CSF as a Finance Manager. He was responsible for overseeing financial operations, ensuring regulatory compliance, and contributing to strategic financial planning.

In 2011, he left Atlas CSF and joined DCD Technology as Financial Controller. He was responsible for managing financial operations, overseeing reporting and compliance, preparing budgets and forecasts, supporting financial strategy, and implementing internal financial policies. He resigned from DCD Technology in 2024. Following his resignation, he discharged his role as the Financial Controller and while he continues to be a shareholder of DCD Technology (and currently an indirect shareholder), he no longer holds any role in the company.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(ii) Yew Kim Keong
Promoter, substantial shareholder and Non-Independent Non-Executive Director

Yew Kim Keong, a Malaysian male aged 66, is our Promoter and Non-Independent Non-Executive Director. He was appointed to our Board on 25 November 2025. He brings over three decades of experience in information technology and data centre management, combining deep technical knowledge with a user-oriented perspective. As a shareholder, he has been instrumental in shaping our Group's strategic direction and provides oversight on project execution, operational performance, and management governance.

He obtained a Diploma in Computer Studies in 1988, followed by a Higher Diploma in Computer Studies in 1990, both awarded through the International Computers Limited's training programme conducted in Malaysia.

In 1983, he began his career as a Console Operator at Kuala Lumpur Stock Exchange ("**KLSE**") (now known as Bursa Malaysia Berhad). He was responsible for the daily mainframe computer operations.

In 1984, together with the group's IT department, he was transferred to Securities Clearing Automated Network Services Sdn Bhd (now known as Bursa Malaysia Securities Clearing Sdn Bhd), a subsidiary of KLSE, as Analyst Programmer. He was involved in the operations, development and management as well as the industry clearing operation. In 1994, he was promoted to Senior Manager of IT. In 1996, he was appointed as Assistant General Manager of the IT Department. Further, in 1999, he was promoted to Senior Vice President, Facilities Manager of KLSE, overseeing the IT infrastructure and systems of the Bursa Malaysia Berhad group of companies.

In 2002, he was transferred to KLOFFE Capital Sdn Bhd ("**KLOFFE Capital**"), a subsidiary of KLSE, and was subsequently appointed as Head of Facilities Management in 2004. During his tenure in KLOFFE Capital Sdn Bhd, he assumed similar responsibilities.

Later that year, he was promoted to Chief Information Officer for Operations, Exchange Systems & Business. He was responsible for overseeing the IT Department and Technology Group. In 2005, he was subsequently promoted to Chief Information Officer where he was managing the development and operations of the Bursa Malaysia Berhad group's IT operations, development and support systems. In 2006, his responsibilities were further expanded to cover Bursa Malaysia Berhad group of companies' IT strategy. He left the company in 2008.

In 2010, he joined MyTelehaus Sdn Bhd (now known as VDC Data Centers Malaysia Sdn Bhd), a company involved in data centre rental and facilities management, where he served as Executive Director. He was responsible for overseeing the business operations and driving the business development of the company. He left the company in 2019. Thereafter, he was not involved in any employment.

In 2025, he was appointed as the Non-Independent Non-Executive Director of our Company. He is responsible for providing strategic input and oversight on our Group's business direction, monitoring management performance and contributing to our Board deliberations.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iii) Ng Gek Khoon

Promoter, substantial shareholder and Key Accounts Director

Ng Gek Khoon, a Malaysian male aged 53, is our Promoter, substantial shareholder and Key Accounts Director. With over 32 years of experience in data centre M&E system design, he has extensive experience in data centre operations, particularly in critical cooling systems that ensure optimal performance, uptime reliability, and cost-effectiveness.

He completed his Lower Certificate of Education in Sekolah Menengah Kebangsaan Kepong Baru, Kuala Lumpur in 1989.

In 1991, he began his career as a Technician at Hengda Metal Works Sdn Bhd ("**Hengda Metal**"), a company engaged in the manufacturing of stainless-steel products, where he performed general technician duties. Later in the same year, he left Hengda Metal and joined Heross Sdn Bhd, followed by AEC Services in 1992 and Comfort Aircond Engineering Services in 1994. These companies were involved in the provision of air-conditioning installation and maintenance services. He was responsible for air-conditioning system installation and servicing.

Later in 1994, he left Comfort Aircond Engineering Services and joined Atlas CSF, a company providing technical and maintenance services for computer facility equipment, as a Technician. In 2000, he was promoted to Engineer. In 2006, he was further promoted to Manager. He was mainly responsible for the design, construction, and maintenance of data centre ACMV systems and water mist fire suppression systems.

In 2010, he left Atlas CSF and joined MDV Sales & Service Sdn Bhd ("**MDV**"), a distributor of Midea air conditioners, as Director. He was responsible for overseeing sales operations and distribution management.

He left MDV in the same year and co-founded DCD Technology with Wong Kok Fong (an existing shareholder of our Company) and assumed the role of Key Accounts Director. He is responsible for managing major client relationships, overseeing key projects and implementing our Group's business strategies to grow our Group. Prior to the appointment of our CEO in 2025, he played a key role in overseeing our Group's overall operations and business development.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iv) Datin Kwan Siew Peng

Promoter, substantial shareholder and Human Resource and Finance Director

Datin Kwan Siew Peng, a Malaysian female aged 57, is our Promoter, substantial shareholder and Human Resource and Finance Director.

In 1989, she obtained Certificates for Proficiency in Book Keeping and Accounts, and in Business Statistics from the London Chamber of Commerce and Industry (LCCI), undertaken at Locke Academy, Malaysia.

In 1990, she began her career at Ng Chee Yew Sdn Bhd, a property development company as an Accounts Assistant. She was responsible for supporting the accounting operations and financial reporting.

In 1992, she left Ng Chee Yew Sdn Bhd and joined Perniagaan Mewah Jaya, a company involved in the repair and trading of bicycles, furnitures and electric appliances, as an Accounts and Admin Clerk. She was responsible for handling payroll, invoicing, and general office management.

In 1993, she left Perniagaan Mewah Jaya and joined Kejuruteraan Acumen Sdn Bhd, a construction firm undertaking school projects for the Malaysian Public Works Department as an Accounts Executive. She was responsible for the company's accounting functions.

In 1994, she left Kejuruteraan Acumen Sdn Bhd and joined Atlas CSF, a company providing technical and maintenance services for computer facility equipment, as an Accounts Assistant. She was responsible for managing accounting records, payroll, invoicing, and collections. In 2007, she was promoted to Human Resource and Administration Director. She was responsible for leading the development of human resources frameworks, welfare policies, and administrative systems to improve operational efficiency.

In 2009, she left Atlas CSF and joined C2 Consult, a company principally involved in the provision of consultancy services in relation to the design and planning of data centres, as an Accounts cum Administrative Executive. She was responsible for the financial management and administrative functions of the company.

In 2012, she left C2 Consult and joined DCD Technology as Human Resource Director and subsequently assumed the role of Human Resource and Finance Director in 2024. She is responsible for overseeing our Group's finance and human resources functions.

(v) Khairil Husni Azri Bin Mohd Hashim

Substantial shareholder

Khairil Husni Azri Bin Mohd Hashim, a Malaysian male aged 29, is our substantial shareholder.

He obtained his Master of Engineering in Civil Engineering with Honours of the First Class from Heriot-Watt University, Malaysia in 2022. He is registered with the Board of Engineers Malaysia as a Graduate Engineer (Civil) since 2023.

Upon graduation, he began his career at Arup Jururunding Sdn Bhd, a company providing engineering consultancy services, as a Graduate Consultant, a role he presently assumes. He is responsible for research and analysis, stakeholder engagement, report writing, and project coordination, including supporting senior consultants in preparing technical inputs and project deliverables.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(vi) Ngooi Siew Luan
Substantial shareholder

Ngooi Siew Luan, a Malaysian female aged 53, is our substantial shareholder.

She obtained her Bachelor of Business Administration from University Putra Malaysia in 1999.

In 1998, she began her career at Atlas CSF, a company providing technical and maintenance services for computer facility equipment, as a Secretary while pursuing her studies. She was responsible for the company's secretarial and administrative functions.

In 2002, she was promoted to Executive, where she assisted in maintenance sales and engineering operations. In 2003, she was promoted to Senior Executive, where she managed a team involved in maintenance sales and engineering operations.

In 2006, she was promoted to Assistant Manager and in 2008, she was further promoted to Customer Service Manager. She was responsible for overseeing an expanded team and the overall coordination of maintenance sales and engineering operations.

In 2010, she left Atlas CSF and joined DCD Technology as Customer Service Manager. She was responsible for overseeing maintenance sales and engineering operations of the company. In 2015, she was redesignated as Product Manager, where she was responsible for the sales and solutions of data centre products. In 2025, she was transferred to the Sales and Solutions Department and assumed the role of Account Manager, a role she currently assumes. She is responsible for the sales of data centre delivery products and service.

(vii) Mohd Hashim Bin Abdullah
Substantial shareholder and Non-Independent Non-Executive Director

Mohd Hashim Bin Abdullah, a Malaysian male aged 75, is our substantial shareholder and Non-Independent Non-Executive Director. He was appointed to our Board on 25 November 2025.

He graduated with an Advanced Diploma in Mechanical Engineering from Institut Teknologi MARA (now known as MARA Technological University) in 1976.

In 1976, he began his career as a Technical Engineer at Allied Electrical Industries Sdn Bhd, a manufacturer of air conditioners and refrigerators. He was responsible for product improvement and development.

In 1978, he left Allied Electrical Industries Sdn Bhd and joined Kumpulan Fima Berhad, a can manufacturer, as Production Engineer. He was responsible for assisting in achieving production targets and quality assurance. In 1979, he was promoted to Production Manager. His responsibilities expanded to include planning and overseeing plant maintenance activities.

In 1980, he left Kumpulan Fima Berhad and joined Malaysia Airline System Berhad (now known as Malaysia Airlines Berhad), an airline company as Property Controller. He was responsible for the planning and maintenance of the company's properties. In 1991, he was promoted to Property Manager, where he oversaw the development and maintenance of the company's properties globally.

In 1996, he left Malaysia Airline System Berhad and joined SSL Dev, a company involved in the supply and installation of electrical system, as Director. He is responsible for the overall operations of the company.

In 2025, he was appointed as the Non-Independent Non-Executive Director of our Company. He is responsible for providing strategic input and oversight on our Group's business direction, monitoring management performance, and contributing to our Board deliberations.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.1.4 Promoters' and substantial shareholders' remuneration and benefits

Save as disclosed below, there are no other amount or benefits that have been paid or is intended to be paid to our Promoters and substantial shareholders within 2 years preceding the date of this Prospectus:

(i) issuance and allotment of an aggregate 1,363,750,000 Shares by our Company to Ng Kok Hoong, Yew Kim Keong, Ng Gek Khoon, Datin Kwan Siew Peng, Khairil Husni Azri Bin Mohd Hashim and Ngooi Siew Luan as consideration for the Acquisition of DCD Technology, as disclosed in **Section 6.2.1** of this Prospectus;

(ii) aggregate remuneration and benefit paid to our Promoters and substantial shareholders for services rendered in all their capacities within our Group for the FYE 2025, FYE 2026 and proposed to be paid in FYE 2027 as set out in **Section 5.2.5** and **Section 5.4.4** of this Prospectus; and

(iii) declaration and payment of cash dividends to our Promoters and/or substantial shareholders as follows:

Promoters and/or substantial shareholders	**FYE 2025 RM'000**	**FYE 2026 RM'000**
Ng Kok Hoong	15,125	-
Yew Kim Keong	6,325	-
Ng Gek Khoon	12,100	-
Datin Kwan Siew Peng	12,375	-
Khairil Husni Azri Bin Mohd Hashim	2,750	-
Ngooi Siew Luan	2,750	-

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.2 BOARD OF DIRECTORS

Our Board comprises the following members:

Name (Gender)	Nationality	Designation	Age	Date of appointment
Ow Yong Min Che (M)	Malaysian	Non-Independent Non-Executive Chairman	74	25 November 2025
Mohd Hashim Bin Abdullah (M)	Malaysian	Non-Independent Non-Executive Director	75	25 November 2025
Yew Kim Keong (M)	Malaysian	Non-Independent Non-Executive Director	66	25 November 2025
Goh Tee Khiong (M)	Malaysian	Independent Non-Executive Director	76	25 November 2025
Krishnavenee A/P Krishnan (F)	Malaysian	Independent Non-Executive Director	52	25 November 2025
Rosidah Binti Baharom (F)	Malaysian	Independent Non-Executive Director	58	23 December 2025
Tan Hooi Ling (F)	Malaysian	Independent Non-Executive Director	53	25 November 2025

Notes:
(M) refers to male.

(F) refers to female.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.2.1 Directors' shareholdings

The Directors' shareholdings in our Company before and after our IPO are as follows:

	Before our IPO				After our IPO			
	Direct		Indirect		Direct		Indirect	
Name	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Ow Yong Min Che	-	-	-	-	(3)450,000	0.03	(4)6,000,000	0.33
Mohd Hashim Bin Abdullah	-	-	(5)72,928,000	5.00	-	-	(5)65,678,000	3.66
Yew Kim Keong	167,734,000	11.50	-	-	(6)151,064,000	8.42	-	-
Goh Tee Khiong	-	-	-	-	(3)400,000	0.02	-	-
Krishnavenee A/P Krishnan	-	-	-	-	(3)187,500	0.01	-	-
Rosidah Binti Baharom	-	-	-	-	(3)400,000	0.02	-	-
Tan Hooi Ling	-	-	-	-	(3)400,000	0.02	-	-

Notes:

(1) Based on our total number of 1,459,000,000 Shares after the Acquisition of DCD Technology but before our IPO / as at the LPD.

(2) Based on the enlarged total number of 1,794,000,000 Shares after our IPO.

(3) Assuming that he/she fully subscribes for the Pink Form Shares allocated to him/her.

(4) Deemed interested by virtue of the Shares held by his son, Ow Yong Hoong Peen in our Company pursuant to Section 59(11)(c) of the Act, assuming Ow Yong Hoong Peen fully subscribed for the Pink Form Shares allocated to him.

(5) Deemed interested by virtue of the Shares held by his son, Khairil Husni Azri Bin Mohd Hashim in our Company pursuant to Section 59(11)(c) of the Act.

(6) After the sale of 16,670,000 Shares pursuant to the Offer for Sale.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.2.2 Profiles of our Directors

Save for the profiles of Yew Kim Keong (who is also our substantial shareholder and Promoter) and Mohd Hashim Bin Abdullah (who is also our substantial shareholder) which are set out in **Section 5.1.3** of this Prospectus, the profiles of our Directors are as follows:

(i) Ow Yong Min Che
Non-Independent Non-Executive Chairman

Ow Yong Min Che, a Malaysian male aged 74, is our Group's Non-Independent Non-Executive Chairman. He was appointed to our Board on 25 November 2025. He has been involved in data centres for over 45 years, and in 2010, he pioneered the development of modular data centre designs solutions that offer rental flexibility and privacy at competitive pricing.

He obtained a Telecommunication Technician's Certificate from the City and Guilds of London Institute, United Kingdom in 1978.

In 1981, he began his career at Syarikat Peter Wong Engineering Sdn Bhd, a company providing technical and maintenance services for computer facilities as Sales Manager. He was responsible for marketing and sales of the computer support systems supplied by Liebert (a brand specialising in power and cooling solutions for computer facilities, including data centres).

In 1984, he left Syarikat Peter Wong Engineering Sdn Bhd and co-founded CSPM Sdn Bhd, a company providing solutions for computer support infrastructure as Managing Director. He was responsible for overseeing the company's sales and operations.

In 1991, he left CSPM Sdn Bhd and co-founded Atlas CSF, a company providing technical and maintenance services for computer facility equipment, as Managing Director. He was responsible for overseeing the company's overall business operations, focusing on providing solutions for computer infrastructure systems.

In 1996, he was appointed as Managing Director of Continuous Network Advisers Sdn Bhd, a company providing data communications, networking and system integration and maintenance support services, where he managed the company's network infrastructure sales and operations.

In 2000, he left both Atlas CSF and Continuous Network Advisers Sdn Bhd and co-founded C2 Consult, a company principally involved in the provision of consultancy services in relation to the design and planning of data centres as Principal. He was responsible for providing consultancy services on data centre design, infrastructure optimisation and other industry-related matters. In 2005, he disposed his entire shareholding in Atlas CSF to Thoo Soon Huat, a non-related party.

In 2025, he resigned as a director of C2 Consult and disposed his entire 26.00% shareholding in C2 Consult to Tan Sven Sern (an existing 30.00% shareholder of C2 Consult) and Yap Wooi Ken, both of whom are non-related parties, and was appointed as the Non-Independent Non-Executive Chairman of our Company. He is responsible for leading our Board in providing oversight and guidance to our Group, particularly in relation to our Group's data centre projects, ensuring effective governance and decision-making processes, and facilitating communication between our Board, management and key industry stakeholders.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(ii) Goh Tee Khiong
Independent Non-Executive Director

Goh Tee Khiong, a Malaysian male aged 76, is our Independent Non-Executive Director. He was appointed to our Board on 25 November 2025. He is the Chairman of our ARMC.

In 1972, he graduated with a Bachelor of Science with Honours from the University of Malaya, Malaysia.

In the same year, he commenced his career at NCR (Malaysia) Sdn Bhd, an IT company as System Analyst. He was responsible for providing systems analysis, programming and support for financial and commercial clients.

In 1978, he left NCR (Malaysia) Sdn Bhd and joined United Malayan Banking Corporation Berhad ("**UMBC**") (now part of RHB Bank Berhad), a financial institution as Electronic Data Processing Manager. He was responsible for overseeing electronic data processing and systems development.

In 1985, he left UMBC and joined Chase Manhattan Bank, Malaysia Branch (now known as J.P. Morgan Chase Bank Berhad) as an IT Manager. He was responsible for managing the bank's local IT operations, infrastructure and support functions in alignment with global banking standards.

In 1988, he left Chase Manhattan Bank and joined Unisys (Malaysia) Sdn Bhd, the Malaysian subsidiary of Unisys Corporation, a global IT company that offers security-centric solutions, digital transformation and workplace services to clients in the government, financial services and commercial sectors as a Customer Service Director. He was responsible for directing engineering and software support services for clients across Malaysia, including government agencies and financial institutions.

In 1992, he left Unisys (Malaysia) Sdn Bhd and joined Computer Recovery Centre Sdn Bhd ("**CRC**") (now known as Kompakar CRC Sdn Bhd), a company providing computer recovery solutions as a General Manager. He was responsible for spearheading the business continuity and disaster recovery services for clients in the financial and public sectors, while also managing customer relationships, service contracts and cost structures.

In 1994, he left CRC and joined Multi-Purpose Bank Berhad (now known as Alliance Bank Malaysia Berhad), a financial institution as Information Systems Manager. He was responsible for overseeing computer systems and software development. 1998, he was promoted to Senior General Manager and concurrently served as the Chief Information Officer until his retirement in 2006. Thereafter, he was not involved in any active employment.

In 2025, he was appointed as the Independent Non-Executive Director of our Company. He is responsible for providing independent oversight and advice from an IT perspective.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iii) Krishnavenee A/P Krishnan
Independent Non-Executive Director

Krishnavenee A/P Krishnan, a Malaysian female aged 52, is our Independent Non-Executive Director. She was appointed to our Board on 25 November 2025. She is a member of our ARMC as well as Nomination and Remuneration Committee.

She graduated with a Bachelor of Arts in Accounting and Finance from Middlesex University, London, England in 1996. She subsequently obtained her Master in Public Administration from Harvard University, the United States of America ("**USA**") in 2013. She has been serving as the Vice President of the Harvard Club of Malaysia and is also a trustee of Yayasan Kelab Harvard Malaysia since 2025.

In 1997, she commenced her internship with Selfridges Retail Limited in London, a department store, where she assisted in retail and finance works, until her return to Malaysia in 1999.

In 2000, she joined PricewaterhouseCoopers Consulting Sdn Bhd, a consulting firm, as an Associate Consultant where she was involved in the preparation of financial models, client engagement documentation and market research. Following a restructuring in 2002, she was transferred to PricewaterhouseCoopers Advisory Services Sdn Bhd, where she managed client engagements by interpreting client needs, designing responsive project plans, and delivering work products across the financial services, entertainment, utilities and public sectors.

In 2004, she left PricewaterhouseCoopers Advisory Services Sdn Bhd and joined the SC, as Senior Manager. She was responsible for overseeing strategy and risk functions. In 2006, she was promoted to Assistant General Manager, where she oversaw market supervision activities. In 2009, she assumed the role of Assistant General Manager, Market Department and Strategy, where she led market development, policy and strategy initiatives. In 2012, she left the SC to pursue her postgraduate studies in the USA until 2014.

In 2014, she joined the Performance Management and Delivery Unit ("**PEMANDU**"), an entity established under the Malaysian Prime Minister's Department to oversee and facilitate the National Transformation Programme (NTP), as Associate Director. She was involved in public-private facilitation and tactical problem-solving for Greater Kuala Lumpur / Klang Valley. She also served as Engagement Director, advising the Government of India on its retail sector growth strategy.

In 2016, she left PEMANDU and joined Bright Vision Consulting, a public policy consulting firm based in the USA as Chief Operating Officer. She was responsible for providing advisory services to support policy development and implementation for public-sector organisations, including agencies in Malaysia and the USA, as well as other institutional clients. She left the firm in 2018.

In 2019, she joined Bursa Malaysia Berhad, as Executive Vice President, New Development, Market Facilitation & Policy, Commercial & Development. In 2023, she concurrently assumed the role of Head – Commercial of the Bursa Gold Dinar (BGD) where she spearheaded the establishment of Malaysia's voluntary carbon market, the Bursa Carbon Exchange, BR Capital (a debt fundraising platform) and the Bursa Gold Dinar.

In 2024, she left Bursa Malaysia and joined Kapital DX Sdn Bhd (KLDX), a licensed Initial Exchange Offering operator with peer-to-peer (P2P) service, equity crowdfunding and tokenised bonds/sukuk and funds businesses regulated by the SC, as Chief Growth Officer, a role she presently assumes. She is responsible for driving business growth across products and geographies, as well as spearheading the introduction of tokenised fund offerings and guaranteed product structures.

In 2025, she was appointed as the Independent Non-Executive Director of our Company. She is responsible for providing independent oversight and advice from a regulatory and compliance perspective.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iv) Rosidah Binti Baharom
Independent Non-Executive Director

Rosidah Binti Baharom, a Malaysian female aged 58, is our Independent Non-Executive Director. She was appointed to our Board on 23 December 2025. She is a member of our ARMC as well as Nomination and Remuneration Committee.

She graduated with a Bachelor of Science (Honours) in Accountancy from University of East Anglia, United Kingdom in 1991. She obtained the Association of Chartered Certified Accountants ("**ACCA**") Affiliate status in 1993, and was admitted as a member of the ACCA and subsequently as a Fellow Member of the ACCA in 2001 and 2006 respectively. She is also a member of the Malaysian Institute of Accountants since 2021.

She began her career in 1993 as a Management Trainee of Sime Darby Berhad, where she was assigned to one of its subsidiaries, Sime Rengo Packaging Sdn Bhd ("**Sime Rengo**"), a manufacturer of packaging products, as Accounts Executive. She was responsible for handling general accounts and finance-related matters. In 1995, she left Sime Rengo and joined Asian International Merchant Bankers Berhad (now known as Public Investment Bank Berhad) ("**AIM Bankers**") as an Executive in Corporate Finance, where she participated in advisory, structuring, and execution of equity-related capital market activities including initial public offerings, secondary offerings, acquisitions, and divestments.

In 1996, she left AIM Bankers and joined Komplek Kewangan Malaysia Berhad (now known as Amanah Capital Malaysia Berhad) ("**Amanah Capital**"), a financial services group as Assistant Manager, Corporate Planning, where she was responsible for structuring and undertaking corporate proposals and initiatives such as mergers and acquisitions, restructuring exercises, capital raising, and evaluation of business proposals.

She subsequently left Amanah Capital and joined Bursa Malaysia Berhad in 1998 as Assistant Manager, Strategic Planning Division where she was responsible for developing strategies, corporate and business planning for the group, performance monitoring and implementation of corporate finance initiatives. During her tenure with Bursa Malaysia, she also held various positions including Manager, Policy & Development Division (from 2002 to 2003), Head, Planning & Corporate Finance (from 2003 to 2006), Head, Corporate Services (from 2006 to 2008), Head, Finance in Corporate Services (from 2008 to 2013), Executive Vice President, Corporate Services (from 2013 to 2014), and later as the Chief Financial Officer from 2014 until her retirement in May 2025. As the Chief Financial Officer, she was responsible for the overall financial planning, operations, and management of Bursa Malaysia and its subsidiaries, overseeing investor relations, investment strategies, strategic procurement, administrative and facilities management, and group-wide security and safety strategies. Following her retirement, she continued to serve as an Advisor in Group Finance and Corporate Services until August 2025. She also held directorship positions in the subsidiaries of Bursa Malaysia during her tenure with Bursa Malaysia.

In 2025, she was appointed as the Independent Non-Executive Director of our Company. She is responsible for providing independent oversight and advice from a regulatory, compliance and finance perspective.

She was appointed as an Independent Non-Executive Director of Moomoo Securities Malaysia Sdn Bhd in January 2026, Badan Pengawas Pemegang Saham Minoriti Berhad in April 2026 as well as Maybank Asset Management Sdn Bhd, Maybank Islamic Asset Management Sdn Bhd and Maybank Asset Management Group Berhad in September 2026.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(v) Tan Hooi Ling

Independent Non-Executive Director

Tan Hooi Ling, a Malaysian female aged 53, is our Independent Non-Executive Director. She was appointed to our Board on 25 November 2025. She is the Chairperson of our Nomination and Remuneration Committee.

She obtained her Bachelor of Laws from the University of London, England in 1996 as an external student and subsequently completed the Certificate in Legal Practice in 1997. She completed the CIMB–INSEAD Leadership Programme at INSEAD Business School, France in 2020. In the same year, she obtained the Associate Qualification in Islamic Finance from the Islamic Banking and Finance Institute Malaysia. She also completed the CIMB–CISL Sustainability Leadership Programme at the University of Cambridge Institute for Sustainability Leadership, United Kingdom in 2023.

In 1998, she commenced her career with Messrs. Sofian Syed Ahmad & Co, as a chambering student focusing on banking litigation. She was then admitted to the Malaysian Bar in the same year.

In 1999, joined Messrs. Liew Hazalina as a litigation lawyer, handling civil litigation matters including banking, debt recovery, winding up, divorce, and probate. She left the firm in the same year and joined Messrs. Jeffrey Wong & Partners as a banking lawyer, specialising in drafting banking documentation.

In 2000, she left Messrs. Jeffrey Wong & Partners and joined Messrs. Shook Lin & Bok as a conveyancing and banking lawyer, where she was involved in conveyancing, banking, and corporate restructuring documentation. She left the firm in 2003.

In 2004, she joined Bursa Malaysia, the stock exchange, as Manager. She was involved in drafting and amending the Rules of Bursa Securities and the Rules of Bursa Derivatives. In 2006, she was promoted to Senior Manager – Legal Advisory & Corporate Legal Affairs, where she was involved in the drafting and amendments of the Listing Requirements of Bursa Securities.

In 2007, she left Bursa Malaysia and joined HSBC Bank Malaysia Berhad, a financial institution, as a Manager – Compliance. She was responsible for overseeing compliance for Global Markets and Islamic Banking. She left HSBC Bank Malaysia Berhad in 2010.

In 2011, she joined BNP Paribas Malaysia Berhad, a financial institution as Country Head of Ethics & Compliance. She was responsible for managing the bank's compliance risk. She left BNP Paribas Malaysia Berhad in 2013.

In 2014, she joined National Bank of Abu Dhabi Malaysia Berhad, a financial institution, as a Manager – Compliance. She was responsible for managing the bank's compliance risk. In 2017 she was re-designated as Chief Compliance Officer, a role she held until the bank ceased its Malaysian operations later that year.

In the same year, she joined CIMB Investment Bank Berhad, a financial institution as Managing Director and Chief Compliance Officer of CIMB Islamic Bank Berhad where she was responsible for managing compliance risk for the Islamic banking business of CIMB Islamic Bank Berhad, including the regional Islamic banking business. She also managed the compliance risk of the Small and Medium Enterprise and Commercial Banking business.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

In 2019, she was also appointed as the Managing Director and Chief Compliance Officer of CIMB Bank Berhad while continuing with her position as the Chief Compliance Officer of CIMB Islamic Bank Berhad. She was responsible for overseeing the compliance risk across all business and enablement units within the CIMB group of companies.

In 2022, she was promoted to Senior Managing Director of CIMB Bank Berhad, while continuing to hold the position of Chief Compliance Officer of CIMB Bank Berhad and CIMB Islamic Bank Berhad. In August 2026, she was appointed as Regional Head, Group Financial Crime Compliance of CIMB Group Holdings Berhad ("**CIMB Group**"), where she oversees anti-money laundering, counter financing of terrorism and sanctions programmes across the CIMB Group, a position she presently holds. She also continues to serve as Chief Compliance Officer of CIMB Islamic Bank Berhad.

In 2025, she was appointed as the Independent Non-Executive Director of our Company. She is responsible for providing independent oversight and advice from a regulatory and compliance perspective.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.2.3 Principal directorships and principal business activities of our Directors outside our Group

Save as disclosed below, none of our Director has any principal business activities performed outside our Group including principal directorships for the past 5 years preceding the LPD:

(i) Ow Yong Min Che

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
Century Theme Sdn Bhd	Director/ Shareholder	20 November 2003	-	20.00	-	Investment holding in various properties for rental income
Virtual Plus Sdn Bhd	Director/ Shareholder	30 January 2004	-	29.00	-	Holding of property for own use
Atlas CSF Services Sdn Bhd	Director/ Shareholder	25 July 2011	-	45.00	-	Investment holding in properties for rental income
Past Involvement:						
Leisure Range Sdn Bhd	Past director / Past shareholder	7 November 2023	Dissolved on 13 December 2023	-	-	Property holdings
C2 Consult	Past director / Past shareholder	13 January 2004	28 April 2025	-	-	Data centre consultancy firm involved in the provision of consultancy services in relation to the design and planning of data centres

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
MYT DC3 Sdn Bhd	Past director/ past shareholder	2 September 2024	8 May 2026	-	-	Providing infrastructure for hosting, data processing services and related activities as well as computer facilities management activities (i.e. data centre operator)
Vast Rae Sdn Bhd	Past shareholder	-	Dissolved on 28 January 2026	-	-	Previously involved in activities of individual writers, for all subjects; motion picture, video and television programme production activities; creative, arts and entertainment activities

(ii) Mohd Hashim Bin Abdullah

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
SSL Dev	Director / Shareholder	30 July 1996	-	50.00	-	Contractor for supply and installation of electrical system
Syarikat Haha Sdn Bhd	Shareholder	-	-	<1.00	-	Currently dormant, and in the process of winding up. Previously involved in property investment

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Past Involvement:						
VDC Data Centers Malaysia Sdn Bhd	Past director	3 January 2012	25 September 2020	-	-	Investment holding, rental of premises with computer site facilities, provision of computer site facilities and infrastructure service
SSL Communication Sdn Bhd	Past director / Past shareholder	11 October 2011	Dissolved on 13 November 2020	-	-	IT related works specialising in the construction of data centres

(iii) Yew Kim Keong

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
Urban Union Sdn Bhd	Shareholder	-	-	2.08	-	Sales carried out by commission agents
M&H Global Plantation Sdn Bhd	Shareholder	-	-	1.96	-	Forest plantation
Forest Tree Plantation Sdn Bhd	Shareholder	-	-	3.35	-	Planting, replanting, transplanting, thinning and conserving of forests and timber tracts; growing of fibre crops

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Past Involvement:						
ITP Cjaya	Past director	6 May 2013	21 December 2022	-	-	Investment in properties and rental services
Vast Rae Sdn Bhd	Past director / past shareholder	-	Dissolved on 28 January 2026	-	-	Previously involved in activities of individual writers, for all subjects; motion picture, video and television programme production activities; creative, arts and entertainment activities

(iv) Goh Tee Khiong

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Past Involvement:						
C2 Consult	Past director	26 June 2009	28 April 2025	-	-	Data centre consultancy firm involved in the provision of consultancy services in relation to the design and planning of data centres

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(v) Krishnavenee A/P Krishnan

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Past Involvement:						
Veritas Academy Sdn Bhd	Past director / Past shareholder	25 June 2015	Dissolved on 5 May 2023	-	-	Dormant since incorporation, intended to provide training programs
Dare to Date Sdn Bhd	Past shareholder	-	Dissolved on 5 May 2023	-	-	Dormant since incorporation, intended to form an e-commerce platform
Bright Group International Sdn Bhd ("**Bright Group**")	Past director / Past shareholder	3 April 2017	Dissolved on 16 September 2022	-	-	Dormant since incorporation, intended to carry out Bright Group's business in Malaysia as a public policy consultant

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(vi) Rosidah Binti Baharom

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
Moomoo Securities Malaysia Sdn Bhd	Independent Non-Executive Director	1 January 2026	-	-	-	Securities firm
Badan Pengawas Pemegang Saham Minoriti Berhad	Independent Non-Executive Director	28 April 2026	-	-	-	Non-profit organisation, promoting corporate governance in companies through shareholder activism acting in the interest of minority shareholders as an integral part for development of the capital market
Maybank Asset Management Sdn Bhd	Independent Non-Executive Director	1 September 2026	-	-	-	Fund management
Maybank Islamic Asset Management Sdn Bhd	Independent Non-Executive Director	1 September 2026	-	-	-	Islamic fund management
Maybank Asset Management Group Berhad	Independent Non-Executive Director	1 September 2026	-	-	-	Holding company of Maybank Asset Management Sdn Bhd and Maybank Islamic Asset Management Sdn Bhd

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Past Involvement:						
Bursa Malaysia Securities Clearing Sdn Bhd	Past director	1 February 2014	15 August 2025	-	-	Provide, operate and maintain a clearing house for the securities exchange
Bursa Malaysia Information Sdn Bhd	Past director	1 February 2014	15 August 2025	-	-	Compile, provide and disseminate prices and other information relating to securities quoted on the securities and derivatives exchanges within Bursa Malaysia group of companies, as well as data reported from the bond platform
Bursa Malaysia Bonds Sdn Bhd	Past director	1 February 2014	15 August 2025	-	-	Provide, operate and maintain an electronic trading platform for the bond market
Bursa Malaysia Depository Nominees Sdn Bhd	Past director	1 February 2014	15 August 2025	-	-	Act as a nominee for Bursa Malaysia Depository Sdn Bhd and receive securities on deposit or for safe-custody or management
Bursa Malaysia Islamic Services Sdn Bhd	Past director	1 February 2014	15 August 2025	-	-	Provide, operate and maintain a Shariah compliant commodity trading platform
Bursa Malaysia Depository Sdn Bhd	Past director	1 February 2014	15 August 2025	-	-	Provide, operate and maintain a central depository for securities listed on the securities exchange
Bursa Malaysia Securities Berhad	Past director	14 September 2020	15 August 2025	-	-	Provide, operate and maintain a securities exchange

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Bursa Malaysia Derivatives Berhad	Past director	14 September 2020	15 August 2025	-	-	Provide, operate and maintain a derivatives exchange
Bursa Malaysia Derivatives Clearing Berhad	Past director	14 September 2020	15 August 2025	-	-	Provide, operate and maintain a clearing house for the derivatives exchange
Bursa Malaysia Regulation Sdn Bhd	Past director	18 August 2020	15 August 2025	-	-	Perform regulatory functions for Bursa Malaysia and its group of companies
Bursa Malaysia Digital Sdn Bhd	Past director	26 October 2022	15 August 2025	-	-	Provide, operate and maintain a Shariah compliant market for precious metals and commodities
Bursa Malaysia Carbon Market Sdn Bhd	Past director	26 October 2022	15 August 2025	-	-	Provide, operate and maintain a voluntary carbon market exchange
Bursa Malaysia Carbon Market Nominees Sdn Bhd	Past director	26 October 2022	15 August 2025	-	-	Acts as custodian for the voluntary carbon market exchange
Bursa Malaysia RAM Capital Sdn Bhd	Past director	27 December 2022	15 August 2025	-	-	Provide, operate and maintain a debt fundraising platform for small to mid-sized companies

The involvement of our Directors as disclosed above excludes shares in other public listed companies held by them as minority shareholders (i.e. less than 5.00% of the total number of issued shares of a public listed company) without any directorship. These shares held are only for trading and personal investment purposes.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.2.4 Involvement of our Directors in other businesses / corporations

The involvement of our Directors in other businesses / corporations / entities will not affect their commitment and responsibilities to our Group in their respective roles as our Directors, as they are not involved in our Group's day-to-day operations.

5.2.5 Directors' remuneration and material benefits in-kind

The aggregate remuneration and material benefits in-kind paid and proposed to be paid to our Directors for services rendered to our Group for FYE 2025, FYE 2026 and FYE 2027 are as follows:

FYE 2025 (Actual)

Name	Directors' fees (RM'000)	Salaries (RM'000)	Bonuses (RM'000)	Statutory contributions[(1)] (RM'000)	Benefits -in-kind and allowances (RM'000)	Total (RM'000)
Non-Independent Directors						
Ow Yong Min Che	-	-	-	-	-	-
Mohd Hashim Bin Abdullah	-	-	-	-	-	-
Yew Kim Keong	-	-	-	-	-	-
Independent Directors						
Goh Tee Khiong	-	-	-	-	-	-
Krishnavenee A/P Krishnan	-	-	-	-	-	-
Rosidah Binti Baharom	-	-	-	-	-	-
Tan Hooi Ling	-	-	-	-	-	-

Note:
(1) Include employer's contribution to Employees Provident Fund, Employment Insurance System and Social Security Organisation (SOCSO).

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

FYE 2026 (Actual)

Name	Directors' fees (RM'000)	Salaries (RM'000)	Bonuses (RM'000)	Statutory contributions[1] (RM'000)	Benefits -in-kind and allowances (RM'000)	Total (RM'000)
Non-Independent Directors						
Ow Yong Min Che	[2]-	-	-	-	-	-
Mohd Hashim Bin Abdullah	[2]-	-	-	-	-	-
Yew Kim Keong	[2]-	-	-	-	-	-
Independent Directors						
Goh Tee Khiong	[2]-	-	-	-	-	-
Krishnavenee A/P Krishnan	[2]-	-	-	-	-	-
Rosidah Binti Baharom	[2]-	-	-	-	-	-
Tan Hooi Ling	[2]-	-	-	-	-	-

Notes:

(1) Include employer's contribution to Employees Provident Fund, Employment Insurance System and Social Security Organisation (SOCSO).

(2) Our Non-Executive Directors were appointed to our Board in November 2025 and December 2025. The Directors' fees to our Non-Executive Directors will only be payable upon Listing.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

FYE 2027 (Proposed)

Name	Directors' fees (RM'000)	Salaries (RM'000)	Bonuses (RM'000)	Statutory contributions[1] (RM'000)	Benefits -in-kind and allowances (RM'000)	Total (RM'000)
Non-Independent Directors						
Ow Yong Min Che	[2]64	-	-	-	5	69
Mohd Hashim Bin Abdullah	[2]40	-	-	-	5	45
Yew Kim Keong	[2]40	-	-	-	5	45
Independent Directors						
Goh Tee Khiong	[2]40	-	-	-	5	45
Krishnavenee A/P Krishnan	[2]40	-	-	-	5	45
Rosidah Binti Baharom	[2]40	-	-	-	5	45
Tan Hooi Ling	[2]40	-	-	-	5	45

Notes:

(1) Include employer's contribution to Employees Provident Fund, Employment Insurance System and Social Security Organisation (SOCSO).

(2) Our Non-Executive Directors were appointed to our Board in November 2025 and December 2025. The Directors' fees to our Non-Executive Directors will only be payable upon Listing.

The remuneration of our Directors, which comprises directors' fees, salaries, bonuses and allowances as well as other benefits in-kind, must be considered and recommended by our Nomination and Remuneration Committee and subsequently be approved by our Board, subject to the provisions of our Constitution. Our Directors' fees and/or benefits must be further approved by our shareholders at a general meeting.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.3 BOARD PRACTICES

Our Board has adopted the following responsibilities for effective discharge of its functions:

(i) Overseeing and evaluating the conduct and sustainability of the businesses of our Group;

(ii) Reviewing and adopting the overall strategic direction, business plans, and annual budgets of our Group, including major capital commitments;

(iii) Ensuring that the strategic plan of our Company supports long-term value creation and includes strategies on economic, environmental, and social considerations underpinning sustainability;

(iv) Establishing key performance indicators and succession plans;

(v) Reviewing and approving new ventures, major acquisitions and disposal of undertakings and properties;

(vi) Reviewing, challenging, and deciding on management's proposals for our Group and monitoring their implementation by management;

(vii) Supervising and assessing management performance to determine whether the business is being properly managed;

(viii) Identifying and understanding the principal risks of our Company's business and ensuring the implementation of appropriate internal control systems and mitigation measures to manage these risks;

(ix) Reviewing the adequacy and integrity of our Group's internal control systems, risk management, and management information systems;

(x) Setting the risk appetite within which our Board expects management to operate and ensuring that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;

(xi) Ensuring that our Key Senior Management has the necessary skills and experience and there are measures in place to provide for the orderly succession of our Board and Key Senior Management;

(xii) Ensuring that our Group has in place procedures to enable effective communication with stakeholders;

(xiii) Supervising the creation and execution of the investor relations program or shareholders' communication policy for our Group to facilitate productive communication;

(xiv) Ensuring our Group's core values, vision and mission and shareholders' interests are met;

(xv) Ensuring all significant systems and procedures are in place for our Group to run effectively, efficiently, and meet all legal and contractual requirements;

(xvi) Collaborating with our Key Senior Management to establish and maintain effective corporate governance practices, which include ethical, prudent, and professional conduct standards, and fostering a corporate responsibility culture throughout our Group; and

(xvii) Ensuring the integrity of our Group's financial and non-financial reporting.

Our Board acknowledges and takes cognisance of the recommendations under the MCCG. As at the LPD, our Board has adopted all relevant recommendations of the MCCG in terms of the composition of our Board and the relevant committees.

In addition, our Company intends to progressively adopt the relevant practices and aspects of the MCCG that can only be implemented or become applicable upon or after our Listing, including the recommended disclosures in our Annual Report and Corporate Governance Report, as well as the relevant Step Up practices under the MCCG, where applicable.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.3.1 Directorship

As at the LPD, the date of appointment and the date of expiration of the current term of office of our Directors, as well as the period for which our Directors have served in that office are set out below:

Name	Designation	Date of appointment as Director	No. of years in office	Date of expiration of the current term in office
Ow Yong Min Che	Non-Independent Non-Executive Chairman	25 November 2025	Less than 1 year	At our first AGM
Mohd Hashim Bin Abdullah	Non-Independent Non-Executive Director	25 November 2025	Less than 1 year	At our first AGM
Yew Kim Keong	Non-Independent Non-Executive Director	25 November 2025	Less than 1 year	At our first AGM
Goh Tee Khiong	Independent Non-Executive Director	25 November 2025	Less than 1 year	At our first AGM
Krishnavenee A/P Krishnan	Independent Non-Executive Director	25 November 2025	Less than 1 year	At our first AGM
Rosidah Binti Baharom	Independent Non-Executive Director	23 December 2025	Less than 1 year	At our first AGM
Tan Hooi Ling	Independent Non-Executive Director	25 November 2025	Less than 1 year	At our first AGM

In accordance with our Company's Constitution, all our Directors shall retire from office at the first AGM and an election of Directors shall take place every year. At the subsequent AGM, one-third (1/3) of our Directors for the time being, or if their number is not three or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and shall be eligible for re-election, provided always that all Director shall retire from office at least once in every 3 years but shall be eligible for re-election. A retiring Director shall retain office until the conclusion of the AGM at which he retires.

Any person appointed as Director, either to fill a casual vacancy or as an addition to the existing Directors, shall hold office only until the conclusion of the next AGM and shall then be eligible for re-election but shall not be taken into account in determining the number of Directors to retire by rotation at such meeting.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.3.2 Audit and Risk Management Committee

The members of our ARMC are as follows:

Name	Designation	Directorship
Goh Tee Khiong	Chairman	Independent Non-Executive Director
Krishnavenee A/P Krishnan	Member	Independent Non-Executive Director
Rosidah Binti Baharom	Member	Independent Non-Executive Director

The main functions of our ARMC as stated in its terms of reference include, among others, the following:

(i) to consider any matters concerning the appointment and re-appointment, the audit and non-audit fees and any questions of resignation or dismissal of external auditors, and further ensure the suitability, objectivity and independence of external auditors;

(ii) to review with the external auditors:

  (a) their audit plan, process, scope and nature of the audit of our Group;

  (b) their evaluation and findings of the system of risk management and internal controls;

  (c) their audit reports on financial statements;

  (d) the management letter and management's response with regard to issues and reservations arising from their audits;

  (e) the coordination of audits where more than one audit firm is involved; and

  (f) any other matters that the external auditors may wish to discuss (in the absence of management where necessary);

(iii) to ensure coordination between the external auditors and the internal auditors;

(iv) to review and assess the adequacy of the scope, functions, competency, experience and resources of the internal audit functions of which the internal auditors should report directly to the ARMC;

(v) to ensure the internal auditors are independent and objective, and have the relevant qualifications and be responsible for assuring the ARMC that the internal controls are operating effectively;

(vi) to review the internal audit plan, processes, the results of internal audit assessments, investigations undertaken and whether or not appropriate action is taken on the recommendations made;

(vii) to review the adequacy and effectiveness of our Group's internal control systems, anti-bribery and corruption and whistle-blowing as evaluated, identified and reported by the management, internal or external auditors as well as to review whether actions taken to ratify the same are appropriate or timely;

(viii) to review the quarterly results and year-end financial statements of our Group before the approval by our Board;

(ix) to ensure that ARMC Report is prepared at the end of each financial year for inclusion in the annual report of our Company;

(x) to ensure that our Board establishes a comprehensive framework/policy to identify, evaluate, approve and report related party transactions;

(xi) to assess the financial risk and matters in relation to related party transactions and conflict of interest situations that may arise within our Company or Group, including any transaction, procedure or course of conduct that raises questions of management integrity;

(xii) to assist our Board to effectively discharge its risk oversight responsibilities by monitoring and overseeing our Group's risk management and processes in identifying, evaluating, monitoring and managing significant risks within our Group;

(xiii) to review our Group's risk management policy and implementation of the risk management framework;

(xiv) to report promptly to Bursa Securities on any matter which has not been satisfactorily resolved resulting in a breach of the Listing Requirements;

(xv) to verify the allocation of options under a share issuance scheme or the allocation of shares according to any incentive plan for employees of our Group, if any;

(xvi) to review and conduct an annual performance evaluation of the internal and external auditors in respect of each financial year under review; and

(xvii) to carry out such other functions or assignments as may be delegated by our Board from time to time.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.3.3 Nomination and Remuneration Committee

The members of our Nomination and Remuneration Committee are as follows:

Name	Designation	Directorship
Tan Hooi Ling	Chairperson	Independent Non-Executive Director
Krishnavenee A/P Krishnan	Member	Independent Non-Executive Director
Rosidah Binti Baharom	Member	Independent Non-Executive Director

The main functions of our Nomination and Remuneration Committee as stated in its terms of reference include, among others, the following:

Nomination

(i) to review, assess, and recommend suitable candidates for appointment as Directors of our Company, as well as Directors who are due to retire and seeking re-election at the AGM. When making recommendations to our Board regarding directorship or re-appointment, the Nomination and Remuneration Committee must consider the "Fit and Proper Criteria" outlined in our Company's Directors' Fit and Proper Policy. These criteria include, but are not limited to:

  (a) diversity in skills, knowledge, expertise, experience, age, cultural background and gender;

  (b) competence and professionalism;

  (c) character and integrity;

  (d) time and commitment;

  (e) any business interest or relationship that may result in a conflict of interest that could affect the execution of the role; and

  (f) in the case of candidates for the position of Independent Director, the committee shall also evaluate the candidates' ability to discharge such responsibilities/functions as expected from Independent Director;

(ii) to ensure there is a gender-diverse Board and the Nomination and Remuneration Committee may seek out independent sources to identify qualified candidates for our Board;

(iii) to evaluate the necessary mix of skills, experience, core competencies, and diversity (including age, cultural background, and gender) of our Board and our Board Committees. The Nomination and Remuneration Committee will assess the contribution and performance of each Director to ensure our Board and Board Committees operate effectively and efficiently;

(iv) to review the size, structure, balance, and composition of our Board and our Board Committees to ensure optimal performance;

(v) to identify and review the core competencies, skills and other qualities including but not limited to the skills, knowledge, experience and diversity required by each of the Non-Executive Directors, that are essential to contribute towards the effectiveness and balance of our Board;

(vi) to assess each Director's ability to contribute to our Board's decision-making process and ensure that our Board operates actively, efficiently, and effectively in all its decision-making;

(vii) to conduct an annual review of the term of office and performance of the ARMC and each of its members. The review will assess whether the ARMC and its members have fulfilled their duties in accordance with their terms of reference;

(viii) to evaluate annually the effectiveness of our Board and our Board Committees as a whole for assessing the contribution to the effectiveness of the decision-making process of our Board;

(ix) to review and assess annually the independence of the Independent Non-Executive Directors of our Company;

(x) to review, consider and make recommendations regarding the continuation in office of Independent Non-Executive Directors who have served for more than 9 years. The assessment will take into account their performance and ability to contribute to our Board, in light of the necessary knowledge, skills and experience;

(xi) to oversee the development of succession planning of our Board and Key Senior Management;

(xii) to remain up-to-date and fully informed about strategic issues and commercial changes that impact our Group and the market in which it operates;

(xiii) to act in line with the directions of our Board; and

(xiv) to carry out such other functions or assignments as may be delegated by our Board from time to time.

Remuneration

(xv) to review and recommend to our Board the appropriate remuneration packages for all Directors of our Company, with or without professional advice;

(xvi) to review and recommend fees and benefits payable to our Directors;

(xvii) to assist our Board in formulating policies and guidelines for the composition of various components of remuneration such as basic salary, bonus, and other benefits for our Directors and Key Senior Management;

(xviii) to ensure that remuneration packages and benefits for our Directors align with our Group's business strategies, long-term objectives, and remuneration policy, as well as comply with all laws, rules, regulations, and guidelines set by relevant authorities and our Board;

(xix) to develop and administer a fair and transparent procedure for setting policy on the remuneration of our Directors and Key Senior Management, which considers the demands, complexities, and performance of our Group, as well as the skills and experience required;

(xx) to implement our Board's remuneration policy and procedures in a transparent process, including reviewing and recommending matters related to the remuneration of our Board;

(xxi) to ensure that the level of remuneration packages is fair and appropriate according to the industry, general market sentiments, or conditions, and our Group's operating results, as well as our Directors' merit, qualification, competence, and individual performance;

(xxii) to ensure that appropriate rewards, benefits, compensation, and remuneration are offered to retain our Directors, and structuring remuneration packages to link rewards to individual performance; and

(xxiii) to carry out any other functions delegated by our Board that would benefit our Group and ensure the effective discharge of the Remuneration Committee's duties and responsibilities.

5.4 KEY SENIOR MANAGEMENT

Our Key Senior Management (all Malaysian) comprises the following:

Name	Designation	Age
Ow Yong Hoong Peen	CEO	48
Ng Gek Khoon	Key Accounts Director	53
Datin Kwan Siew Peng	Human Resource and Finance Director	57
Hon Mau Hoong	Project and Sales Director	45
Lee Kok Sang	Engineering Director	55
Wong Yoke Fang	Finance Manager	41
Rohaizad Bin Othman	Project Manager	40

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.4.1 Key Senior Management's shareholdings

The shareholdings of our Key Senior Management in our Company before and after our IPO are as follows:

	Before our IPO / As at the LPD				After our IPO			
	Direct		Indirect		Direct		Indirect	
Name	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Ow Yong Hoong Peen	-	-	-	-	(3)6,000,000	0.33	-	-
Ng Gek Khoon	321,102,000	22.00	-	-	(4)289,192,000	16.11	-	-
Datin Kwan Siew Peng	328,400,000	22.51	-	-	(5)295,760,000	16.49	-	-
Hon Mau Hoong	51,049,000	3.50	-	-	(6)45,979,000	2.56	-	-
Lee Kok Sang	-	-	-	-	(3)500,000	0.03	-	-
Wong Yoke Fang	-	-	-	-	(3)500,000	0.03	-	-
Rohaizad Bin Othman	-	-	-	-	(3)500,000	0.03	-	-

Notes:

(1) Based on our total number of 1,459,000,000 Shares after the Acquisition of DCD Technology but before our IPO / as at the LPD.

(2) Based on the enlarged total number of 1,794,000,000 Shares after our IPO.

(3) Assuming that he/she fully subscribes for the Pink Form Shares allocated to him/her.

(4) After the sale of 31,910,000 Shares pursuant to the Offer for Sale.

(5) After the sale of 32,640,000 Shares pursuant to the Offer for Sale.

(6) After the sale of 5,070,000 Shares pursuant to the Offer for Sale.

5.4.2 Profiles of Key Senior Management

Save for the profiles of Ng Gek Khoon and Datin Kwan Siew Peng, which have been set out in **Section 5.1.3** of this Prospectus, the profiles of our other Key Senior Management are as follows:

(i) Ow Yong Hoong Peen
CEO

Ow Yong Hoong Peen, a Malaysian male aged 48, is our CEO.

He graduated with a Bachelor of Engineering (Honours) in Electrical and Electronic Engineering from the University of Leeds, United Kingdom, in June 1999.

In 2000, he began his professional career as a Test Engineer with Solectron Technology Sdn Bhd ("**Solectron**"), a company principally involved in manufacturing of electronic components for industries such as computing, communications, and automotive. He was responsible for developing and implementing test plans and software for products in the computing, communications, and automotive sectors.

In 2001, he left Solectron and joined C2 Consult, a company principally involved in the provision of consultancy services in relation to the design and planning of data centres, as Director. His responsibilities encompassed site selection, power and cooling system design, and the integration of fire protection and security infrastructure. He also provided end-to-end advisory services covering operations, maintenance, and leasing activities.

In 2025, he left C2 Consult and was appointed as the CEO of DCD Technology in March 2025, a role he presently assumes. He is responsible for formulating our Group's overall business strategies and driving our Group's business growth, as well as leading business development and customer engagement initiatives.

He has approximately over 26 years of experience in the data centre industry from his tenure in C2 Consult and our Group. During his tenure in C2 Consult, he had also been engaged as a consultant on a number of data centre projects in which DCD Technology was engaged as contractor.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(ii) Hon Mau Hoong
Project and Sales Director

Hon Mau Hoong, a Malaysian aged 45, is our Group's Project and Sales Director.

In 2002, he graduated with a Bachelor of Engineering (Honours) in Electronics and Communications from the University of Tasmania, Australia. He subsequently obtained the BTEC Professional Award in Certified Data Centre Design Professional (CDCDP) from Pearson Edexcel in 2012 and became an Accredited Tier Specialist with Uptime Institute LLC, Singapore, in 2013.

In 2003, he began his career as a Service Engineer in OYL Manufacturing Company Sdn Bhd (now known as Daikin Malaysia Sdn Bhd) ("**OYL**"), a company principally involved in manufacturing of heating, ventilation and air conditioning equipment. He was responsible for providing technical support.

He left OYL in 2006 and join Emerson Network Power (M) Sdn Bhd, a company principally involved in supplying mechanical and electrical equipment for data centres, as a Service Engineer. He was responsible in supporting critical power and cooling systems for enterprise and industrial clients.

In 2008, he left Emerson Network Power (M) Sdn Bhd and joined American Power Conversion Malaysia (a flagship brand of Schneider Electric) ("**APC**"), a company principally involved in supplying M&E equipment for data centres, as a Senior Solution Engineer. He was responsible for designing, implementing, and optimising power and cooling solutions for data centres and mission-critical facilities.

In 2012, he left APC and joined M. Moser Associates Sdn Bhd, a company principally involved in interior fit out consultancy specialising in office space design and build, as Senior Engineer. He was responsible for the design and integration of high-performance workplace and data centre environments.

In 2013, he left M. Moser Associates Sdn Bhd and joined Dell Global Business Centre Sdn Bhd ("**Dell**"), a company principally involved in providing IT equipment and data centre facilities, as Senior Solutions Architect. He was responsible for developing data centre infrastructure solutions for enterprises in Malaysia and Indonesia.

In 2014, he left Dell and joined UAP Solutions, a company principally involved in supplying data centre facility equipment and related technical and maintenance services, as Sales Director. He was responsible for overseeing sales operations. He was also responsible for developing and expanding the company's market presence in Malaysia, Vietnam and Myanmar through business strategies, and involved in infrastructure projects in the data centre sectors.

In 2023, he left UAP Solutions and joined DCD Technology as Project and Sales Director, a role he presently assumes. He is responsible for delivering end-to-end data centre solutions, optimising power and cooling infrastructure and ensuring the seamless execution of data centre operations.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iii) Lee Kok Sang
Engineering Director

Lee Kok Sang, a Malaysian aged 55, is our Group's Engineering Director.

In 1997, he graduated with a Bachelor of Engineering in Electrical and Electronic Engineering from the University of Hertfordshire, United Kingdom. He subsequently obtained a Master of Electrical Engineering from University Tenaga Nasional (UNITEN) in 2013.

Upon graduating, he began his career at Atlas CSF, a company principally involved in providing technical and maintenance services for computer facility equipment, as the Vice President/ Head of Electrical Department. He was responsible for overseeing the Electrical and Maintenance Department.

In 2010, he left Atlas CSF and joined Hewlett-Packard (M) Sdn Bhd ("**HP**"), a company principally involved in providing IT products, software, and services including data centre solutions, as a Solution Architect. He was responsible for designing and developing data centre solutions. He also provided strategic guidance to implementation teams and collaborated with clients on modernization strategies involving data centre design, commissioning, assessment, consolidation, relocation, and migration.

In 2013, he left HP and joined DCD Technology as Engineering Director, a role he presently assumes. He is responsible for leading the Engineering Support Department, overseeing the delivery of engineering services in compliance with service level agreements, regulatory requirements and industry best practices.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iv) Wong Yoke Fang
Finance Manager

Wong Yoke Fang, a Malaysian aged 41, is our Group's Finance Manager.

In 2007, she graduated with a Bachelor of Business (majoring in Accounting and Financial Management) from La Trobe University, Australia, conducted at Nilai International University College, Malaysia. She is currently a Certified Practising Accountant with CPA Australia since 2012 and a Chartered Accountant with the Malaysian Institute of Accountants since January 2025.

Upon graduation, she began her career as an Audit Associate at Kreston John & Gan, an accounting and audit firm. She was involved in statutory audits, tax computation and planning, and financial performance analysis across various sectors including trading, manufacturing, property investment and quarrying. In 2009, she was promoted to Semi Senior, where she was responsible for leading audit teams and managing client communications on accounting and compliance matters.

In 2009, she left Kreston John & Gan and joined GEP Associates PLT (an independent member firm of AGN International Ltd), an audit firm, as Audit Senior 3. She was responsible for statutory audits and tax matters.

In 2010, she left GEP Associates PLT and joined Moore Stephens AC (now known as Baker Tilly AC), an audit firm, as Audit Semi Senior. She was involved in assisting engagement managers in audit assignments, performed consolidation reviews and identified audit issues. In 2011, she was promoted to Senior 1, where she guided and supervised audit team members and liaised with various parties to obtain audit information. In 2012, she was promoted to Senior 2, where she led audit engagements, reviewed team deliverables and managed client communications to ensure timely completion of assignments.

In 2012, she left Moore Stephens AC and joined UHY, an audit firm, as Assistant Manager. She managed audit portfolios, planned and delegated assignments, liaised with clients and reviewed working papers and reports. In 2014, she was promoted to Audit Manager, where she was involved in reviewing audit findings and recommendations, ensuring compliance with regulatory requirements and overseeing audit engagements. In 2016, she was promoted to Senior Manager, where she led audit teams in client account engagements, as well as being involved in special projects, including IPO exercises and corporate transactions of the firm's clients.

In 2017, she left UHY and joined CTSM Geotechnology Sdn Bhd ("**CTSM**"), a company principally involved in construction, as Accounts and Finance Manager. She was responsible for the finance and accounting functions and liaison with auditors, tax agents, and bankers. She also oversaw administrative, purchasing, and human resource functions, in addition to mentoring the finance team.

In 2025, she left CTSM and joined DCD Technology as Finance Manager, a role she presently assumes. She is responsible for our Group's finance and accounting functions and providing leadership to the finance team.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(v) Rohaizad Bin Othman
Project Manager

Rohaizad Bin Othman, a Malaysian aged 40, is our Group's Project Manager.

In 2009, he graduated with a Bachelor of Engineering (Mechanical – Aeronautics) from University of Technology Malaysia (UTM).

Upon graduating, he began his career at Taiyo Yuden (Sarawak) Sdn Bhd ("**Taiyo Yuden**"), a company principally involved as a semiconductor manufacturer, as Assistant Engineer. He was responsible for assisting in equipment maintenance, troubleshooting mechanical and electrical systems and ensuring the smooth operation of production facilities.

He left Taiyo Yuden in 2012 and joined Asoma Technology Sdn Bhd ("**Asoma**"), a company specialising in ACMV system installation, as Project Engineer. He was responsible for supervising ACMV project execution, managing project timelines, coordinating with contractors and suppliers as well as ensuring compliance with industry standards.

In 2013, he left Asoma and joined DCD Technology as Project Engineer, where he was responsible for supervising and managing data centre cooling system projects, managing equipment installation and testing and commissioning, as well as undertaking cooling system design. In 2016, he was promoted to Project Manager, a role he presently assumes. He is responsible for overseeing and managing the end-to-end delivery of data centre projects.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.4.3 Involvement of Key Senior Management in other businesses / corporations

Save as disclosed below, none of our Key Senior Management has any principal business activities, directorships and shareholdings outside our Group as at the LPD and in the past 5 years preceding the LPD:

(i) Ow Yong Hoong Peen

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
Century Theme Sdn Bhd	Director / Shareholder	12 November 2003	-	20.00	-	Investment holding in various properties for rental income
Virtual Plus Sdn Bhd	Director / Shareholder	30 January 2004	-	20.00	-	Holding of property for own use
Atlas CSF Services Sdn Bhd	Director / Shareholder	25 July 2011	-	45.00	-	Investment holding in properties for rental income
M&H Global Plantation Sdn Bhd	Shareholder	-	-	1.96	-	Forest plantation
Wood Harvest Plantation 3 Sdn Bhd	Shareholder	-	-	2.50	-	Tree plantation
Forest Tree Plantation Sdn Bhd	Shareholder	-	-	3.35	-	Planting, replanting, transplanting, thinning and conserving of forests and timber tracts; growing of fibre crops

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Past Involvement:						
C2 Consult	Past director	15 January 2001	28 April 2025	-	-	Data centre consultancy firm involved in the provision of consultancy services in relation to the design and planning of data centres
DC Bina	Past director / past shareholder	20 March 2023	27 January 2026	-	-	Construction of buildings and construction of other engineering projects

(ii) Ng Gek Khoon

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
ITP Cjaya	Shareholder	-	-	11.00	-	Investment in properties and rental services
Past Involvement:						
VDC Data Centers Malaysia Sdn Bhd	Past director	23 May 2012	25 September 2020	-	-	Investment holding, rental of premises with computer site facilities, for provision of computer site facilities & infrastructure services
D2 Dynamique (S) Pte. Ltd.	Past director	19 September 2013	22 October 2025	-	-	Repair and maintenance of computer hardware, data processing equipment and computer peripherals

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iii) Datin Kwan Siew Peng

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
UAP Solutions	Director / Shareholder	21 February 2014	-	36.33	-	Supplying data centre facility equipment and providing its related technical and maintenance services
MyTelehaus DC8 Sdn Bhd	Director / Shareholder	21 December 2021	-	33.33	-	Dormant, previously involved in computer facilities management activities, activities of providing infrastructure for hosting, data processing services and related activities. There is no intended future activities
Past Involvement:						
VDC Cerulean Sdn Bhd	Past director	4 March 2019	22 February 2023	-	-	Rental of premises with computer site facilities, for provision of computer site facilities & infrastructure services
Geotech Power Sdn Bhd	Past director / Past shareholder	5 August 2020	Dissolved on 15 December 2021	-	-	Installation of non-electric solar energy collectors; operation of generation facilities that produce electric energy; construction of power plants

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

(iv) Hon Mau Hoong

Company	Position held as at the LPD	Date appointed as director	Date resigned / ceased as director	Equity interest as at the LPD (%)		Principal activities
				Direct	Indirect	
Present Involvement:						
MyMeta Solutions	Director / Shareholder	15 August 2023	-	50.00	-	To provide expertise in extra low voltage services such as data network, CCTV, fire alarm system, public address system, audio/video solutions, access control system, intrusion detection system etc including systems integration, project management etc.
UAP Solutions	Director / Shareholder	1 March 2019	-	41.00	-	Supplying data centre facility equipment and providing its related technical and maintenance services
Past Involvement:						
MYT DC3 Sdn Bhd	Past shareholder	-	-	-	-	Providing infrastructure for hosting, data processing services and related activities as well as computer facilities management activities (i.e. data centre operator)

The involvement of our Key Senior Management in other businesses / corporations / entities will not affect their commitment and responsibilities to our Group as they are not involved in the day-to-day operation of the abovementioned companies.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.4.4 Key Senior Management's remuneration and material benefits-in-kind

The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to our Key Senior Management for services rendered / to be rendered to our Group in all capacities for the FYE 2025, FYE 2026 and FYE 2027 are as follows:

	Remuneration band (in bands of RM50,000)[1]		
Name	**Paid for FYE 2025 RM'000**	**Paid for FYE 2026 RM'000**	**Proposed for FYE 2027[2] RM'000**
Ow Yong Hoong Peen	1,150 – 1,200	1,400 – 1,450	1,450 – 1,500
Ng Gek Khoon	450 – 500	500 – 550	550 – 600
Datin Kwan Siew Peng	1,100 – 1,150	600 – 650	650 – 700
Hon Mau Hoong	600 – 650	650 – 700	700 – 750
Lee Kok Sang	450 – 500	450 – 500	500 – 550
Wong Yoke Fang	0 – 50	250 – 300	300 – 350
Rohaizad Bin Othman	250 – 300	300 – 350	350 – 400

Notes:

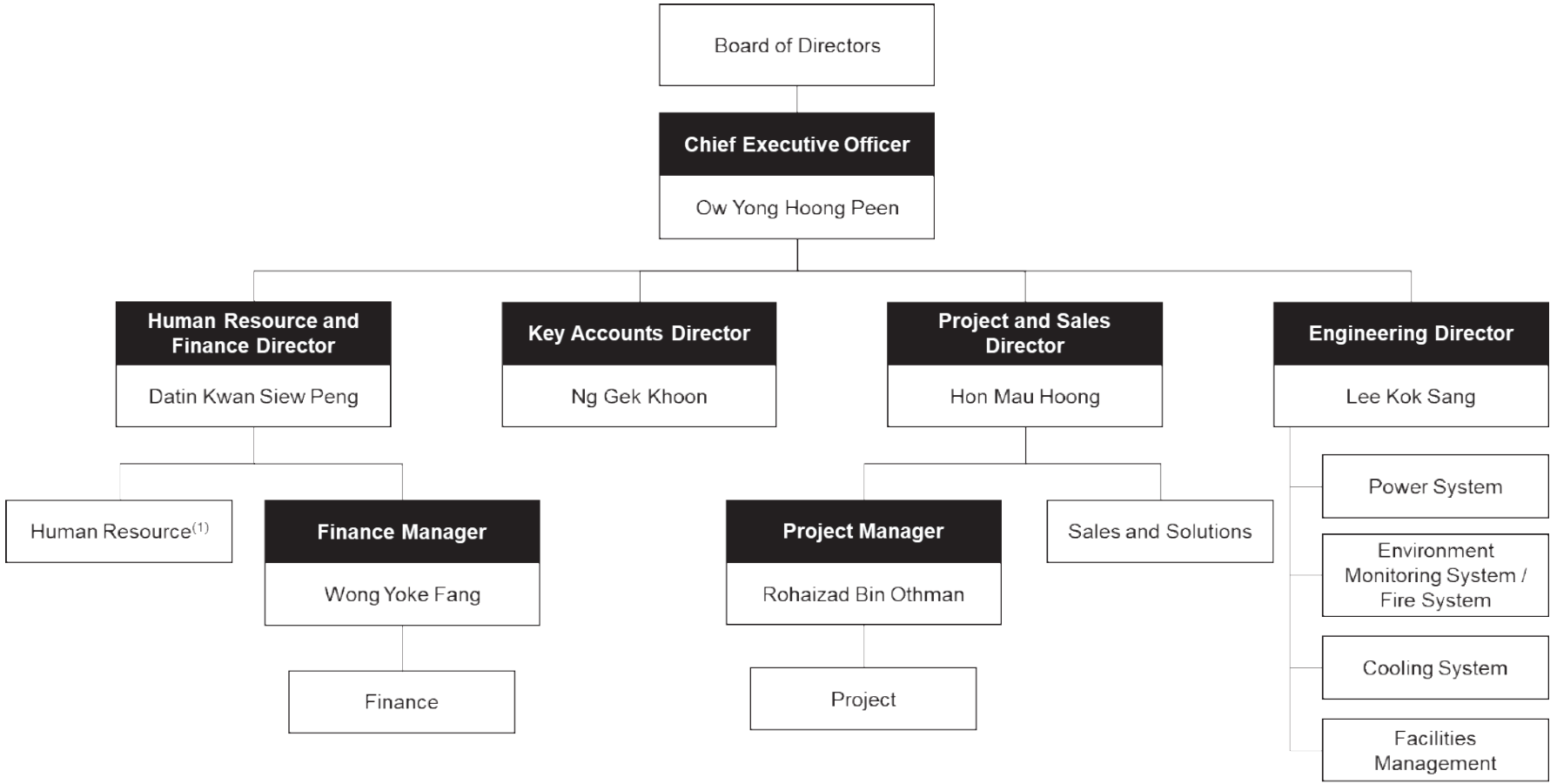
(1) Comprises salaries, bonuses, benefits in-kinds and allowances.

(2) The provision for bonuses is not included. Such bonuses, if any, will be determined at a later date depending on the individual performance and the performance of our Group, subject to the recommendation of our Nomination and Remuneration Committee and approval by our Board.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.4.5 Management reporting structure

The management reporting structure of our Group is as follows:



Note:
(1) Our Human Resource Department is involved in overseeing our Group's internal controls, governance, compliance and risk related matters.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

5.5 SERVICE CONTRACTS

As at the LPD, none of our Directors and/or Key Senior Management has any existing or proposed service contracts which provide for benefits upon termination of employment with our Group.

5.6 DECLARATIONS BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Save as disclosed below, none of our Promoters, Directors and Key Senior Management is or has been involved in any of the following events (whether in or outside Malaysia) as at the LPD:

(i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against such person or any partnership in which he was a partner or any corporation of which he was a director or member of key senior management;

(ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;

(iii) in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;

(iv) in the last 10 years, any judgement was entered against such person, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;

(v) in the last 10 years, the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market;

(vi) the subject of any order, judgement or ruling of any court, government, or regulatory authority or body temporarily enjoining him from engaging in any type of business practice or activity;

(vii) in the last 10 years, has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and

(viii) any unsatisfied judgment against such person.

In respect of items (i) and (viii) above, Krishnavenee A/P Krishnan ("**Krishnavenee**"), our Independent Non-Executive Director, has declared that within the last 10 years, a bankruptcy proceeding was commenced against her and there is an unsatisfied judgment against her as at the LPD.

In November 2025, a vehicle leasing company ("**Vehicle Leasing Company**") filed a legal suit against Krishnavenee in the Sessions Court at Shah Alam, claiming an outstanding lease payment of RM224,984.60 under their Vehicle Finance Lease Agreement dated 14 February 2025 ("**Lease Agreement**") for a vehicle ("**Vehicle**"). The suit arose from Krishnavenee's cessation of monthly lease payments commencing around May 2025, which was attributed to the Vehicle being persistently defective, having been sent to the authorised dealer for repair on multiple occasions since April 2025, and having remained in the possession of the authorised dealer since December 2025. Krishnavenee has represented that she was unaware of the suit, as the relevant correspondences were directed to a family address at which no one was residing at the material time. As a result, a judgment in default ("**JID**") was entered against her in January 2026 without her knowledge.

5. INFORMATION ON PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

The Vehicle Leasing Company subsequently commenced bankruptcy proceedings against Krishnavenee in the High Court of Malaya at Shah Alam. Upon becoming aware of the legal suit, the JID and bankruptcy proceedings in June 2026, Krishnavenee sought clarification with the Vehicle Leasing Company and the authorised dealer from whom the Vehicle was leased. At a meeting held on 16 July 2026, all parties acknowledged the miscommunication and the circumstances pertaining to the Vehicle, including the fact that it had not been in Krishnavenee's possession since December 2025. Following that meeting, the Vehicle Leasing Company confirmed by way of a letter dated 24 July 2026 that the bankruptcy proceedings had been withdrawn on 20 July 2026 and that it was reviewing the available options regarding the settlement of the outstanding lease under the Lease Agreement.

As at the LPD, the bankruptcy proceedings have been withdrawn and the Vehicle Leasing Company has not issued any further demand against Krishnavenee in respect of any outstanding amount under the Lease Agreement.

In relation to the JID, it will remain an unsatisfied judgment until the same has been set aside by the court. Similarly, the legal suit will remain ongoing until a Notice of Discontinuance is filed by the Vehicle Leasing Company. In this regard, the Vehicle Leasing Company has further informed via a letter dated 30 September 2026 and undertaken that it will take all necessary steps to set aside the JID and to discontinue the legal proceedings, which are expected to be completed by first quarter of 2027.

5.7 FAMILY RELATIONSHIPS AND/OR ASSOCIATIONS

As at the LPD, save as disclosed below, there are no family relationship or association between our Promoters, substantial shareholders, Directors and Key Senior Management:

Name	Position	Relationship
Ow Yong Min Che	Non-Independent Non-Executive Chairman	Father of Ow Yong Hoong Peen
Ow Yong Hoong Peen	CEO	Son of Ow Yong Min Che
Mohd Hashim Bin Abdullah	Substantial shareholder and Non-Independent Non-Executive Director	Father of Khairil Husni Azri Bin Mohd Hashim
Khairil Husni Azri Bin Mohd Hashim	Substantial shareholder	Son of Mohd Hashim Bin Abdullah

6. INFORMATION ON OUR GROUP

6.1 OUR COMPANY

Our Company was incorporated in Malaysia under the Act on 4 July 2025 as a private limited company under the name of MyDCD Sdn Bhd. Subsequently, on 19 November 2025, our Company was converted into a public limited company under our present name of MyDCD Berhad.

Our Company is an investment holding company. Through our Subsidiary, our Group is principally involved in the integration and maintenance of mechanical, electrical, plumbing, fire protection systems, and related products and services for data centres.

There has been no material change in the manner in which our Company conducts its business or activities since our incorporation up to the LPD.

Please refer to **Section 7.1** of this Prospectus for detailed information of our Group's history.

6.2 LISTING SCHEME

6.2.1 Acquisition of DCD Technology

Our Company had on 18 November 2025, entered into a conditional share sale agreement to acquire the entire issued share capital of DCD Technology comprising 1,000,000 ordinary shares for a purchase consideration of RM72,927,750 ("**DCD Technology SSA**"). The purchase consideration was fully satisfied by the issuance and allotment of 1,458,555,000 new Shares at an issue price of RM0.05 per Share. Details of the vendors of DCD Technology and the number of Shares issued to them under the Acquisition of DCD Technology are as follows:

Vendors of DCD Technology	Shareholdings in DCD Technology		Purchase consideration (RM)	No. of MyDCD Shares issued
	No. of DCD Technology shares	%		
Ng Kok Hoong	275,000	27.50	20,055,150	401,103,000
Datin Kwan Siew Peng	225,000	22.50	16,408,750	328,175,000
Ng Gek Khoon	220,000	22.00	16,044,100	320,882,000
Yew Kim Keong	115,000	11.50	8,386,700	167,734,000
Khairil Husni Azri Bin Mohd Hashim	50,000	5.00	3,646,400	72,928,000
Ngooi Siew Luan	50,000	5.00	3,646,400	72,928,000
Hon Mau Hoong	35,000	3.50	2,552,450	51,049,000
Wong Kok Fong	30,000	3.00	2,187,800	43,756,000
Total	**1,000,000**	**100.00**	**72,927,750**	**1,458,555,000**

6. INFORMATION ON OUR GROUP

The purchase consideration of RM72,927,750 was arrived based on a "willing-buyer willing-seller" basis after taking into consideration the unaudited NA of DCD Technology as at 30 June 2025 of RM72,943,484. The number of Shares to be issued and allotted to the respective vendors of DCD Technology has been adjusted for rounding to the nearest thousand.

The completion of the Acquisition of DCD Technology was conditional upon the fulfilment of the conditions precedent in DCD Technology SSA, which included amongst others, the approval of Bursa Securities in relation to the Listing as set out in **Section 2.1.1** of this Prospectus being obtained. The Acquisition of DCD Technology was completed on 20 August 2026.

The Shares issued and allotted pursuant to the Acquisition of DCD Technology rank equally in all respects with our existing Shares including voting rights and will be entitled to all rights and dividends and/or other distributions, the entitlement date of which is subsequent to the date of allotment of the Shares.

6.2.2 IPO

The details of the IPO, comprising the Public Issue and Offer for Sale are set out in **Sections 4.3.1** and **4.3.2** of this Prospectus.

6.2.3 Listing

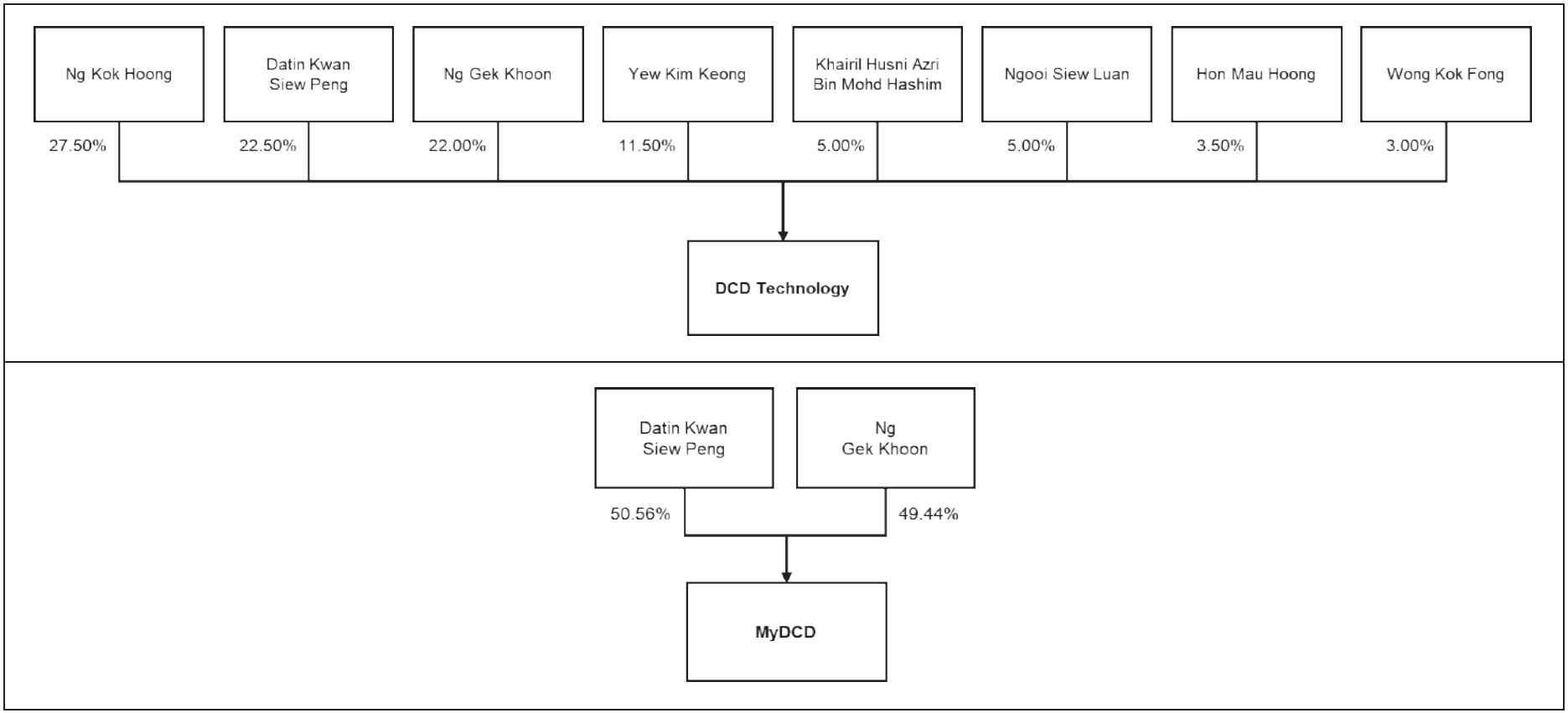
Upon completion of our IPO, our Company's entire enlarged share capital comprising 1,794,000,000 Shares shall be listed on the ACE Market.

6. INFORMATION ON OUR GROUP

6.3 OUR GROUP STRUCTURE

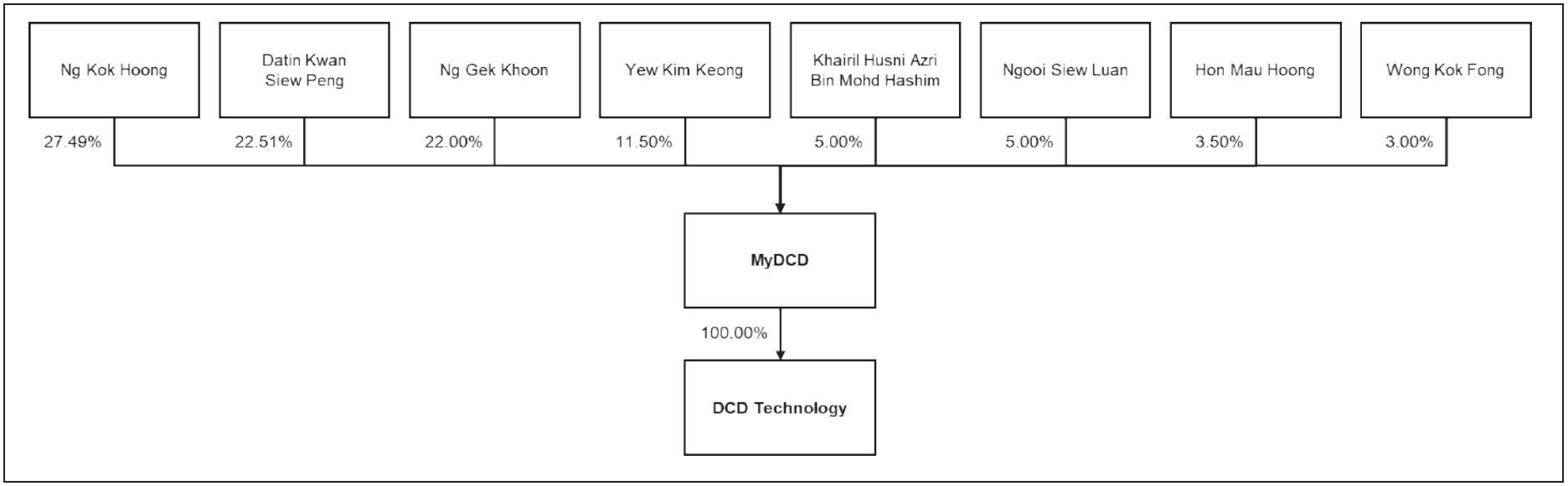
Our Group's corporate structure before and after our IPO is as follows:

(i) Before the Acquisition of DCD Technology



6. INFORMATION ON OUR GROUP

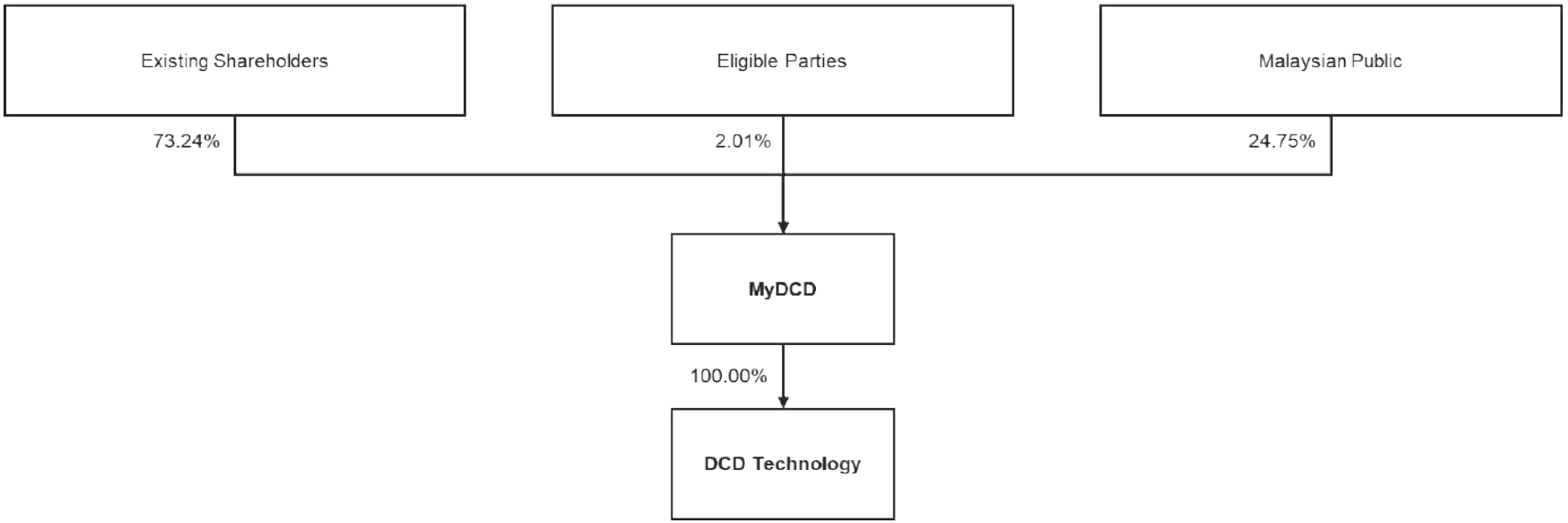
(ii) After the Acquisition of DCD Technology but before our IPO



6. INFORMATION ON OUR GROUP

(iii) After the Acquisition of DCD Technology and after our IPO

Existing Shareholders	%
Ng Kok Hoong	20.14
Datin Kwan Siew Peng	16.49
Ng Gek Khoon	16.11
Yew Kim Keong	8.42
Khairil Husni Azri Bin Mohd Hashim	3.66
Ngooi Siew Luan	3.66
Hon Mau Hoong	2.56
Wong Kok Fong	2.20
Total	**73.24**



As at the date of this Prospectus, our Company does not have any associated companies or joint ventures. Further details of our Subsidiary are set out in **Section 6.5** of this Prospectus.

6. INFORMATION ON OUR GROUP

6.4 OUR SHARE CAPITAL

As at the date of this Prospectus, our share capital is RM73,372,750 comprising 1,459,000,000 Shares. The changes in the share capital of our Company since incorporation are as follows:

Date of allotment	No. of Shares issued and allotted	Consideration / Type of issue	Cumulative issued share capital	
			RM	No. of Shares
4 July 2025	445,000	RM445,000 / Cash	445,000	445,000
20 August 2026	1,458,555,000	RM72,927,750 / Otherwise than cash for the Acquisition of DCD Technology	73,372,750	1,459,000,000

There were no discounts, special terms or instalment payment terms applicable to the consideration given for the shares allotted.

Upon completion of our IPO, our issued share capital will increase to RM260,972,750 comprising 1,794,000,000 Shares.

As at the LPD, there are no outstanding warrants, options, convertible securities or uncalled capital in respect of the Shares in our Company.

6.5 OUR SUBSIDIARY

The details of our Subsidiary as at the LPD are as follows:

Subsidiary / Registration no.	Date / Country of incorporation	Issued share capital (RM)	Effective interest (%)	Principal activities
DCD Technology (201001018450 (902156-V))	25 May 2010 / Malaysia	1,000,000	100.00	Integration and maintenance of mechanical, electrical, plumbing, fire protection systems, and related products and services for data centres

6. INFORMATION ON OUR GROUP

6.5.1 DCD Technology

(i) Background and history

DCD Technology was incorporated in Malaysia under the Companies Act 1965 on 25 May 2010 and is deemed registered under the Act as a private limited company under its present name.

DCD Technology is principally involved in the integration and maintenance of mechanical, electrical, plumbing, fire protection systems, and related products and services for data centres. DCD Technology commenced its operations in 2011 with its principal place of business in Malaysia.

(ii) Share capital

As at the LPD, the issued share capital of DCD Technology is RM1,000,000 comprising 1,000,000 ordinary shares.

There has been no change in the issued share capital of DCD Technology for the past 3 years preceding the LPD.

As at the LPD, DCD Technology does not have any outstanding warrants, options, convertible securities or uncalled capital.

(iii) Shareholders and directors

As at the LPD, DCD Technology is our wholly-owned subsidiary.

As at the LPD, the Directors of DCD Technology are Ng Gek Khoon, Datin Kwan Siew Peng and Mohd Hashim Bin Abdullah.

(iv) Subsidiary, associate and joint venture

As at the LPD, DCD Technology does not have any subsidiary, joint venture or associate company.

7. BUSINESS OVERVIEW

7.1 BUSINESS HISTORY AND MILESTONES

Our Company was incorporated in Malaysia on 4 July 2025 under the Act as a private limited company under the name of MyDCD Sdn Bhd. On 19 November 2025, our Company was converted into a public limited company and adopted our present name of MyDCD Berhad.

The history of our Group can be traced back to the incorporation of DCD Technology on 25 May 2010 by two shareholders, namely Ng Gek Khoon (our Promoter, substantial shareholder and Key Accounts Director) and Wong Kok Fong, where each held 50% equity interests in DCD Technology. Wong Kok Fong is not related to Ng Gek Khoon and does not have any relationship with any of the substantial shareholders, Promoters, Directors or key senior management of our Group. During the same year, pursuant to share subscriptions and shareholding restructuring, Mohd Hashim Bin Abdullah (our Non-Independent Non-Executive Director), Datin Kwan Siew Peng (our Promoter, substantial shareholder and Human Resource and Finance Director), and Ngooi Siew Luan became shareholders of DCD Technology, holding 50.50%, 12.50% and 7.00% equity interests, respectively. Following thereof, Ng Gek Khoon and Wong Kok Fong held 14.50% and 3.00% equity interests in DCD Technology, respectively. The remaining 12.50% equity interest were held by two other individuals, namely Tan Kok Lam and Tan Dee Lee, who are non-related parties.

We commenced operations in 2011 when we secured our first project for the integration of MEPF systems for a purpose-built data centre and office building in Cyberjaya. We commenced operations in Taman Danau Desa, Kuala Lumpur, and subsequently relocated to a rented premise in Cyberjaya, Selangor in 2014. In 2024, we moved into our current DCD's Office.

In 2012, Datin Kwan Siew Peng acquired a total of 12.50% equity interest in DCD Technology from Tan Kok Lam and Tan Dee Lee, following which Datin Kwan Siew Peng's shareholding in DCD Technology became 25.00% while Tan Kok Lam and Tan Dee Lee ceased to be shareholders of DCD Technology.

In 2014, pursuant to share subscriptions and shareholding restructuring, Yew Kim Keong (our Non-Independent Non-Executive Director), became a shareholder of DCD Technology, holding 20.50% equity interest. The other shareholders of DCD Technology were Mohd Hashim Bin Abdullah, Ng Gek Khoon, Datin Kwan Siew Peng, Ngooi Siew Luan and Wong Kok Fong, holding 34.25%, 22.00%, 15.25%, 5.00% and 3.00% equity interests, respectively.

In 2021, Mohd Hashim Bin Abdullah disposed a total of 29.25% equity interest in DCD Technology, comprising 12.50% and 16.75% equity interests to Ng Gek Khoon and Datin Kwan Siew Peng respectively. Following thereof, Mohd Hashim Bin Abdullah's shareholdings in DCD Technology stood at 5.00%, while Ng Gek Khoon and Datin Kwan Siew Peng's shareholdings were 34.50% and 32.00%, respectively.

Later in 2021, Ng Kok Hoong acquired 32.00% equity interest in DCD Technology from Datin Kwan Siew Peng and thereby, she ceased to be a shareholder.

In 2023, Hon Mau Hoong (our Project and Sales Director) acquired 3.50% equity interest in DCD Technology from Ng Gek Khoon, while Datin Kwan Siew Peng acquired a total of 22.50% equity interest, comprising 9.00% equity interests each from Ng Gek Khoon and Yew Kim Keong, and 4.50% equity interest from Ng Kok Hoong. Mohd Hashim Bin Abdullah transferred his 5.00% equity interest to his son, Khairil Husni Azri bin Mohd Hashim.

Following thereof, the shareholders of DCD Technology were Ng Kok Hoong, Datin Kwan Siew Peng, Ng Gek Khoon, Yew Kim Keong, Khairil Husni Azri bin Mohd Hashim, Ngooi Siew Luan, Hon Mau Hoong and Wong Kok Fong, holding 27.50%, 22.50%, 22.00%, 11.50%, 5.00%, 5.00%, 3.50% and 3.00% equity interests, respectively.

On 18 November 2025, our Company entered into a conditional share sale agreement with the shareholders of DCD Technology to acquire the entire equity interest in DCD Technology. The acquisition was completed on 20 August 2026, following which DCD Technology became our wholly-owned subsidiary. Please refer to **Section 6.2.1** of this Prospectus for further details.

7. BUSINESS OVERVIEW

The key events and milestones of our Group are summarised in the following table:

Year	Key Events and Milestones
2011	- We secured our first data centre project from Customer A3 for the integration of MEPF systems for a new purpose-built data centre and office building in Cyberjaya, where the integration work was completed in 2012. In 2015, the purpose-built data centre received Tier III Certification for its design by the Uptime Institute. - We secured our first maintenance contract from a logistics company namely DHL Asia Pacific Shared Services Sdn Bhd, to provide maintenance services for the M&E equipment at the customer's data centre. Our scope of work comprised the preventive maintenance services, 24/7 support services, as well as remedial and technical on-site support. The maintenance contract was valid for a 1-year period, and was subsequently renewed until its termination in 2022 following the demolition of the data centre.
2012	- We secured a maintenance contract from Bursa Malaysia Berhad, a securities exchange holding company in Malaysia, for the maintenance services for the M&E equipment at its operational facility and disaster recovery centre. Our scope of work comprised the preventive maintenance services, corrective maintenance, 24/7 support services, as well as technical support. The maintenance contract was initially valid for a 5-year period, and was subsequently renewed every 5 years. This is a subsisting maintenance contract and is valid from 2023 to 2027.
2017	- We secured a contract from a main contractor, MEC Jati Consortium Sdn Bhd, for the integration and maintenance of MEPF systems for a new purpose-built data centre and administrative building in Cyberjaya, owned by Telekom Malaysia Berhad. The contract was valued at RM66.79 million, and the integration work was completed in the same year.
2019	- We secured a contract from a main contractor, Nakano Construction Sdn Bhd, for the integration of MEPF systems for a new purpose-built data centre in Cyberjaya. The contract was valued at RM63.08 million, and the integration work was completed in 2021. In 2021, the purpose-built data centre received Tier III Certification for its facility construction by the Uptime Institute. - We secured work orders from a main contractor, SSL Dev, for the maintenance and support services of Mechanical & Electrical (M&E) equipment at the data centre and server room for Petronas group of companies. Our scope of work comprised the scheduled preventive maintenance services, corrective maintenance, and data centre professional cleaning.
2022	- We secured contracts from Nakano Construction Sdn Bhd for the integration of MEPF systems for a new purpose-built data centre in Cyberjaya. The contract was valued at RM56.85 million, and the integration work was completed in 2023.

7. BUSINESS OVERVIEW

Year	Key Events and Milestones
2023	- We secured contracts from Customer A3 pursuant to a novation agreement for the integration of MEPF systems for two new purpose-built data centres with office buildings in Cyberjaya. The contracts were valued at RM144.72 million collectively, and these were completed in 2024. - We secured contracts from a main contractor, Binastra Builders Sdn Bhd, for the integration of MEPF systems for two blocks of new purpose-built data centre buildings in Bukit Jalil. The contracts were valued at RM318.68 million collectively and were completed in June 2026. In 2026, the purpose-built data centre received Tier IV Certification for its facility construction by the Uptime Institute.
2025	- In March 2025, we secured a contract from Binastra Builders Sdn Bhd, for the integration of MEPF systems for a new purpose-built data centre in Cyberjaya, namely Data Centre CJ12 Integrated Project. Subsequently in December 2025, we secured a contract from the same customer for Phase 2 of the integration of MEPF systems for a new purpose-built data centre in Cyberjaya, namely Data Centre CJ12 Integrated Project 2. The contracts were collectively valued at RM368.00 million and were completed in March 2026. - We secured a contract from Customer E for the integration of MEPF subsystems using Huawei-branded data centre containment solutions for the modernisation of the data centre in Petaling Jaya. The contract is valued at RM20.81 million and is expected to be completed by 2027. - We secured a contract from Teco-NCL (JV)[(1)], for the supply and installation of power generator sets for a hyperscale data centre in Elmina Business Park 1A, owned by a US-based multinational technology company. The contract was valued at RM7.60 million and was completed in June 2026. - In December 2025, we secured a contract from Binastra Builders Sdn Bhd for the integration of MEPF systems for a new purpose-built data centre in Bukit Jalil, namely Data Centre EX3 Integrated Project 1. The contract is valued at RM380.00 million and is expected to be completed by 2026.
2026	- We secured 2 contracts from Binastra Builders Sdn Bhd for the integration of MEPF systems for 2 new data centres in Kuala Lumpur, namely Data Centre PX5 Integrated Project and Data Centre PX6 Integrated Project. The contracts are valued at RM360.00 million each, and are expected to be completed by 2027. - We secured a contract from MyTelehaus Data Centres Sdn Bhd for the integration of MEPF system for a new data centre in Petaling Jaya, namely Data Centre LX7 Integrated Project. The contract is valued at RM379.59 million and is expected to be completed by 2028.

Note:
(1) Refers to joint venture between Teco Electric & Machinery Co Ltd and NCL Energy Sdn Bhd.

7. BUSINESS OVERVIEW

7.1.1 Our awards, accreditations and certifications

For the Financial Periods Under Review and up to LPD, we obtained the following awards and recognitions:

Year	Key awards and recognitions	Awarding party
2026	Asia Partner Summit in Johor, Malaysia – 2025 Vertical Achievement Award for Local Colo	Vertiv
2024	Summit Leadership Award – Highest Sales Achievement (Partner)	Vertiv
2024	Best in Class Customer Champion Award	Vertiv
2024	Best in Class Highest Growth for Vertical	Vertiv
2024	20M Elite Black Diamond Partner	Vertiv
2023	Asia Channel Summit in Siem Reap, Cambodia – Black Diamond Partner Southeast Asia	Vertiv
2023	10M Elite Black Diamond Partner	Vertiv
2023	Best Authorised Service Provider	Vertiv

As at the LPD, we have obtained the following accreditations and certifications:

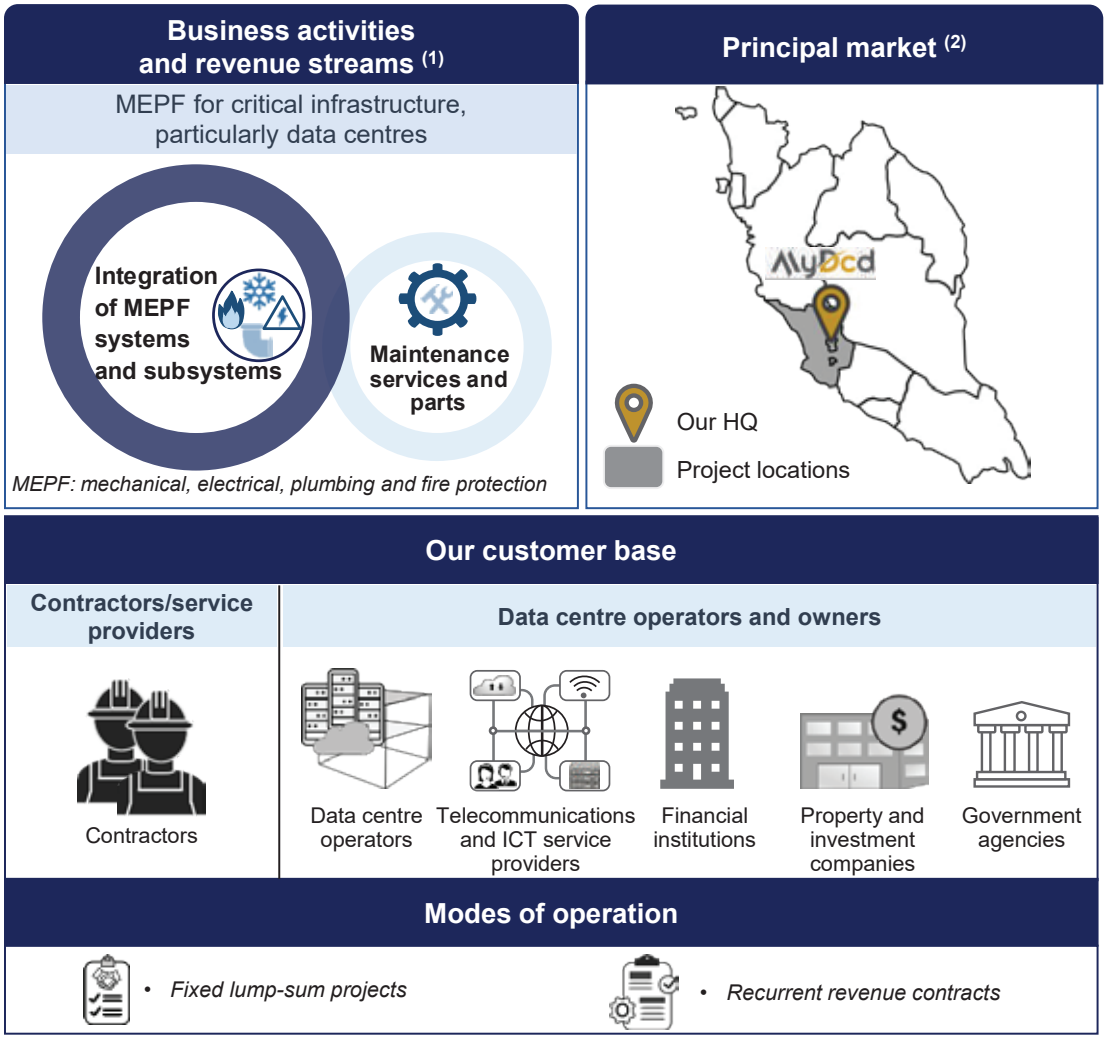
Accreditation	Scope	Issuing party	Validity
ISO 9001:2015 Quality Management Systems	Engineering, procurement, construction, commissioning and maintenance service for data centre in Malaysia	Amtivo Group Limited (trading as British Assessment Bureau)	10 September 2024 to 16 April 2027
ISO 14001:2015 Environmental Management Systems	Engineering, procurement, construction, commissioning and maintenance service for data centre in Malaysia	Amtivo Group Limited (trading as British Assessment Bureau)	10 September 2024 to 16 April 2027
ISO 45001:2018 Occupational Health & Safety Management Systems	Engineering, procurement, construction, commissioning and maintenance service for data centre in Malaysia	Amtivo Group Limited (trading as British Assessment Bureau)	11 September 2024 to 16 April 2027
DCOS:2021 DCOS-4 Operations & Maintenance	DCOS-4 for DCD Technology	EPI Certification Pte Ltd	15 March 2024 to 14 March 2027

7. BUSINESS OVERVIEW

7.2 OVERVIEW OF OUR BUSINESS

7.2.1 Our business model

Our business model is depicted below:



Notes:

(1) For the Financial Periods Under Review, our revenue was primarily derived from the integration of MEPF for data centres, which accounted for 92.20%, 91.69%, 95.64% and 97.02% of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

(2) For the Financial Periods Under Review, 99.32%, 99.52%, 99.84% and 99.87% of our revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively, were derived from our projects located in Klang Valley, including Selangor and Kuala Lumpur.

7. BUSINESS OVERVIEW

7.2.2 Business activities and revenue streams

We specialise in integrating mechanical, electrical, plumbing, and fire protection (MEPF) systems and subsystems for critical infrastructure, with a particular focus on data centres. We provide end-to-end integration of MEPF systems where we manage the entire process, including engineering support, supply and installation, as well as testing and commissioning.

We service three types of data centres, namely enterprise, colocation, and hyperscale. Enterprise data centres are private facilities owned by a single organisation. Colocation data centres allow multiple organisations to rent space and share facility resources. Hyperscale data centres, a larger-scale version of enterprise centres, are typically used by cloud service providers and large organisations with a global customer base.

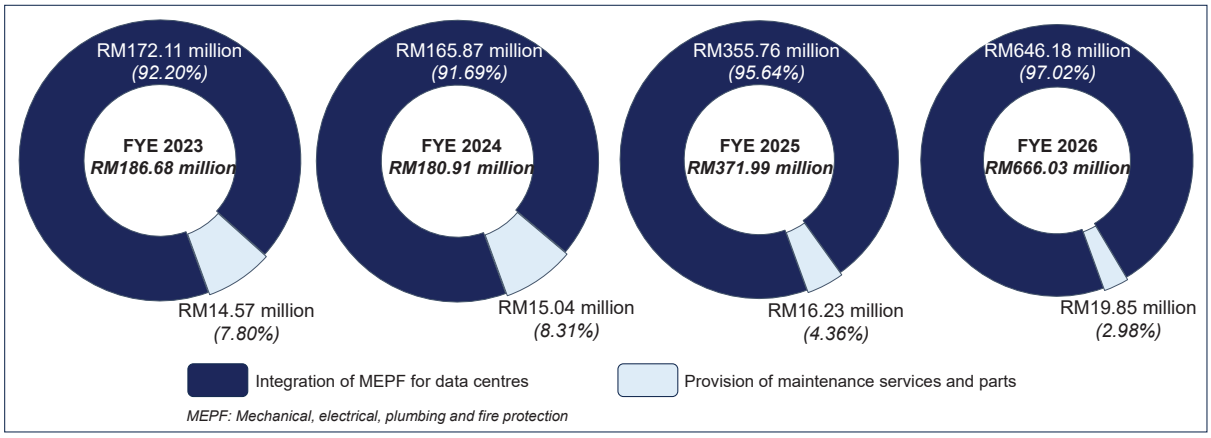
We take a collaborative, interdisciplinary approach to integrate reliable, efficient, and safe MEPF systems that meet data centre demands. We provide end-to-end integration of MEPF systems supported by our in-house technical team. We manage the entire process, from site preparation and system installation to testing, commissioning, and handover. MEPF systems are vital to data centre operations, ensuring the reliability and uptime necessary for uninterrupted functionality.

For the Financial Periods Under Review and up to the LPD, we have completed a total contract value of RM1.35 billion in MEPF integration for data centres. Of this, RM993.25 million was for new-build data centres, while the remaining RM355.85 million was for upgrades and retrofits. For the Financial Periods Under Review and up to the LPD, we are involved in MEPF integration for data centres ranging from Tier I to Tier IV, with Tier IV meeting the highest standards for uptime. In addition to our integration expertise, we offer both corrective and preventive maintenance services, as well as supply parts.

As at the LPD, our operations are supported by a team of 57 technical personnel.

Revenue by business activities and project types

For the Financial Periods Under Review, our revenue segmentations by business activities are depicted in the diagram below:



7. BUSINESS OVERVIEW

For the Financial Periods Under Review, our revenue contribution by business activities is provided in the table below:

	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
Business activities	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
Integration of MEPF for data centres	**172,115**	**92.20**	**165,873**	**91.69**	**355,760**	**95.64**	**646,182**	**97.02**
- Integrated systems	155,165	83.12	155,353	85.87	330,864	88.95	619,761	93.05
- Subsystems	16,950	9.08	10,520	5.82	24,896	6.69	26,421	3.97
Provision of maintenance services and parts	**14,569**	**7.80**	**15,034**	**8.31**	**16,225**	**4.36**	**19,847**	**2.98**
Total	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

Revenue by end-user industries

For the Financial Periods Under Review, our revenue segmented by end-user industries is summarised as follows:

	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
End-user industries	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
Integration of MEPF for data centres	**172,115**	**92.20**	**165,873**	**91.69**	**355,760**	**95.64**	**646,182**	**97.02**
Data centre	166,238	89.05	162,989	90.10	337,346	90.69	635,750	95.45
Financial institutions	1,325	0.71	1,944	1.07	7,692	2.07	8,431	1.27
Others[(1)]	4,552	2.44	940	0.52	10,722	2.88	2,001	0.30
Maintenance services and parts	**14,569**	**7.80**	**15,034**	**8.31**	**16,225**	**4.36**	**19,847**	**2.98**
Data centre	6,619	3.54	6,627	3.66	9,489	2.55	12,112	1.82
Financial institutions	2,518	1.35	3,046	1.68	2,864	0.77	3,761	0.56
Office	1,635	0.88	1,078	0.60	1,042	0.28	1,119	0.17
Others[(2)]	3,797	2.03	4,283	2.37	2,830	0.76	2,855	0.43
Total	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

7. BUSINESS OVERVIEW

Notes:
(1) Mainly include offices, authorities and government facilities, and manufacturing facilities.

(2) Mainly include authorities and government facilities, oil and gas company, education institutions, and manufacturing facilities.

During the Financial Periods Under Review, the majority of our total revenue of more than 90.00% was derived from data centres, including purpose-built colocation and enterprise data centres. The remaining revenue came from data centres serving the operational needs of commercial and industrial businesses.

7.2.3 Principal market by project locations

We mainly operate in Peninsular Malaysia with our head office located in Cyberjaya. For the Financial Periods Under Review, our projects were primarily located within the Klang Valley, comprising Selangor and Kuala Lumpur.

For the Financial Periods Under Review, revenue contribution by project locations is set out below:

	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Peninsular Malaysia	**186,384**	**99.84**	**180,641**	**99.85**	**371,768**	**99.95**	**665,489**	**99.92**
Klang Valley	185,408	99.32	180,033	99.52	371,386	99.84	665,184	99.87
Other regions	976	0.52	608	0.33	382	0.11	305	0.05
East Malaysia	**300**	**0.16**	**266**	**0.15**	**217**	**0.05**	**540**	**0.08**
Total	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

7. BUSINESS OVERVIEW

7.2.4 Our customer base

During the Financial Periods Under Review, we secure projects through contractors/service providers, as well as directly from data centre operators and owners, as follows:

(i) We work with contractors/service providers, such as building construction main contractors and system contractors, where we are engaged by them as a subcontractor. In these collaborations, we act as a specialist contractor, providing MEPF integration services from site preparation and supply to the installation, testing, and commissioning of a fully integrated MEPF system. Additionally, we supply and install subsystems and related support facilities as requested by our customers.

Through our engagement with contractors/service providers, we can access to a wide range of projects from various contractors, enabling us to grow our business and expand our portfolio without requiring significant investment in direct customer acquisition.

(ii) We also secure projects directly from data centre operators and owners, where we are engaged by them as a subcontractor. They also include enterprise data centres from various industry sectors. For these customers, we also offer maintenance services.

Direct engagement with data centre owners or operators enables us to fully understand their needs, enhancing transparency and building confidence in our capability and commitment to project delivery. This approach fosters long-term relationships based on trust and expertise. With a proven track record in project execution, we are well-positioned to support our customers' future data centre plans and align with their strategic goals, creating opportunities for ongoing collaboration.

For FYE 2023 and FYE 2024, revenue contribution was mainly derived from data centre operators and owners, which accounted for 66.16% and 88.10% of our total revenue for FYE 2023 and FYE 2024, respectively. Meanwhile, for FYE 2025 and FYE 2026, revenue contribution was mainly derived from contractors/service providers, which accounted for 63.39% and 92.45% of our total revenue for FYE 2025 and FYE 2026 respectively.

7. BUSINESS OVERVIEW

For the Financial Periods Under Review, revenue contribution by our customer base is set out below:

	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Contractors/service providers	**63,158**	**33.84**	**21,528**	**11.90**	[(1)]**235,753**	**63.39**	**615,737**	**92.45**
Contractors[(2)]	61,693	33.05	20,239	11.19	234,747	63.11	580,127	87.10
Others[(3)]	1,465	0.79	1,289	0.71	1,006	0.28	35,610	5.35
Data centre operators and owners	**123,526**	**66.16**	**159,379**	**88.10**	**136,232**	**36.61**	**50,292**	**7.55**
Data centre operators	113,787	60.95	147,731	81.66	101,198	27.20	35,670	5.35
Telecommunications and ICT service providers	2,358	1.26	5,664	3.13	13,426	3.61	511	0.08
Financial institutions[(4)]	2,828	1.51	4,197	2.32	10,047	2.70	11,918	1.79
Property and other investment companies	58	0.03	507	0.28	9,599	2.58	262	0.04
Government bodies	3,197	1.71	729	0.40	719	0.19	710	0.11
Others[(5)]	1,298	0.70	551	0.31	1,243	0.33	1,221	0.18
Total	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

Notes:

(1) The revenue derived through contractors/service providers increased substantially due to the higher work completion for Data Centre EX1 and EX2 Integrated Project from a contractor (i.e. Binastra Builders Sdn Bhd) in FYE 2025. The revenue further increased due to higher work completion for Data Centre CJ12 Integrated Project and Data Centre CJ12 Integrated Project 2 from the same contractor in FYE 2026.

(2) Mainly include main contractors of building construction and other system contractors.

(3) Mainly include property and facility management companies, and equipment and system providers.

(4) Mainly include banks and insurance service providers.

(5) Mainly include manufacturing companies, e-commerce service providers, and education institutions.

7. BUSINESS OVERVIEW

7.3 MODE OF OPERATIONS

Our mode of operation for our business is based on the following:

(i) fixed lump sum; and

(ii) recurring revenue.

7.3.1 Fixed lump sum projects

Our mode of operation for integrating MEPF systems and subsystems, is based on fixed lump sum contracts, which include purchase orders and work orders.

For MEPF system and subsystem integration projects, the fixed lump sum contract outlines the scope of work and deliverables, delivery timelines, payment schedule, and a fixed contract price. The customer will pay the agreed fixed price, subject to any variations in orders or claims related to LAD (Liquidated Ascertained Damages).

A typical MEPF system integration project for a data centre takes between 12 months and 36 months, depending on the type, size, and complexity of the data centre. MEPF subsystem projects are generally completed within 12 months.

We issue invoices to customers based on progress milestones throughout the project timeline. After the customer formally accepts the handover and signs the completion documents, such as the testing and commissioning form, the certificate of practical completion, the certificate of practical acceptance, or the project completion letter, we will issue the final invoice for the remaining contract value. Thereafter, no further revenue will be derived from the contract.

Depending on the specifics of the contract, our commitments for MEPF integration projects typically include one or more of the following terms:

(i) **Defect liability period (DLP):** Commonly ranges from 12 months to 27 months, and we are responsible for the maintenance works during the DLP.

(ii) **Equipment warranties:** Provided by the equipment manufacturers, typically covering replacement parts for a set period, usually between 1 year and 2 years, provided the failure is due to manufacturer defects. Some common equipment under warranty includes:

(a) Mechanical system, primarily refers to mechanical ventilation and cooling systems such as:

- chillers/chilled water systems to provide chilled water to cool the facility;
- computer room air conditioners (CRACs) to circulate and cool air within the data centre buildings;
- in-row cooling units that are placed directly between the server racks; and
- cooling towers designed to reject heat from the water-based cooling systems.

The standard warranty for cooling systems typically includes a 1-year base warranty for parts and labour, and a 1- to 2-year parts warranty for major components.

(b) Electrical system, primarily refers to power-related infrastructure such as:

- uninterruptible power supply (UPS) to provide backup power to prevent outages;
- generators for power redundancy;
- power distribution units to distribute power from the UPS to individual racks and servers; and
- switchgear and transformers for power management and distribution.

The product warranty provided by manufacturers ranges from 1 year to 2 years, depending on the type of equipment.

(c) Plumbing system, which refers to piping, valves, and pumps for chilled water systems, as well as plumbing for fire suppression systems (e.g., sprinklers). Warranties for plumbing equipment typically cover manufacturing defects in materials or workmanship, ranging from 1 year to 2 years, depending on the specific equipment.

(d) Fire protection system, commonly referred to as fire suppression systems with specific warranty provisions. Warranties for fire protection equipment typically range from 1 year to 2 years, depending on the equipment type.

(iii) Retention sum is typically applicable to critical infrastructure projects, as stipulated in the contract. Retention sums generally range from 5% to 10% of the contract value, whereby a portion of the value certified in each progress billing is retained for an agreed period. The retention sum is commonly released in one of the following ways:

(a) Two portions: The first portion is released upon issuance of the Certificate of Practical Completion (CPC) or handover document, while the second portion is released upon issuance of the Certificate of Making Good Defects (CMGD) or after the DLP expires.

(b) Entire retention sum: Released upon the expiration of the DLP.

(iv) A performance bond or bank guarantee is required upon securing the contract (typically after the letter of award). The bond or guarantee value typically ranges from 5% to 10% of the contract value. Depending on the terms of the contract, the performance bond or bank guarantee is usually released upon the expiration of the DLP.

(v) LAD, where we are subject to liquidated damages or penalties as stipulated in the contracts. LAD compensates the project owner for any loss or damage incurred due to late project completion, as per the agreed-upon schedule. The project owner will claim liquidated damages based on a predetermined daily rate for each day of delay, up to a maximum value ranging from 10% to 15% of the contract value, depending on the contract.

Additionally, we are subject to certain penalties, including a specified penalty for failing to respond to a non-conformance report for a specific contract.

For the provision of corrective maintenance services, the purchase order will specify the item, quantity and price. Invoices are issued upon delivery of the product items.

7. BUSINESS OVERVIEW

7.3.2 Recurring revenue contract - for the provision of maintenance services

The provision of maintenance services is based on recurring revenue contracts. Recurring revenue refers to the income recognised for services provided continuously over the contract period. Customers receive the services we deliver, and we are entitled to payment as specified in the contract. These contracts primarily cover maintenance services, with contract durations typically ranging from 1 year to 5 years. As at the LPD, we have 76 active maintenance contracts, with total project value amounted to RM64.67 million.

7.4 OUR COMPETITIVE STRENGTHS

7.4.1 With a track record of approximately 15 years in integrating MEPF systems for critical infrastructure, particularly data centres, we are well-positioned to capitalise on opportunities in the expanding data centre construction sector

With approximately 15 years of experience in integrating MEPF systems for data centres, we are well-positioned to capitalise on opportunities within the expanding data centre construction sector. Since undertaking our first data centre integration project in 2011, we have consistently secured a diverse range of MEPF integration projects. Over the Financial Periods Under Review and up to the LPD, we have successfully completed the integration of MEPF systems and subsystems for data centres, with a total project value of RM1.35 billion.

Our business has experienced robust growth, with a CAGR of 52.80%, reflecting a revenue increase from RM186.68 million in FYE 2023 to RM666.03 million in FYE 2026.

Our track record in data centre MEPF integration fosters credibility and establishes us as a trusted service provider for our customers. This reputation gives us an advantage in securing new projects. This is demonstrated by our long-term customer relationships with major clients such as Customer B Group and Customer A Group, which are both approximately 15 years, respectively. These two customers collectively accounted for 27.08% of our total revenue in FYE 2025. Additionally, between FYE 2024 and FYE 2025, we secured two new contracts from Binastra Builders Sdn Bhd for the integration of MEPF systems for two new purpose-built data centres in Cyberjaya, Selangor and Bukit Jalil, Kuala Lumpur. Binastra Builders Sdn Bhd, a main contractor, is our largest customer, contributing 61.68% and 85.36% of our total revenue for FYE 2025 and FYE 2026 respectively.

Our experience, supported by a proven track record of successful project completions, assures prospective customers of our capabilities and the quality of our services. This established reputation serves as a valuable reference and also provides us with a strong foundation for continued growth and future business expansion.

7.4.2 We provide comprehensive integration of MEPF systems for Tier I to Tier IV data centres, demonstrating our capabilities and reliability

We offer end-to-end integration of MEPF systems for data centres across all classifications, from Tier I to Tier IV, ensuring the highest standards of reliability, performance, and compliance with industry requirements. Our capabilities enable us to oversee the entire lifecycle of MEPF systems, from procurement and installation to testing, commissioning, and ongoing maintenance. By managing every phase of the project, we ensure seamless execution and coordination, eliminating the risks associated with miscommunication between multiple contractors and suppliers. This integrated approach provides us with full control, enabling us to deliver tailored, optimal solutions and the flexibility to combine various MEPF system scopes to meet the unique needs of each project. As a result, we can better manage timelines, budgets, and minimise the likelihood of unforeseen challenges, ensuring a smoother and more efficient project delivery.

7. BUSINESS OVERVIEW

As at the LPD, our operations are backed by a team of 57 technical personnel. Our expertise includes power distribution, cooling, fire protection, and redundancy infrastructure such as UPS and emergency generators. Our ability to integrate these critical systems seamlessly ensures a high standard of performance and reliability, allowing us to meet Tier I to Tier IV data centre compliance consistently. These technical capabilities give us an advantage in a demanding industry to secure new customers to sustain and grow our business.

During the Financial Periods Under Review and up to the LPD, we have completed the integration of MEPF systems and subsystems for data centres valued at RM1.35 billion, which reinforces our reputation as a reliable integrator of MEPF systems for data centres. By serving both colocation and enterprise data centres that meet Tier I to Tier IV standards, it provides us with the platform to secure more projects to grow our business.

7. BUSINESS OVERVIEW

7.4.3 We work with contractors/service providers as well as data centre operators and owners to enhance market penetration, ensuring we effectively target and serve our customer base

We work with contractors/service providers as well as data centre operators and owners to expand our market reach and drive business growth. This strategy enables us to access a broader customer base, diversify our project portfolio and increase our addressable market.

For the Financial Periods Under Review, we served approximately 93 customers in Malaysia. Our revenue contribution by our customer base is set out below:

	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Contractors/service providers	63,158	33.84	21,528	11.90	235,753	63.39	615,737	92.45
Data centre operators and owners	123,526	66.16	159,379	88.10	136,232	36.61	50,292	7.55
Total Revenue	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

Through our engagement with contractors/service providers, we operate as a specialist contractor, providing the supply, installation, testing, and commissioning of integrated MEPF systems, as well as subsystems. This enables us to collaborate with major contractors and access a wide variety of projects, allowing for business growth without the substantial investment and resource commitment typically required for direct project acquisition. By working with established contractors, we can efficiently expand our portfolio and increase our addressable market.

We also secure projects directly from data centre operators and enterprise owners across various sectors, including telecommunications and ICT service providers, financial institutions, and government bodies. This provides greater control over the tendering process, improves communication with customers, and allows us to gain a better and more technical understanding of their specific needs. Additionally, direct relationships help raise our market visibility, build customer loyalty, and foster long-term relationships. This, in turn, serves as a platform for repeat business and positive word-of-mouth referrals.

By working with contractors/service providers as well as data centre operators and owners, we enhance our market access and position ourselves as a reliable partner across a wide range of industries. This approach allows us to meet diverse customer demands while reinforcing our presence and expanding our opportunities for sustained business growth.

7. BUSINESS OVERVIEW

7.4.4 We have subsisting contracts that provide consistent revenue streams, offering visibility and stability in the near to mid-term

As at the LPD, we currently maintain an order book at RM1.32 billion including RM1.27 billion from the integration of MEPF systems and subsystems in data centres, as well as RM53.08 million from maintenance projects. This order book provides several key advantages for our business.

It ensures a predictable revenue pipeline over the near to mid-term, as a significant portion of this amount is expected to be recognised as revenue in the coming financial years (FYE 2027, to FYE 2032), with 39.06% of our order book to be recognised in FYE 2027. This forward visibility enables effective resource planning, better cash flow management, and the ability to maintain operational stability.

Moreover, the order book reflects the sustained demand for our services, demonstrating the strength of our customer relationships and the ongoing execution of multiple projects. This continuous demand offers a platform for growth and enhances our market position within the data centre sector.

Additionally, the size of our order book helps to mitigate the risks posed by market fluctuations. It ensures that we can maintain a steady workload and financial performance, even in uncertain market conditions. This stability allows us to make informed decisions about workforce planning, investments, and strategic growth initiatives.

Overall, our order book reinforces the stability and predictability of our revenue stream and also serves as a critical asset for long-term business planning and operational efficiency.

7.4.5 Our data centre MEPF integration contributes directly to ESG by delivering energy-efficient and sustainable data centres

There is growing recognition of the importance of ESG practices, particularly in reducing carbon emissions and minimising energy consumption and water usage. Data centres require substantial power and cooling systems to maintain operations. As such, as an integrator of MEPF systems, our ability to provide environmentally responsible systems in line with environmentally sustainable principles and practices would put us in a favourable position to secure new customers and drive our growth.

In collaboration with our third-party equipment suppliers and design engineers, we ensure that these centres operate in an environmentally responsible and sustainable manner. Our key focus areas for improving data centre environmental performance include the following:

- Energy efficiency: We provide and install energy-saving technologies, such as efficient ACMV systems, smart lighting controls, LED lights, integrated building management systems (BMS), and environment monitoring systems (EMS) for real-time system monitoring and optimisation.

- Water conservation: We integrate air-cooled cooling systems, including CRAC units, chilled water fan wall systems, and air-cooled chillers with variable speed technology to optimise power and cooling control to match cooling demand.

- Sustainable solutions: We promote the adoption of environmentally responsible M&E installations by incorporating sustainable technologies such as water-mist systems with reduced water consumption, lithium iron phosphate batteries with extended lifespan and lower waste generation, and oil-free dry-type transformers.

By providing integrated MEPF solutions that contribute to ESG goals, we offer a clear advantage to our customers. This strengthens our market position and also supports the long-term sustainability of both our customers and our business.

7. BUSINESS OVERVIEW

7.4.6 We have developed strong partnerships with leading vendors and suppliers, ensuring access to reputable brand name components and technologies for MEPF systems

As an integrator of MEPF systems and subsystems for critical infrastructure, particularly for data centres, the quality of the equipment and materials used is crucial to meet various expectations and standards of operational reliability, resiliency, effectiveness, efficiency, and safety. Moreover, the selection of equipment and materials is essential for adhering to the stringent requirements associated with data centre classification, from Tier I to Tier IV. Data centres, as critical infrastructure, must operate continuously with minimal downtime, as even brief periods of failure can have severe consequences for users, often on a global scale. Therefore, while design and workmanship are important, the quality of the equipment and materials in MEPF systems is equally important.

While we have the flexibility to use a variety of brands, we are also partners with several international equipment manufacturers or their authorised distributors as at the LPD, including:

- Huawei Digital Power Technologies Co., Ltd. (Huawei brand): Data centre cooling systems, power equipment, and UPS;

- Selesa Technology Sdn Bhd (Riello brand): UPS; and

- Vertiv (Malaysia) Sdn Bhd (Vertiv brand): UPS, cooling systems, racks and enclosures, monitoring, and services.

The benefits of these partnerships enhance our ability to support our existing customers and secure new business to drive overall business growth.

One of the key advantages is the enhanced reputation and credibility that comes with our association with international brands like Huawei, Riello, and Vertiv. These brands are renowned for their quality and innovation, and this partnership positions us to attract customers who value such reputable and reliable equipment and technologies. Additionally, our partnerships provide us with access to advanced technology and innovation in telecommunications, networking, power systems, and ICT infrastructure, as well as early access to new products arising from their ongoing research and development investments.

Our ability to offer products from globally recognised brands fosters improved customer trust and satisfaction. Customers are likely to choose our services when they know we use reliable and well-established equipment. This trust leads to stronger customer relationships, repeat business, and valuable referrals, which are essential for long-term success. Furthermore, our partnerships emphasise sustainability and compliance. Global brands like Huawei, Riello, and Vertiv prioritise environmentally responsible solutions and ensure their products meet international standards and regulations. By collaborating with these companies, we can provide sustainable solutions that align with the growing demand for eco-friendly products and help our customer achieve their own sustainability objectives.

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7.4.7 We have experienced Key Senior Management team to drive our continuing growth

We have experienced Key Senior Management team headed by our CEO, Ow Yong Hoong Peen to grow our business. Our Group is headed by our CEO, Ow Yong Hoong Peen who has approximately over 26 years of experience in the data centre industry. He is supported by our Key Senior Management team as follows:

- Ng Gek Khoon, our Key Accounts Director, has over 32 years of experience in data centre M&E system design, installation, and maintenance within the MEPF industry;

- Datin Kwan Siew Peng, our Human Resource and Finance Director, has over 36 years of experience in accounting, financial management, and human resources;

- Hon Mau Hoong, our Project and Sales Director, has over 23 years of experience in project acquisition and implementation areas within the MEPF industry;

- Lee Kok Sang, our Engineering Director, has over 29 years of experience in engineering aspects within the MEPF industry;

- Wong Yoke Fang, our Finance Manager, has over 19 years of experience in accounting and finance-related matters; and

- Rohaizad Bin Othman, our Project Manager, has over 17 years of experience in project management.

Please refer to **Sections 5.1.3** and **5.4.2** of this Prospectus for the profiles of our Key Senior Management.

7. BUSINESS OVERVIEW

7.5 GENERAL OVERVIEW OF DATA CENTRE CRITICAL INFRASTRUCTURE

For the Financial Periods Under Review, the integration of MEPF systems and subsystems for data centres accounted for 92.20% (RM172.12 million), 91.69% (RM165.87 million), 95.64% (RM355.76 million), and 97.02% (RM646.18 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

A data centre is a specialised facility that houses and manages an organisation's vital ICT infrastructure, including servers, processors, storage systems, networking equipment, and other components. It ensures the availability, security, and effectiveness of these systems by providing a controlled environment for data operations, storage, and communications. Key features of a data centre include a reliable power supply, efficient cooling, and strong security, with multiple layers of redundancy and resilience to minimise downtime and ensure the continuous operation of critical ICT services.

There are three types of data centres, namely enterprise, colocation and hyperscale data centres. An **enterprise** data centre is a private facility owned and operated by a single organisation to support its own ICT infrastructure and business operations. It can either be on-premises or a purpose-built data centre. A **colocation** data centre is a purpose-built facility where multiple organisations rent space to house their ICT infrastructure, while sharing the facility's resources, such as power, cooling, and security. A **hyperscale** data centre, as the name suggests, is a massive facility to meet the needs of vast data processing and storage. According to the Malaysian Investment Development Authority (MIDA), a hyperscale data centre requires high voltage of 132kV and above, with power capacity exceeding 21.25 MW for a single tenant and service provider. A hyperscale data centre is typically used by organisations with massive data processing and storage requirements, such as cloud service providers or those with a very large subscriber base.

For the Financial Periods Under Review, we have been involved in enterprise and colocation data centres. As at the LPD, we are also involved in a hyperscale data centre currently under construction.

A data centre's critical infrastructure refers to the essential non-ICT systems that ensure the continuous operation, security, and reliability of the facility. Our main business focus is on providing critical data centre infrastructure comprising mechanical, electrical, plumbing, and fire protection systems and subsystems. These systems are crucial for maintaining the data centre's environment, ensuring optimal and maximum uptime operating conditions, and supporting ICT resilience.

Example of our customer's colocation data centre where we integrated MEPF systems*:*



7. BUSINESS OVERVIEW

7.6 MEPF INTEGRATED SYSTEMS FOR DATA CENTRES

For the Financial Periods Under Review, our provision of integrated systems for data centres accounted for 83.12% (RM155.17 million), 85.87% (RM155.35 million), 88.95% (RM330.86 million), and 93.05% (RM619.76 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

Our integration of MEPF systems for data centres involves the end-to-end integration of the following systems:

(i) **Mechanical (M)** system in a data centre focuses on thermal management through cooling systems like computer room air conditioning units and chillers, alongside ventilation to ensure optimal airflow, temperature regulation, and the removal of heat for reliable equipment performance. The main mechanical system we integrate for data centres typically includes ACMV systems (including containment systems) and heat rejection systems.

(ii) **Electrical (E)** system provides the backbone for power distribution, including primary and redundant power sources, to support cooling, fire protection, pumps, and mechanical systems. The main electrical subsystems we integrate include incoming power supply and distribution, uninterrupted power supply, and other electrical systems.

(iii) **Plumbing/process utility (P)** system, which is part of mechanical systems, includes pumps and piping for circulating chilled water to cooling units and heat exchangers, ensuring efficient cooling. It also supports fire protection systems. As part of our MEPF system integration for data centres, we focus on providing plumbing/process utility solutions within end-user premises, including both internal and external piping, as well as process piping systems.

(iv) **Fire protection (F)** system, a key component of mechanical systems in a data centre, protects critical ICT equipment and infrastructure through early detection, rapid suppression, and effective compartmentalisation. As part of our MEPF system integration, we primarily provide active fire protection solutions, including water-based suppression (sprinklers), and mechanical elements that control gas-based suppression systems, such as inert gas systems (examples, argon and nitrogen) and clean agent systems (examples, HFC-227ea and C6-fluoroketone) in critical areas.

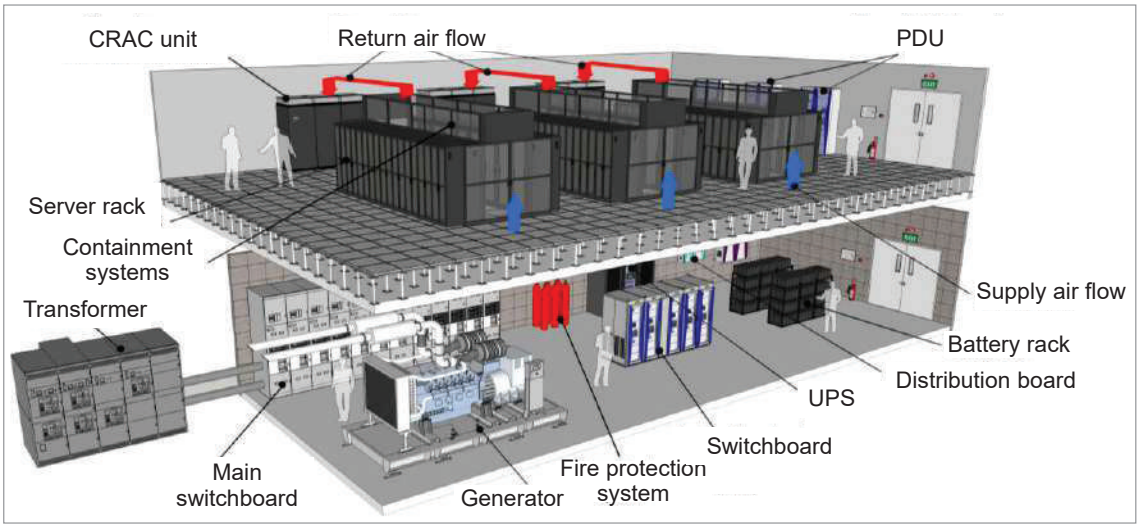
(v) **Supporting systems** that ensure the operations, safety, and facility management of data centres, typically include security and access control systems, building management systems, and fuel storage and distribution.

Each system works together to ensure optimal operation and reliability.

For the Financial Periods Under Review, our provision of integrated MEPF system projects involved new data centres and the retrofitting or upgrading of existing data centres. Our revenue contribution from the integrated systems for new data centres accounted for 61.99% (RM96.18 million), 48.68% (RM75.62 million), 83.18% (RM275.20 million), and 91.63% (RM567.86 million) of our revenue from integrated systems for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

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MEPF systems in a data centre



7.6.1 Our scope of work

During the Financial Periods Under Review, all of our MEPF system integration projects included supply, installation, testing, and commissioning as part of our scope of work. We typically operate as a subcontractor engaged either directly by data centre owner/operator or main contractor, where we only carry out the MEPF portion of the overall project.

(i) Engineering support

Generally, we integrate the MEPF systems based on designs, drawings, and specifications provided by our customers or their engineers. For some projects, we provide engineering support to work with the appointed professionals on data centre design. As at the LPD, our operations are supported by a team of 37 engineers.

(ii) Supply and installation

We are responsible for supplying and installing the data centre MEPF systems that are specified in the project. For most systems, equipment supply and installation are carried out by the respective suppliers or subcontractors under our management and supervision.

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We are typically responsible for supplying and installing the following types of MEPF systems:

Subsystem	Types of equipment and materials under our scope
Mechanical	
ACMV systems	- chillers used for cooling water, which is then circulated through the system to remove heat from the data centre environment. These include air-cooled and water-cooled chillers. - cooling towers to dissipate heat from the chiller's water system into the atmosphere by evaporative cooling. - air handling units (AHUs): These are used to regulate and circulate air. They often include cooling coils, filtration systems, and fans. - computer room air conditioning (CRAC) units which are specialised air conditioning units designed for server rooms and data centre environments. These units help maintain the temperature and humidity levels. - downflow cooling units to directly blow cool air around hot equipment. - upflow extraction units to extract hot air generated from equipment within the containment area. - variable air volume systems used to adjust the airflow to different zones within the data centre to match cooling demands.
Air distribution and ventilation	- supply and return air grilles to direct the airflow into and out of different areas of the data centre. - ductwork for distributing conditioned air throughout the facility, and ducts need to be insulated to avoid heat loss. - air filters installed in AHUs and CRAC units to maintain clean air quality by removing dust, debris, and contaminants. - fan coil units (FCUs) used in specific areas to regulate air temperature, often near critical equipment or server racks. - exhaust fans used to remove warm air from the data centre space, ensuring a balance of airflow and pressure.

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Subsystem	Types of equipment and materials under our scope
Humidity and air quality control systems	- dehumidifiers used to control moisture levels in the data centre to prevent condensation, corrosion, and static build-up that could damage sensitive electronics. - air purification systems to ensure the air quality is maintained by filtering out particles that could damage sensitive ICT equipment.
Backup power	- diesel generators for providing backup power to cooling, mechanical, electrical and ICT systems during power outages.
Electrical	
Incoming power supply systems	- interconnection to the power grid substation - main step-down substation transformers - switchgears
Power distribution systems	- main switchboards - sub-switchboard - motor control centre - distribution board - backup power systems - earthing and lightning protection systems - monitoring and control equipment - busway systems and cabling
Uninterruptible power supply and battery banks	- uninterruptible power supply (UPS) to ensure continuous power to critical mechanical systems, such as cooling units, in the event of an electrical failure - power distribution unit (PDU) that distributes power to various ICT equipment - battery banks to provide short-term power to cooling systems and other mechanical systems during transitions to backup generators

7. BUSINESS OVERVIEW

Subsystem	Types of equipment and materials under our scope
Plumbing/process utility system	

Water distribution	- piping systems for
	  - chilled water;
	  - drainage and wastewater;
	  - fire suppression;
	  - potable water distribution; and
	  - special processes for specific chemical or cooling agents that are part of the cooling or fire suppression systems
	  - insulation materials to minimise energy loss and prevent condensation on pipes
	- pumps for:
	  - chilled water to circulate chilled water for cooling units and heat exchangers;
	  - booster to maintain adequate water pressure for plumbing systems;
	  - fire for fire suppression systems; and
	  - cooling tower for circulating water in the ACMV system.
	- valves and control system
	  - isolation valves to shut off sections of piping when needed for maintenance.
	  - control valves for regulating water flow in chilled water or fire suppression systems.
	  - backflow prevention valves to ensure clean water supply by preventing contamination from the facility's plumbing system.
	  - pressure relief valves to maintain safe pressure levels in pipes and prevent damage to systems.
	  - flow control devices for controlling the flow of water in different parts of the system
	  - water leak detection systems

Fire protection system	
Active fire protection systems	- fire dampers installed in air ducts to prevent the spread of fire through the ventilation system - fire suppression systems including water-based (sprinklers) or gas-based such as inert gas (eg. argon or nitrogen) or clean agents (e.g., HFC-227ea (heptafluoropropane) and FK-5-1-12 (dodecafluoro-2-methylpentan-3-one) - smoke detectors to provide early warning in case of fire or smoke - temperature sensors to detect abnormal heat and trigger alarms or shutdown procedures if necessary.

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Subsystem	Types of equipment and materials under our scope
Supporting systems	
Network equipment support and racking systems	- server racks - cable trays - ladder racks - structured cabling systems
Security and access systems	- CCTV cameras - biometric or card-based access controls - monitoring software and hardware
Monitoring and control system	- building management system (BMS) to control and monitor mechanical, electrical, fire protection, and energy usage. - Environmental monitoring system (EMS) to monitor energy usage to provide feedback and analysis for energy savings

In addition to the above, we are responsible for associated fit-out works, including interior renovation or fit-out works, installation of raised floor systems, partitions for insulation to house the containment systems, installation of cabinets and racking, as well as finishing works such as painting and cleaning services. These fit-out works and specialised services are carried out by third-party subcontractors under our supervision.

As some of our MEPF works are for new construction, our installation works normally follow the progress of the structural and building works.

(iii) Testing and commissioning

To ensure the proper installation and full functionality of the data centre MEPF systems, testing and commissioning are carried out jointly with the customer or their representative upon completion of installation works. This process validates the system's performance and confirms its compliance with the design specifications. The project is handed over to the customer once all identified faults and performance issues have been fully addressed.

We are responsible for the testing and commissioning of the entire project. Our personnel carry out testing and commissioning for most systems, while systems installed by suppliers on a total subcontract basis are tested and commissioned by the suppliers under our supervision. If specialised tests are required, we will engage the appropriate subcontractors to perform them.

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7.6.2 Data centre MEPF systems

7.6.2.1 Overview

The types of MEPF systems to be integrated in a data centre are influenced by factors such as the type, purpose, size, and occupant requirements of the facility. Key considerations include the following:

(i) **ICT equipment and capacity requirements**: These are determined by the type and density of ICT equipment (e.g., servers, processors, storage, and networking and security devices) and the transaction, processing and communication loads the equipment is designed to handle. Higher rack densities and workloads require greater electrical capacity and more advanced cooling systems, which, in turn, influence the design of both electrical and mechanical components.

(ii) **Redundancy requirements**: The desired Tier classification, as defined by the Uptime Institute, dictates the level of redundancy and complexity required for MEPF systems. The Uptime Institute defines the following data centre tiers:

(a) **Tier I**: Basic site infrastructure with no redundancy. Operations rely on a single distribution path for power and cooling, which must be completely shut down during maintenance. Expected downtime is approximately 28.8 hours per year, with an uptime of 99.671%.

(b) **Tier II**: Includes redundant components for site infrastructure but still relies on a single path for power and cooling. Redundant components are provided, but maintenance still impacts the system. Expected downtime is about 22 hours per year, with an uptime of 99.741%.

(c) **Tier III**: Features concurrently maintainable infrastructure, with multiple independent paths for power and cooling. This enables concurrent maintenance without disrupting the IT load. Expected downtime is about 1.6 hours per year, with an uptime of 99.982%.

(d) **Tier IV**: Provides fault-tolerant infrastructure with multiple active, independent paths for power and cooling. This ensures operations are unaffected by failure in any single component or distribution path. Expected downtime is about 0.4 hours (24 minutes) per year, with an uptime of 99.995%.

The Uptime Institute Tier Standards are globally recognised benchmarks for data centre reliability and availability. Higher-tier facilities often require more advanced and complex MEPF systems, including multiple redundant generators, UPS units, chillers, and plumbing networks, to meet stringent uptime and availability targets.

For the Financial Periods Under Review and up to the LPD, we have completed projects for an upgrade of Tier II data centre, construction of a new Tier III data centre and upgrades of several Tier III data centres as well as supply and installation works for a Tier IV data centre.

(iii) **Site conditions and location**: Factors such as climate, utility reliability, connectivity infrastructure, flood susceptibility, system accessibility, expansion potential, and environmental regulations play a crucial role in system selection. For example, grid reliability affects the scale of backup generators and the need for surge protection devices, water supply reliability influences the size of storage tanks, maximum temperature and humidity levels determine the capacity and efficiency of ACMV systems, and local fire codes dictate the design of fire protection systems.

(iv) **Energy efficiency and sustainability**: Data centre operators are increasingly prioritising designs that minimise energy and resource consumption. A common benchmark for this is Power Usage Effectiveness (PUE), which compares the total facility power consumption to the power consumed by ICT equipment. A lower PUE indicates that less energy is being used for non-ICT systems, such as cooling, power distribution, and lighting, resulting in improved energy efficiency. These are some of the key considerations when selecting electrical and cooling equipment that incorporates energy-saving mechanisms.

7.6.2.2 Mechanical systems

A mechanical system in a data centre refers to the network of components responsible for regulating environmental conditions to ensure optimal performance, efficiency, and protection of the ICT infrastructure. These systems primarily handle cooling, ventilation, air distribution, and fire suppression. The purpose of these systems is to manage the temperature, humidity, airflow, and cleanliness within the data centre, preventing overheating, equipment failure, and ensuring overall operational reliability.

As part of data centre MEPF system integration, the main mechanical subsystems typically include the following:

- ACMV systems (which include containment systems for air distribution and cooling efficiency); and

- Heat rejection systems, which manage the removal of heat generated by ICT equipment, such as chillers and cooling towers.

(i) **ACMV systems** (including containment systems)

In data centres, ACMV systems serve as the primary system for cooling and air management, ensuring that ICT equipment operates within safe temperature and humidity ranges. In addition to cooling, ACMV systems provide ventilation, supplying fresh air while removing heat, dust, and fumes from critical spaces.

Most of the ACMV systems we support, supply, and install are decentralised systems, where each room is equipped with its own dedicated air-cooled chiller unit. For redundancy, each floor typically has two additional units. Depending on customer requirements, we also install centralised air-cooled chiller systems, where cooling is generated centrally and distributed across multiple rooms or floors.

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The main components of our ACMV system include the following:

(a) **Computer room air conditioning (CRAC)** units are air conditioning systems that provide highly controlled cooling to maintain the narrow temperature and humidity ranges required for ICT equipment. They operate using direct expansion cooling, where refrigerant is compressed and expanded within the unit to absorb heat from the room air. The heat is then rejected to the atmosphere via refrigerant piping that runs to an external air-cooled condenser.

CRAC units



(b) **Computer room air handler (CRAH)** units are part of centralised cooling setups. They operate by drawing warm air from the data hall across cooling coils supplied with chilled water. The heat from the air is absorbed by the chilled water, which is then circulated back to a central chiller for heat rejection. Unlike CRAC units, CRAH units use water piping connections instead of refrigerant lines, making them ideal for large-scale data centres with centralised cooling infrastructure.

CRAH units



(c) **Chilled water fan wall systems** are designed to meet the high-density cooling demands of modern data centres. They deliver efficient and uniform airflow across ICT operational spaces. Comprising a modular array of fans and cooling coils connected to a central chilled water loop, these systems are typically installed along a wall of the data hall, ensuring widespread cooling for high-density racks and equipment.

Chilled water fan wall system

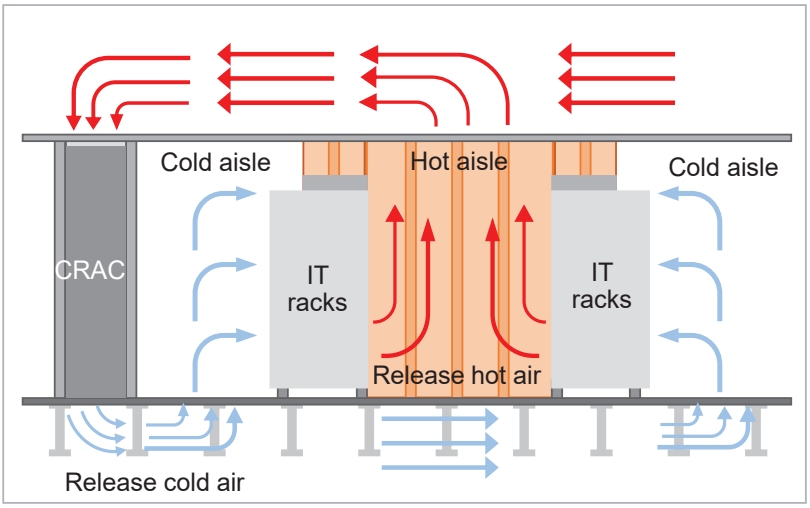


7. BUSINESS OVERVIEW

(d) **Containment systems** are designed to enhance cooling efficiency by physically separating hot and cold air streams. This prevents air mixing and reduces energy waste.

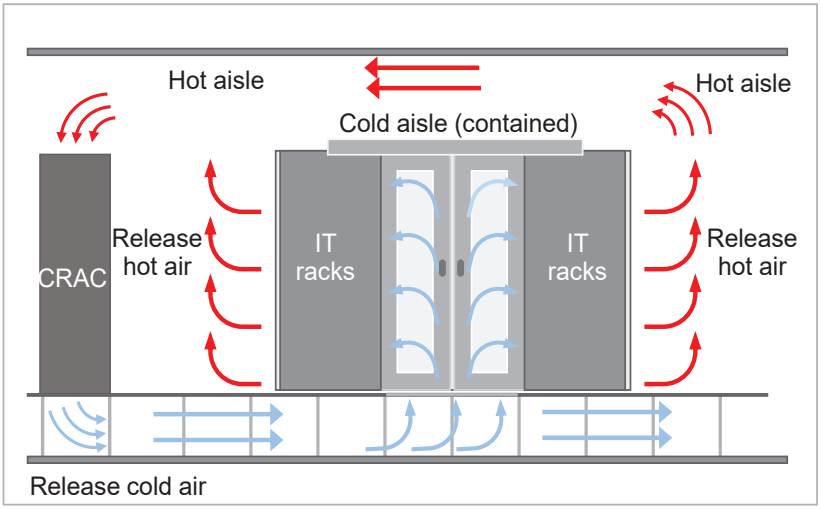
- **hot aisle containment systems** involve aisle enclosures with separation panels, floor grilles, and raised floor systems that contain the hot exhaust air discharged from ICT equipment racks. The hot air is maintained at higher pressure and directed back to cooling units (typically CRAC or CRAH units), where it is cooled and recirculated.

Air flow in hot aisle containment systems



- **cold aisle containment systems** consist of aisle enclosures with separation panels, floor grilles, and raised floor systems that contain and direct cold supply air specifically to the ICT equipment racks. This ensures precise delivery of cooling, minimises air mixing, and improves overall cooling efficiency.

Air flow in cold aisle containment systems



7. BUSINESS OVERVIEW

The choice between hot aisle and cold aisle containment systems in a data centre depends on factors such as cooling strategy, layout, and operational priorities.

- Hot aisle containment systems are generally more energy-efficient, as they minimise the mixing of hot and cold air, enabling cooling units to operate more effectively. This helps maintain cooler temperatures across most areas of the data hall. However, these systems tend to be more complex and costly to implement compared to cold aisle containment.

- Cold aisle containment systems are simpler and more cost-effective to install, making them ideal for smaller facilities or retrofit projects. However, they can result in higher ambient temperatures in the data hall and tend to be less efficient than hot aisle containment systems overall.

(ii) Heat rejection systems

In data centres, heat rejection systems are responsible for removing the heat absorbed by ACMV systems and discharging it into the external environment. These systems represent the final stage of the cooling cycle and are essential for maintaining a consistent thermal balance within the data centre.

The main components of heat rejection systems include:

(a) **air-cooled condensers** are decentralised cooling systems typically paired directly with each CRAC unit to expel the heat absorbed from the data hall into the external environment. Air-cooled condensers consist of condenser coils and fans that blow ambient air across the coils. This causes the hot refrigerant gas to release its heat, cool down, and condense into liquid form. The cooled liquid refrigerant is then circulated back to the CRAC units to continue the cooling cycle.

(b) **air-cooled chillers** are centralised cooling systems typically paired with multiple CRAH units or chilled water fan wall systems across the data centre. Air-cooled chillers generate chilled water, which is distributed throughout the facility and circulated through cooling coils inside CRAH units or fan wall systems to absorb heat from the data hall. The warmed water is then returned to the chiller through piping, where the heat is rejected directly to the atmosphere via condenser coils and fans.

Air-cooled chillers



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7.6.2.3 Electrical systems

Electrical systems in a data centre are designed to provide a reliable and uninterrupted power supply to both ICT equipment and data centre operations infrastructure. These systems incorporate redundancy measures to minimise downtime and ensure continuous operation, even during maintenance or system failures. As part of the data centre MEPF system integration, the main electrical subsystems typically include:

- **Incoming power supply systems**: These systems manage the receipt of electricity from external sources, typically the local utility grid. They include transformers, switchgear, and surge protection to step down high-voltage power to the appropriate levels for use within the data centre. In addition, backup generator systems and uninterruptible power supplies (UPS) are often integrated to ensure continuous power in the event of grid failure.

- **Power distribution systems**: These systems are responsible for distributing electricity from the incoming supply to various parts of the data centre, including ICT equipment, ACMV systems, lighting, and other critical infrastructure. Key components include distribution boards, circuit breakers, busbars, and power panels, all of which are designed to ensure efficient, safe, and reliable power delivery. Redundancy is typically built in through multiple power feeds and dual power paths to critical loads to guarantee availability even if one path is compromised.

(i) Incoming power supply systems

In data centres, incoming power supply systems provide the connection with the electricity distribution grid. They are designed to handle, control, and distribute large amounts of electricity to power the data centres' ACMV systems, ICT equipment, lighting, and other operational requirements. The system must be robust, reliable, and in compliance with the applicable regulations and standards.

The incoming power supply system may be located in a separate structure or dedicated room within the data centre. Its main components include the following:

(a) **High-voltage service connection point** is commonly located in an on-site substation within the data centre premises for connection to the utility grid. Our data centres usually operate at 11 kV and 33 kV service levels to support high load demands.

(b) **Main step-down transformer** reduces incoming high-voltage electricity from the grid to medium or low voltage for use within the data centre. Multiple transformers are installed to serve different load zones and provide failover capability.

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(c) **Switchgear** protects and controls the incoming power. It isolates faults (such as short circuits or overloads) to prevent widespread outages, allows for the safe isolation of electrical paths during maintenance, and supports multiple power sources for redundancy. Switchgears comprise power-conducting components that conduct or interrupt the flow of electricity (such as circuit breakers, switches, and fuses), as well as control systems that monitor, control, and protect these components (such as control panels and protective relays).

Switchgear



(d) **Main switchboards** are the central distribution point for electricity from step-down transformers. They supply power to UPS systems for critical ICT loads, and directly to mechanical and auxiliary systems such as chillers, pumps, lighting, and building services. Main switchboards are commonly equipped with safety and monitoring devices, including circuit breakers, isolators, surge protectors, meters, and monitoring equipment.

(e) **Backup power systems** to provide electricity to critical systems in case the supply from the power distribution grid is interrupted. The backup power system commonly consists of standby diesel generators and automatic transfer switches (ATS). The ATS monitors the incoming electricity supply and activates the diesel generator during an outage or a significant voltage drop.

Diesel backup generator



(f) **Earthing and lightning protection systems** are designed to protect personnel, equipment, and infrastructure from surges caused by lightning strikes or electrical faults. The systems commonly include lightning rods installed on roofs, down conductors, grounding systems, and surge protectors.

(g) **Monitoring and control equipment** integrated in the data centre's building management systems (BMS) or environmental monitoring systems (EMS) to monitor electrical load distribution, detect and isolate faults, and monitor electricity usage in real time.

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(ii) Power distribution systems

A data centre's power distribution system distributes electricity from the incoming power supply system to the systems and areas that require it. To achieve redundancy and reliability, dual power feeds are often provided, and electrical paths are designed with failover capabilities.

The main components of the subsystem include the following:

(a) **Uninterruptible power supply (UPS)** systems are designed to provide a clean, stable, and uninterrupted power supply to ICT equipment. They use batteries to deliver near-instantaneous backup power, ensuring that ICT operations remain uninterrupted during power outages. In addition, UPS systems condition the incoming electricity, eliminating disturbances such as voltage surges, frequency fluctuations, and noise, to protect sensitive equipment. UPS systems are placed between the grid electricity supply and the ICT equipment.

UPS systems



(b) **Power distribution units (PDUs)** distribute conditioned power from UPS systems to the ICT racks. They are the intermediate distribution point between the UPS systems and rack-level power distribution, ensuring that electricity is safely and efficiently delivered to servers, processors, storage devices, and networking equipment. PDUs typically house circuit breakers and monitoring equipment.

PDU systems



- **Floor-mounted PDUs** are large units located in the data hall or electrical room. They distribute power from the UPS to multiple remote power panels (RPPs) or directly to racks.

- **Rack PDUs** are smaller devices mounted inside individual server racks that provide the final stage of power distribution, delivering electricity directly to the ICT equipment.

(c) **Busway systems and cables** are used to distribute electricity between distribution points. Busway systems consist of prefabricated, enclosed metal housings that contain rigid copper or aluminium busbars for the distribution of high-current electricity. These modular systems, which can be installed overhead or under the floor, provide flexible power delivery to racks and enable easy reconfiguration without the need for extensive rewiring. In contrast, cables are more adaptable in terms of routing and are typically used for shorter runs, branch circuits, and connections between PDUs or RPPs and ICT racks.

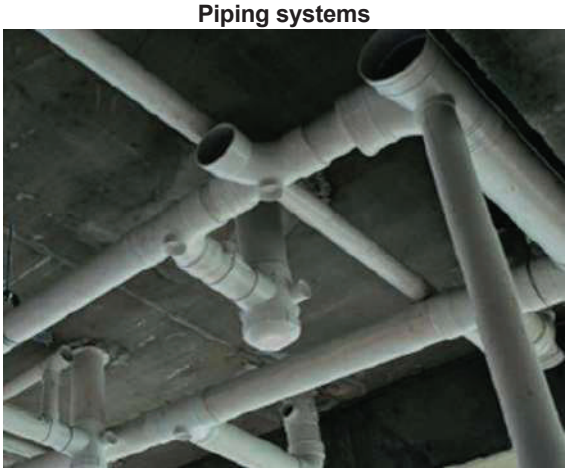
(d) **Sub-switchboards and distribution boards** manage and distribute electricity to mechanical loads and building services.

7.6.2.4 Plumbing systems

Plumbing systems in a data centre support the mechanical cooling infrastructure and help protect ICT equipment from water-related risks. As part of the data centre MEPF system integration, we primarily handle water distribution for cooling, drainage, and protection. The key components of this subsystem include the following:

(i) **Chilled water piping systems** distribute chilled water from air-cooled chillers to the data centre cooling units, including CRAH units, and chilled water fan wall systems. These systems enable efficient heat exchange, maintaining controlled temperatures for ICT operations. The main components include chilled water supply and return piping, control valves, pumps, insulation, and monitoring and control devices integrated with the BMS.

Piping systems



(ii) **Condensate drain piping systems** collect and discharge condensate formed within the cooling units, such as CRAC and CRAH units. By safely removing excess moisture generated during the cooling and dehumidification process, these systems protect raised floors, walls, and ICT equipment spaces from water accumulation, leaks, or flooding risks. The main components include drain pans, drain piping, air vents, and connections to drainage systems.

(iii) **Water leak detection systems**, comprising sensors and monitoring panels placed under raised floors, near chilled water and condensate drain piping routes, and in mechanical rooms. These systems provide early warning of water leaks to protect ICT equipment from damage or downtime.

(iv) **Water supply and sanitary drainage systems** supply potable water for staff facilities and ensure safe collection and disposal of wastewater. This is to support personnel and operational needs.

- Water supply systems mainly comprise water mains interconnections, cold water piping network, storage tanks, pumps, control valves, sensors, and meters. For a hot-water system, the water supply systems will comprise water heaters, insulated hot water piping networks, and storage tanks.

- Sanitary drainage systems primarily consist of sanitary drain networks and public sewer or drainage network interconnections.

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7.6.2.5 Fire protection systems

Fire protection systems in a data centre safeguard critical ICT equipment and infrastructure through early detection, rapid suppression, and effective compartmentalisation. As part of the data centre MEPF system integration, we mainly provide active fire protection systems, which include the following:

Smoke detection systems



(i) **Fire detection and alarm devices**, including smoke detectors, heat detectors, and alarm panels. These systems continuously monitor the environment and provide early warnings when smoke or abnormal heat is detected in the data centre, allowing for immediate emergency responses and system activation.

(ii) **Water mist sprinkler systems** comprise a network of overhead water pipes and fine-spray sprinklers located throughout the data centre. The sprinklers activate automatically when a set temperature is reached, releasing a fine mist of water droplets that suppresses fire while minimising water damage compared to conventional sprinklers.

(iii) **Inert gas/clean agent fire suppression systems** are designed to automatically release agents such as argon, nitrogen (inert gases), or HFC-227ea and C6-fluoroketone (clean agents) when a fire is detected. These systems are typically installed in critical areas with high-value electronic equipment, such as server halls, data centres, and electrical rooms, as they suppress fires without leaving residue or damaging sensitive ICT equipment. Inert gas systems work by reducing the oxygen concentration in the environment, while clean agents suppress the fire through a chemical reaction without affecting oxygen levels.

7.6.2.6 Supporting systems

Supporting systems are essential for the operation, safety, and facility management of data centres. Key subsystems typically include the following:

(i) **Network infrastructure and racking systems**, comprising server racks, cable trays, ladder racks, and structured cabling systems to organise and support ICT and electrical cabling. These systems ensure proper airflow, cable management, and scalability for future expansion.

(ii) **Security and access systems**, which include CCTV cameras, biometric or card-based access controls, and monitoring software. These systems ensure controlled entry into sensitive areas and provide real-time monitoring to prevent unauthorised access.

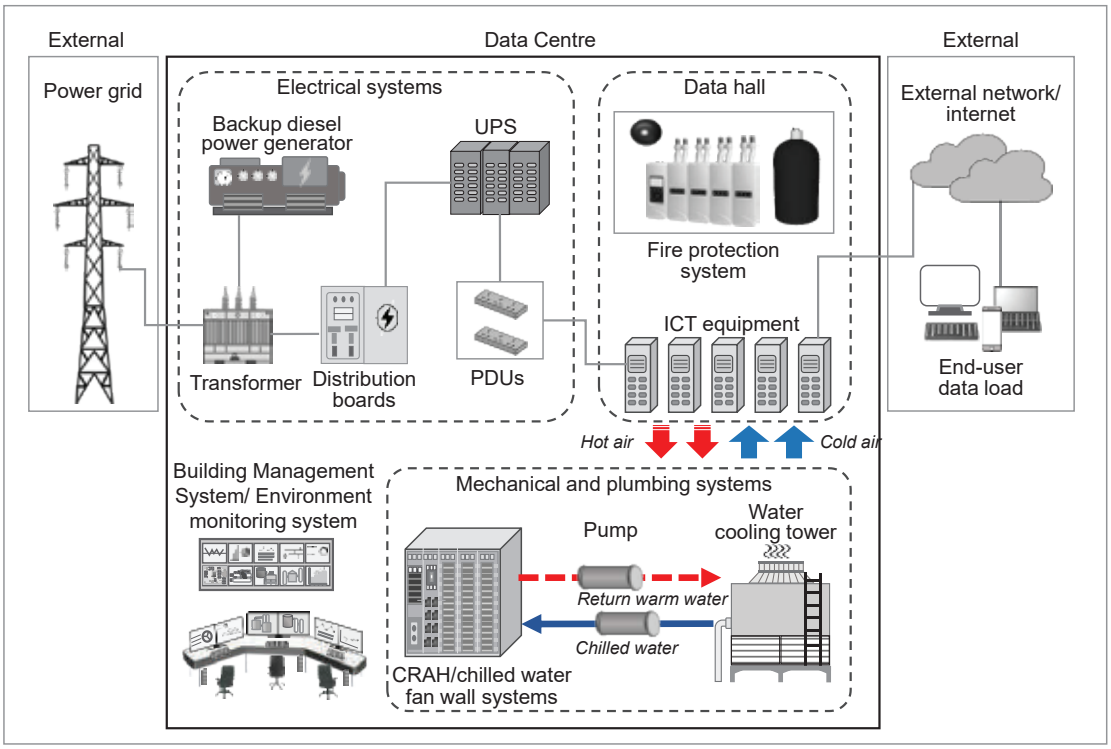
(iii) **Building management system (BMS)/Environmental monitoring system (EMS) software**, which integrates operational, safety, and environmental monitoring functions, allowing real-time oversight, fault detection, and energy efficiency management. BMS provides centralised control and monitoring of building services, including ACMV systems, electrical systems, fire protection, and lighting. EMS tracks environmental parameters, including temperature, humidity, water leaks, and smoke, across the data centre.

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7.6.3 Interdependency of MEPF systems

In data centre operating environments, MEPF systems are highly interdependent to ensure reliability, cooling efficiency and safety, as illustrated below:

Overview of MEPF within a data centre



In a data centre, electricity flows from the power grid through the incoming power supply system, incorporating the step-down transformer to the various distribution boards, while the diesel power generator serves as a power backup system. The UPS serves as a short-term power supply as well as conditions and stabilises the power before distributing the electricity via PDUs to the ICT equipment in the data hall.

As servers, processors, storage, and networking equipment consume this power, they generate heat that needs to be removed by mechanical cooling systems. These cooling systems, such as CRACs, CRAHs, chilled water fan wall systems, air-cooled chillers, and pumps, rely on electricity to operate and often require chilled water delivered through plumbing systems. The plumbing network also includes condensate drains to remove moisture and leak detection systems to safeguard ICT equipment from water damage.

As a result of the interaction between electricity, heat and water, fire protection systems are essential, providing early detection, suppression, and alarms to protect critical infrastructure. To ensure continuous operation even during grid failures, backup power systems, including UPS, diesel generators, and automatic transfer switches, are utilised to enable the continuous operation of ICT and cooling equipment. In addition, BMS and EMS provide real-time monitoring and control of electrical, mechanical, plumbing, and fire safety systems, ensuring resilience, efficiency, and uninterrupted data centre operations.

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In addition, due to the interdependencies and criticality of MEPF systems in a data centre, rigorous testing and commissioning are essential to ensure that each element functions reliably, both independently and as part of the integrated whole. We commonly apply five levels of testing, with increasing comprehensiveness at the higher levels:

(i) **Factory acceptance testing (FAT):** FAT is conducted by equipment suppliers at the manufacturer's facility before delivery of equipment such as generators, UPS systems, and air-cooled chillers to project sites. This is to verify that the equipment is built and performs according to design specifications.

(ii) **Site acceptance testing (SAT):** SAT is performed once the equipment is delivered and installed. SAT involves physical inspections and basic functional checks to confirm that equipment is installed correctly, free from damage, and ready for integration.

(iii) **Pre-functional testing:** At this stage, individual systems (such as ACMV systems, electrical switchgear, switchboards and distribution boards) are powered up and tested in isolation to verify proper operation, calibration, and safety compliance for interconnection.

(iv) **Functional performance testing (FPT):** FPT is focused on verifying the performance of interconnected systems under various load and fault conditions. This stage ensures that the systems function as intended across all operating scenarios, including redundancy, failover capabilities, and automated control system responses.

(v) **Integrated systems testing (IST):** IST is the final and most rigorous stage, involving full end-to-end testing of the data centre MEPF infrastructure. IST simulates real-world operational and emergency conditions to validate resilience, redundancy, and system interoperability of all MEPF systems.

7.6.4 Completed MEPF integrated systems projects

Our Group completed 36 projects during the Financial Periods Under Review and up to the LPD. The projects with a project value of RM1.00 million and above are summarised below:

No.	Project name	Project description	Project location	Customer name	Start date[1] / Completion date[2]	Project value[3] (RM'000)
1.	Data Centre B5 Integrated Project 1	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B2	May 2021 / August 2022	74,767
2.	Data Centre CBJ6 Integrated Project	Supply, installation, testing, and commissioning of electrical systems, ACMV systems, and fire protection systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Nakano Construction Sdn Bhd	May 2022 / September 2023	57,092
3.	Data Centre B5 Integrated Project 2	Supply, delivery, installation, testing and commissioning of mechanical systems, electrical systems, and fire protection systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	February 2024 / March 2024	1,894
4.	Data Centre A2 and A3 Integrated Project 1	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Cyberjaya	Cyberjaya, Selangor	Customer A3	February 2023[4] / May 2024	148,730
5.	Data Centre CJ11 Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for the office and data centre in Cyberjaya	Cyberjaya, Selangor	ITP Cjaya	September 2023 / October 2024	10,131
6.	Finexus Data Centre Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Kuala Lumpur and Cyberjaya	Kuala Lumpur and Cyberjaya, Selangor	Finexus International Sdn Bhd	October 2023 / January 2025	4,564

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No.	Project name	Project description	Project location	Customer name	Start date[1] / Completion date[2]	Project value[3] (RM'000)
7.	Data Centre B5 Integrated Project 3	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	February 2024 / March 2025	22,467
8.	Data Centre A2 Integrated Project	Supply, delivery, installation, testing and commissioning of data centre fit-out at data centres in Cyberjaya	Cyberjaya, Selangor	Customer A1	April 2022 / April 2025	14,537
9.	Data Centre A3 Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer A2	June 2023 / April 2025	87,197
10.	Data Centre A14 Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer A4	October 2023 / April 2025	2,118
11.	Data Centre B6 Integrated Project 2	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	December 2024 / October 2025	33,109
12.	Data Centre A2 and A3 Integrated Project 2	Supply, delivery, installation, testing and commissioning of data centre fit-out at a data centre in Cyberjaya	Cyberjaya, Selangor	Customer A2	February 2023 / November 2025	34,784
13.	Data Centre EX1 and EX2 Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Bukit Jalil	Kuala Lumpur	Binastra Builders Sdn Bhd	September 2023 / June 2026	318,679[6]
14.	Data Centre B6 Integrated Project 1	Supply, delivery, installation, testing and commissioning of MEPF systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	March 2024 / December 2025	66,501

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No.	Project name	Project description	Project location	Customer name	Start date[1] / Completion date[2]	Project value[3] (RM'000)
15.	Data Centre CJ12 Integrated Project	Supply, delivery, installation, testing and commissioning of Phase 1 mechanical and electrical services and data centre fit-out at a data centre in Cyberjaya	Cyberjaya, Selangor	Binastra Builders Sdn Bhd	February 2025 / March 2026	184,000
16.	Data Centre CJ12 Integrated Project 2	Supply, delivery, installation, testing and commissioning of Phase 2 mechanical and electrical services and data centre fit-out at a data centre in Cyberjaya	Cyberjaya, Selangor	Binastra Builders Sdn Bhd	February 2026 / March 2026[7]	184,000
17.	Data Centre EX2 Integrated Project	Supply, delivery, installation, testing and commissioning of mechanical, electrical and plumbing systems for a data centre in Bukit Jalil	Kuala Lumpur	Aolani Cloud II Sdn Bhd	June 2025 / April 2026	24,992[8]
					Sub-total	**1,269,562**
		Remaining projects[5]				4,347
					Total	**1,273,909**

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Notes:

(1) The project's start date refers to the commencement date stipulated in the letter of award or purchase order.

(2) The project's completion date refers to the handover date, the date of the certificate of completion and compliance for the premises, or the date of last invoice.

(3) Total project value includes the value of any variation orders received from the customer that are related to the project.

(4) Contracts secured from Customer A3 pursuant to a novation agreement with Customer A2 in February 2023. The novation agreement was entered into following the change in ownership of Customer A2 whereby this company became part of the same group of companies as Customer A3. The works undertaken by our Group commenced in February 2022 in accordance with the original contract with Customer A2.

(5) The remaining 19 projects were based on letter of award or purchase orders secured with project value less than RM1.00 million as at the LPD.

(6) The project had an initial project value of approximately RM356.08 million, which subsequently decreased by approximately RM37.40 million, of which RM27.50 million was transferred to the Data Centre EX3 Integrated Project 1, while the remaining was due to rebates and variation orders, including a reduction in scope of work at the customer's request which amounted to RM4.98 million.

(7) The project formed part of the same overall project as Data Centre CJ12 Integrated Project and was subsequently awarded under a separate letter of award. As Binastra Builders Sdn Bhd required the works under both letters of award to be completed within the same overall project timeline, our Group leveraged the existing project set-up, site familiarity and resources deployed for the earlier award to complete the project within the shorter timeframe.

(8) The project had an initial project value of approximately RM3.16 million, which subsequently increased by approximately RM21.83 million pursuant to variation orders issued for additional works.

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7.6.5 Ongoing MEPF integrated systems projects

Our Group has 8 ongoing projects during the Financial Periods Under Review and up to the LPD. The projects with a project value of RM1.00 million and above are summarised below:

No.	Project name	Project description	Project location	Customer name	Start date[1] / Expected completion date[2]	Approx. % completion as at the LPD (%)	Project value[3] (RM'000)	Order book as at the LPD[4] (RM'000)
1.	Enterprise Data Centre Upgrade Project	Supply, delivery, installation, testing and commissioning of a data centre containment solution for an enterprise data centre modernisation project in Petaling Jaya	Selangor	Customer E	April 2025 / June 2027	48.93	20,805	10,625
2.	Data Centre EX3 Integrated Project 1	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Bukit Jalil	Kuala Lumpur	Binastra Builders Sdn Bhd	December 2025 / October 2026	73.07	380,000	102,342
3.	Data Centre EX3 Integrated Project 2	Supply, delivery, installation, testing and commissioning of mechanical, electrical and plumbing systems for a data centre in Bukit Jalil	Kuala Lumpur	Aolani II Sdn Bhd	April 2026 / January 2027	48.83	33,834	17,313
4.	Data Centre PX5 Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Kuala Lumpur	Kuala Lumpur	Binastra Builders Sdn Bhd	February 2026 / October 2027	-	360,000	360,000

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No.	Project name	Project description	Project location	Customer name	Start date[1] / Expected completion date[2]	Approx. % completion as at the LPD (%)	Project value[3] (RM'000)	Order book as at the LPD[4] (RM'000)
5.	Data Centre CJ11 Integrated Project 2	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Cyberjaya	Cyberjaya, Selangor	ITP Cjaya	July 2026 / October 2026	3.14	16,500	15,982
6.	Data Centre EX3 Integrated Project 3	Supply, delivery, installation, testing and commissioning of mechanical, electrical and fire protection systems for a data centre in Bukit Jalil	Kuala Lumpur	Exsim Jalil Link Sdn Bhd	August 2026 / October 2026	-	6,540	6,540
7.	Data Centre PX6 Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Kuala Lumpur	Kuala Lumpur	Binastra Builders Sdn Bhd	July 2026 / December 2027	-	360,000	360,000
8.	Data Centre LX7 Integrated Project	Supply, delivery, installation, testing and commissioning of MEPF systems for data centres in Petaling Jaya	Petaling Jaya, Selangor	MyTelehaus Data Centres Sdn Bhd	November 2026 / 29 February 2028	-	379,593	379,593
						Total	**1,557,272**	**1,252,395**

Notes:

(1) The project's start date refers to the commencement date stipulated in the letter of award or purchase order.

(2) The project's expected completion date is as specified in the letter of award, purchase order or work programme.

(3) Total project value includes any variation orders received from the customer that are related to the project.

(4) Based on the remaining project value as at the LPD.

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7.7 MEPF SUBSYSTEMS FOR DATA CENTRES

In addition to delivering multi-system integration, we also undertake MEPF subsystem works, providing supply and installation of single or related subsystems based on project requirements. For the Financial Periods Under Review, MEPF subsystems accounted for 9.08% (RM16.95 million), 5.82% (RM10.52 million), 6.69% (RM24.90 million), and 3.97% (RM26.42 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

An MEPF subsystem refers to a smaller set of components, typically fewer than three, within the overall MEPF system, each designed to perform a specific function. While these MEPF subsystems can generally operate independently, they are often integrated with other subsystems to create a comprehensive MEPF system that ensures the optimal and safe operation of the data centre. Our MEPF subsystem projects are primarily focused on upgrading and enhancing existing data centres, improving performance while maintaining ongoing operations.

7.7.1 Our scope of work

For the provision of MEPF subsystems, we are responsible for supplying and installing the specified subsystem, as well as integrating it with other subsystems. Typically, we do not provide engineering support for any MEPF subsystems, as our role focuses on implementing the project based on designs and drawings provided by our customers. We typically oversee the installation of the subsystem as the main contractor.

Our scope of work for MEPF subsystems generally includes the following:

(i) **Supply and installation**: We are responsible for supplying and installing the specified MEPF subsystems that are specified in the project. For most systems, equipment supply and installation are carried out by the respective suppliers or subcontractors under our management and supervision.

(ii) **Testing and commissioning**: Once installation is complete, we conduct testing and commissioning to ensure that the subsystems are fully functional and operating safely and as required. This process is generally carried out by our team in collaboration with suppliers and/or subcontractors as necessary.

During the Financial Periods Under Review, we have been involved in the supply and installation of MEPF subsystems, as follows:

(a) **Mechanical systems,** which include the following subsystems:

- ACMV systems (including containment systems), comprising supply and installation of CRAC units, CRAH units, and containment systems.

- Heat rejection, including supply and installation of air-cooled chillers.

(b) **Electrical systems,** which include the following subsystems:

- Incoming power supply system, such as the supply and installation of switchgear, main switchboards, distribution boards, backup power systems, earthing and lightning protection systems, and/or monitoring and control equipment, depending on customers' requirements.

- Power distribution system, such as the supply and installation of UPS systems, busway systems and cabling, and/or sub-switchboards and distribution boards, depending on customers’ requirements.

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(c) **Plumbing systems**, which include the supply and installation of condensate drain piping systems.

(d) **Fire protection systems**, which include the supply and installation of fire detection and alarm devices, water mist sprinkler systems, and/or clean agent fire suppression systems.

(e) **Supporting systems,** which include supply and installation of network infrastructure and racking systems, security and access systems, and provision of BMS and EMS software.

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7.7.2 Completed MEPF subsystems projects

Our Group completed 176 projects during the Financial Periods Under Review and up to the LPD. The projects with a project value of RM1.00 million and above are summarised below:

No.	Project name	Project description	Project location	Customer name	Start date[1] / Completion date[2]	Project value[3] (RM'000)
1.	IT Enterprise Data Centre 1 Subsystem Project	Supply, delivery, installation, testing and commissioning of chilled water fan wall systems in a data centre in Cyberjaya	Cyberjaya, Selangor	Customer C	March 2022 / November 2022	10,798
2.	Bursa Enterprise Data Centre Subsystem Project	Supply, delivery, installation, testing and commissioning of UPS system and batteries for data centre enhancement in Kuala Lumpur	Kuala Lumpur	Bursa Malaysia Berhad	April 2022 / December 2022	1,704
3.	Data Centre B4 Subsystem Project 2	Supply, delivery, installation, testing and commissioning of UPS system and batteries in a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	March 2023 / August 2023	1,842
4.	Data Centre B4A Subsystem Project	Supply, delivery, installation, testing and commissioning of UPS system and batteries in a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	August 2024 / August 2024	1,860
5.	IT Enterprise Data Centre 2 Subsystem Project 1	Supply, delivery, installation, testing and commissioning of mechanical and electrical system upgrade for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer D	May 2023 / September 2024	2,327
6.	IT Enterprise Data Centre 2 Subsystem Project 2	Supply, delivery, installation, testing and commissioning of precision cooling system upgrade for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer D	May 2024 / September 2024	1,259

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No.	Project name	Project description	Project location	Customer name	Start date[1] / Completion date[2]	Project value[3] (RM'000)
7.	IT Enterprise Data Centre 2 Subsystem Project 3	Supply, delivery, installation, testing and commissioning of a new cooling tower for a data centre in Cyberjaya	Cyberjaya, Selangor	Alphacon Engineering Sdn Bhd	May 2024 / October 2024	2,567
8.	IT Enterprise Data Centre 2 Subsystem Project 4	Supply, delivery, installation, testing and commissioning of UPS and power conditioning systems in a data centre in Cyberjaya	Cyberjaya, Selangor	Customer D	June 2024 / May 2025	7,901
9.	Data Centre B4 Subsystem Project 3	Supply, delivery, installation, testing and commissioning of UPS system for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	January 2025 / June 2025	2,663
10.	Enterprise Data Centre Subsystem Project	Supply, delivery, installation, testing and commissioning of mechanical systems for an enterprise data centre in Kuala Lumpur	Kuala Lumpur	Pathfinder M&E Sdn Bhd	June 2025 / December 2025	1,259
11.	Data Centre B1 Subsystem Project 2	Supply, delivery, installation, testing and commissioning of battery system for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	March 2026 / September 2026	2,978
12.	Hyperscale Data Centre Subsystem Project	Supply, delivery, installation, testing and commissioning of generator set for a hyperscale data centre in Sungai Buloh	Sungai Buloh, Selangor	Teco-NCL (JV)[5]	July 2025 / June 2026	7,600
13.	IT Enterprise Data Centre 2 Subsystem Project 5	Supply, delivery, installation, testing and commissioning of battery system for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer D	March 2026 / September 2026	1,180
					Sub-total	**45,938**
		Remaining projects[4]				29,250
					Total	**75,188**

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Notes:

(1) The project's start date refers to the commencement date stipulated in the letter of award or purchase order.

(2) The project's completion date refers to the date of the delivery or handover date, or final invoice date.

(3) Total project value includes the value of any variation orders received from the customer that are related to the project.

(4) The remaining 163 projects were based on letter of award or purchase orders secured with project value less than RM1.00 million as at the LPD.

(5) Refers to joint venture between Teco Electric & Machinery Co Ltd and NCL Energy Sdn Bhd.

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7.7.3 Ongoing MEPF subsystems projects

Our Group has 24 ongoing projects during the Financial Periods Under Review and up to the LPD. The projects with a purchase order value of RM1.00 million and above are summarised below:

No.	Project name	Project description	Project location	Customer name	Start date[1] / Expected completion date[2]	Approx. % completion as at the LPD (%)	Project value[3] (RM'000)	Order book as at the LPD[4] (RM'000)
1.	Data Centre B1 Subsystem Project	Supply, delivery, installation, testing and commissioning of UPS system for a data centre in Kuala Lumpur	Kuala Lumpur	Customer B1	March 2025 / January 2027	76.96	14,187	3,269
2.	Data Centre B1 Subsystem Project 3	Supply, delivery, installation, testing and commissioning of electrical and mechanical systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Customer B1	March 2026 / December 2026	-	1,720	1,720
3.	IT Enterprise Data Centre 3 Subsystem Project	Supply, delivery, installation, testing and commissioning of cooling system for a data centre in Cyberjaya	Cyberjaya, Selangor	TECO Electric & Machinery Co., Ltd.	May 2026 / March 2027	0.02	2,750	2,749

7. BUSINESS OVERVIEW

No.	Project name	Project description	Project location	Customer name	Start date[1] / Expected completion date[2]	Approx. % completion as at the LPD (%)	Project value[3] (RM'000)	Order book as at the LPD[4] (RM'000)
4.	Data Centre CJ11 Subsystem Project	Supply, delivery, installation, testing and commissioning of electrical and fire protection systems for a data centre in Cyberjaya	Cyberjaya, Selangor	Aventrix Systems Pte Ltd	July 2026 / October 2026	0.80	1,888	1,873
						Subtotal	**20,545**	**9,611**
		Remaining projects[5]					5,232	4,512
						Total	**25,777**	**14,123**

Notes:

(1) The project's start date refers to the commencement date stipulated in the letter of award or purchase order.

(2) The project's expected completion date is as specified in the letter of award, purchase order or work programme.

(3) Total project value includes any variation orders received from the customer that are related to the project.

(4) Based on the remaining project value as at the LPD.

(5) The remaining 20 projects were based on letter of award or purchase orders secured with project value less than RM1.00 million as at the LPD.

7. BUSINESS OVERVIEW

7.8 PROVISION OF MAINTENANCE SERVICES AND PARTS

For the Financial Periods Under Review, the provision of maintenance services and parts accounted for 7.80% (RM14.57 million), 8.31% (RM15.03 million), 4.36% (RM16.23 million), and 2.98% (RM19.85 million), of our total revenue for the FYE 2023, FYE 2024, FYE 2025, and FYE 2026, respectively.

During the Financial Periods Under Review, we provided the following types of maintenance services:

(i) **Corrective maintenance**, which involves responding to equipment faults, breakdowns, or malfunctions by carrying out repairs or component replacements to restore systems to their normal operating condition.

(ii) **Preventive maintenance**, which consists of scheduled inspections, testing, servicing, and part replacements to reduce the likelihood of equipment failure, extend asset lifespan, and ensure continued compliance with performance standards and safety requirements.

Some of our maintenance contracts cover the entire range of MEPF systems within a data centre, while others are limited to specific subsystems, such as ACMV systems, electrical systems, plumbing systems, or fire protection systems, depending on customer requirements. As at the LPD, we have 76 subsisting projects for the provision of maintenance services for our MEPF systems.

7.9 OUR AUTHORISED PARTNERS

We partner with principals or their representatives to gain access to advanced technology, and we work with distributors to ensure reliable product availability. Our responsibility is to provide system delivery, integration, and ongoing support to our customers. Generally, we are not dependent on these principals or distributors, as similar products are commonly available in the market and can be sourced from alternative suppliers. For the Financial Periods Under Review and up to the LPD, our partners are as follows:

Products / Services	Brand	Our relationship[(1)]	Principal / Distributor	Validity
Data centre facility; site power facility	Huawei	Gold Partner	Huawei Digital Power Technologies Co., Ltd.	4 March 2026 to 1 March 2027
UPS	Riello UPS	Certified Reseller Partner	Selesa Technology Sdn Bhd	1 July 2025 to 31 December 2026
UPS, cooling systems, racks and enclosures, monitoring, and technical services	Vertiv	Authorised Service Representative and Authorised Service Sales Representative	Vertiv (Malaysia) Sdn Bhd	1 January 2026 to 31 December 2027

Note:
(1) It refers to our status with principals or distributors, where we have been granted authorised partner status through agreement, letter of confirmation, or recognition/acknowledgement via partner's websites. These designations authorise us to provide system delivery, integration, and provide support for their respective products and solutions. Such authorisations are non-exclusive.

7. BUSINESS OVERVIEW

7.10 OPERATIONAL FACILITIES

The locations of our operational facilities as at the LPD are as follows:

Subsidiary	Main function	Approximate built-up area (sq. ft)	Ownership	Address
DCD Technology	Head office	15,700	Rented	CJ11 Centre, 3rd Floor, Jalan Impact, Cyber 6, 63000 Cyberjaya, Selangor
	Storage	7,200	Rented	CJ11 Centre, 2nd Floor, Jalan Impact, Cyber 6, 63000 Cyberjaya, Selangor

7.11 EQUIPMENT

We are involved in the integration and maintenance of MEPF systems and subsystems, supported by maintenance tools comprising batteries, UPS, and testing equipment, with a net book value of RM46,400 as at 30 June 2026.

7.12 PRODUCTION CAPACITY, OUTPUT AND UTILISATION

Production capacity, output and utilisation do not apply to our business operations as our business activities are service-based and we carry out most of our work at our project sites.

7. BUSINESS OVERVIEW

7.13 BUSINESS PROCESS FLOW

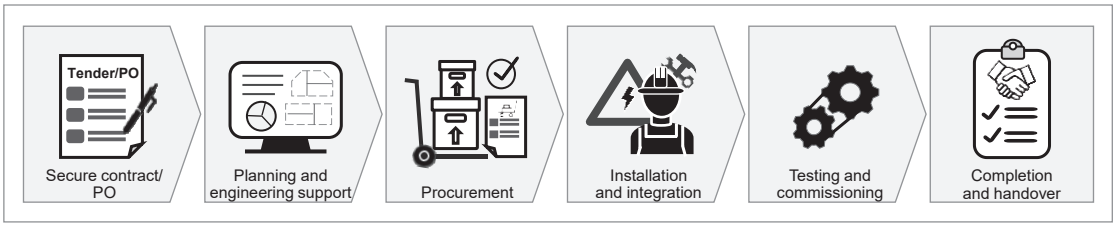
7.13.1 Integration of MEPF for data centres

Our MEPF integration operations comprise the provision of the following:

- Integrated systems involving at least three aspects of mechanical, electrical, plumbing, and fire protection systems; and

- Installation of subsystems involving one or two aspects of mechanical, electrical, plumbing, and fire protection systems.

The process flow of our integration of MEPF systems and subsystems is depicted in the following diagram:



(i) Secure contracts/purchase orders

Our projects are secured through contracts or purchase orders, where we either participate in tenders or submit quotations for our provision of integrated MEPF systems and subsystems. Before submitting our proposals, we conduct preliminary assessments of the project scope, commercial and technical terms, timelines, and the creditworthiness of prospective customers.

Once we decide to proceed, we begin preparing tender bid documents or project quotations. This includes conducting site assessments, cost and budget analyses, and evaluating preliminary design specifications, project schedules, and resource requirements, such as finances, manpower, tools, and equipment. Based on these evaluations, we submit both a commercial proposal, which includes pricing, and a technical proposal, which outlines the equipment and materials to be supplied, job scope, timeline and supporting documents. In some cases, customers may also require a tender bond as a guarantee of our commitment, should our bid be successful.

The formal acceptance of the contract is confirmed through the issuance of a letter of award or the customer's acceptance of our quotation, followed by the signing of the contract or issuance of the purchase order. This document outlines key terms, including the scope of work, contract value, start and estimated completion dates, DLP, LAD, warranties and insurance coverage.

(ii) Planning and engineering support

Upon receiving the contract or purchase order, our project team will initiate a kick-off meeting with the customer to review the project requirements, planning, and scheduling. The team will then develop a comprehensive master project plan that includes deliverables, key milestones, resource allocation, team roles and responsibilities, as well as an assessment of potential risks and constraints.

In certain cases where we are responsible for the design of the MEPF, we will engage third-party professional engineers for data centre design, authority liaison, and the preparation, submission, and endorsement of shop drawings. We will collaborate closely with the engineers, drawing on our experience to enhance layout efficiency and optimise the overall design. Additionally, we will attend inspections conducted by the relevant authorities to ensure full compliance with their system design requirements.

For projects where the engineering and design are pre-determined by the customer, we will obtain the approved designs from the customer and plan our work accordingly.

(iii) Procurement

Our procurement activities involve sourcing materials and equipment, as well as appointing subcontractors to carry out installation or other specialised work under our management and supervision. For certain equipment, we review the factory acceptance testing procedures before delivery to the customer's site. These tests are conducted at the manufacturing or supplier's site to ensure the equipment meets the required specifications and complies with industry standards.

We are responsible for selecting suppliers and subcontractors for the project. Our selection criteria include price quotations, delivery timelines, track record, reputation, reliability, and quality. In some cases, our customers may specify preferred brands or provide an approved list of suppliers and subcontractors. In such cases, we will request quotations from the relevant pre-approved or preferred suppliers.

(iv) Installation and integration

We are responsible for carrying out the installation and integration work in accordance with the approved design layouts. This includes site protection, equipment installation, systems integration, as well as maintaining cleanliness and tidiness at the data centre.

We engage third-party contractors to carry out the installation and integration work under the supervision of our on-site project team. This ensures that all work is executed according to the approved drawings and complies with relevant regulatory requirements, industry standards, and applicable regulations. Our project team is also responsible for identifying and addressing any issues that arise during the process.

(v) Testing and commissioning

Upon completing the installation and integration work, our project team will initiate the testing and commissioning process to ensure all equipment and systems operate as intended and meet the required performance standards. The testing and commissioning of the MEPF systems generally involve the following stages:

(a) **Pre-functional test**: This verifies individual components to ensure they are ready for operation. Each component is powered up and tested in isolation to confirm its functionality and readiness for integration.

(b) **Functional performance test**: This involves a comprehensive test to evaluate components and systems under both normal and failure conditions to validate their functionality and reliability.

(c) **Integrated systems test**: This is the final test that ensures the interoperability of all equipment and systems, confirming overall compatibility and functionality in line with the required specifications.

7. BUSINESS OVERVIEW

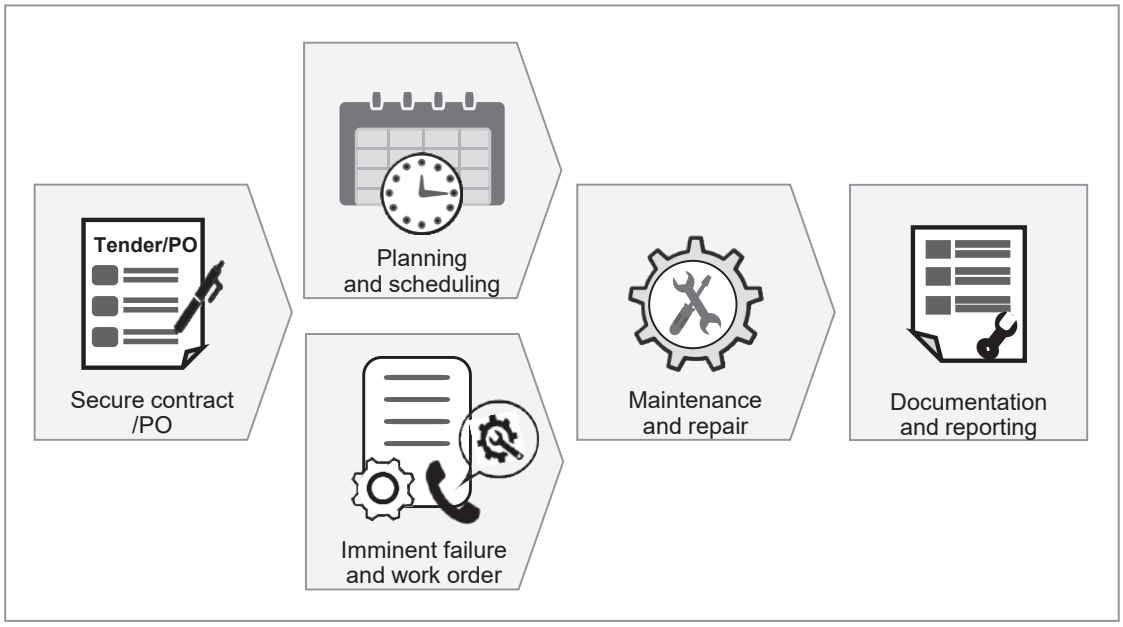
The testing and commissioning processes are carried out under the supervision of the customer and their consultants. We maintain detailed records of all testing and commissioning activities, including test results, calibration data, and system adjustments. Any defects identified during inspection, testing, or commissioning will be promptly addressed and rectified. Once the systems successfully pass all testing and commissioning stages, we will hand them over to the customer.

(vi) Completion and handover

The project is considered complete upon receiving either a certificate of practical completion from the project architect or consultants, or a handover report signed by the customer. After completion, our project team and engineering team are responsible for rectifying any defects that arise during the DLP, which typically lasts between 12 and 27 months. Upon expiration of the DLP, we will receive the certificate of making good defects, which allows us to proceed with claiming the final retention sum.

7.13.2 Provision of maintenance services and parts

We also provide preventive and corrective maintenance services and parts for the MEPF system that we integrate. The process flow is depicted as follows:



(i) Secure contracts/purchase orders

Our maintenance projects are primarily secured through direct discussions with our customers. Once terms are agreed upon, the customer issues a contract or purchase order, which typically outlines details such as the scope of work, duration, service level, contract price, time-and-material rates, and any specific terms and conditions.

(ii) Maintenance planning

For preventive maintenance, we will plan and schedule the work once the contract is secured or purchase orders are issued by our customers. A detailed maintenance plan will be developed, including schedules for various preventive tasks tailored to the specific systems installed.

In certain cases, especially when the systems are critical to the customer's operations, we may need to prepare and submit a method statement in advance. This will outline the work plan for the upcoming periodic maintenance activities.

For corrective and ad-hoc maintenance work orders, we will assess the specific requirements and define the necessary tasks in accordance with the relevant contracts, purchase orders, or work orders.

(iii) Maintenance and repair

We will conduct preventive maintenance regularly, as outlined in the contract or purchase orders. This includes inspections, cleaning, testing, calibration, adjustments, and the replacement of consumable parts to ensure the systems remain fully operational and efficient.

For corrective and ad-hoc maintenance, we offer repair services to address unexpected breakdowns or prevent potential failures. This involves diagnosing the root cause of the issue and implementing the necessary measures to restore the system's functionality.

(iv) Documentation and reporting

Upon completion of both preventive and corrective maintenance or repair work, we will provide our customers with a detailed service report. The report will outline the tasks performed and any spare parts or equipment that were replaced. For corrective maintenance, it will also include additional information, such as the root cause of the issue, the nature of the emergency, and the results of the repair.

7.14 RESEARCH AND DEVELOPMENT

Due to the nature of our business, we do not carry out research and development activities. No research and development expenditure was recognised during the Financial Periods Under Review or up to the LPD.

7.15 TECHNOLOGY USED

We do not depend on specialised technologies for the performance of our work. All relevant technologies are integrated within the equipment and software systems we deploy. No capital expenditures related to technology have been recognised during the Financial Periods Under Review and up to the LPD.

7.16 SEASONALITY

During the Financial Periods Under Review and up to the LPD, we did not experience any material seasonality in our business.

7.17 MATERIAL INTERRUPTIONS TO OUR BUSINESS

We did not experience any material interruptions to our business during the Financial Periods Under Review and up to the LPD.

7. BUSINESS OVERVIEW

7.18 MARKET POSITIONING AND ACTIVITIES

7.18.1 Our market positioning

Our strategic market positioning allows us to effectively communicate our value proposition to potential customers, reinforcing our corporate image as a reliable and innovative partner. By clearly demonstrating our expertise and commitment to quality, we strengthen customer trust and create opportunities for new business, ensuring our competitiveness in a dynamic market.

The following are the key elements of our market positioning to engage and communicate effectively with potential customers:

(i) **Specialist in MEPF systems integration for critical infrastructure, especially data centres:** We position ourselves as a specialist in MEPF system integration for data centres, backed by a proven track record in integrating both enterprise and colocation data centres with capacities of up to 10.5 MW of power. Over the Financial Periods Under Review and up to the LPD, we have completed data centre integration projects worth a total of RM1.35 billion.

(ii) **Proven track record with Tier IV data centres:** Our experience in integrating MEPF systems for Tier IV data centres demonstrates our technical capabilities in meeting the high standards of data centre infrastructure, instilling confidence in our ability to deliver critical solutions.

(iii) **End-to-end integration of data centre critical infrastructure**: We position ourselves as a provider of comprehensive MEPF system integration for data centres, offering both integration and maintenance services to ensure optimal and continuous performance. Our integrated approach provides customers with a convenient, one-stop MEPF solution for their data centre needs.

(iv) **In-house technical team**: We position ourselves as having a skilled in-house technical team dedicated to delivering and implementing robust MEPF solutions efficiently. Our team consists of 57 technical personnel as of the LPD.

7.18.2 Marketing and sales activities

We actively engage in a variety of marketing activities to facilitate securing new projects and expanding our business, including the following strategies:

(i) Building relationships with existing customers: We maintain regular communication with our direct customers to position ourselves for involvement in their future expansion plans.

(ii) Engage with contractors/service providers: Our marketing strategy also includes engaging with contractors/service providers, such as main contractors. This approach allows us to tap into their business networks, helping us access a wider market and secure new projects.

(iii) Proactive tendering approach: We consistently review tender notices and proactively bid for new projects to grow our business.

Our sales and marketing efforts are led by Hon Mau Hoong, our Project and Sales Director, who is supported by an in-house team of 7 employees as at the LPD.

7. BUSINESS OVERVIEW

7.19 MAJOR CUSTOMERS

7.19.1 Top 5 major customers

Our Group's top 5 major customers and their contribution to our revenue for FYE 2023, FYE 2024, FYE 2025 and FYE 2026 are as follows:

FYE 2023

No.	Customer	Country	Main products / services supplied	Amount (RM'000)	Proportion of Group's revenue (%)	Length of business relationship[1] (No. of Years)	
						FYE 2023	As at LPD
1.	Customer A Group	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	97,506	52.23	12	15
2.	Nakano Construction Sdn Bhd	Malaysia	Integration of MEPF systems	48,766	26.12	4	7
3.	Customer B Group	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	15,364	8.23	12	15
4.	Customer C	Malaysia	Integration of MEPF subsystems	9,285	4.97	1	4
5.	SSL Dev[2]	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	3,408	1.83	7	10
Subtotal of the top 5 customers				**174,329**	**93.38**		
Total Group's revenue				**186,684**	**100.00**		

7. BUSINESS OVERVIEW

FYE 2024

No.	Customer	Country	Main products / services supplied	Amount (RM'000)	Proportion of Group's revenue (%)	Length of business relationship[1] (No. of Years)	
						FYE 2024	As at LPD
1.	Customer B Group	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	77,527	42.85	13	15
2.	Customer A Group	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	69,994	38.69	13	15
3.	Nakano Construction Sdn Bhd	Malaysia	Integration of MEPF systems	8,024	4.44	5	7
4.	Binastra Builders Sdn Bhd[3]	Malaysia	Integration of MEPF systems	7,676	4.24	1	3
5.	SSL Dev[2]	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	3,761	2.08	8	10
Subtotal of the top 5 customers				**166,982**	**92.30**		
Total Group's revenue				**180,907**	**100.00**		

7. BUSINESS OVERVIEW

FYE 2025

No.	Customer	Country	Main products / services supplied	Amount (RM'000)	Proportion of Group's revenue (%)	Length of business relationship[1] (No. of Years)	
						FYE 2025	As at LPD
1.	Binastra Builders Sdn Bhd[3]	Malaysia	Integration of MEPF systems	229,457	61.68	2	3
2.	Customer B Group	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	64,397	17.31	14	15
3.	Customer A Group	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	36,349	9.77	14	15
4.	Customer D	Malaysia	Integration of MEPF subsystems	10,756	2.89	9	10
5.	ITP Cjaya[4]	Malaysia	Integration of MEPF systems	9,528	2.56	1	2
Subtotal of the top 5 customers				**350,487**	**94.21**		
Total Group's revenue				**371,985**	**100.00**		

7. BUSINESS OVERVIEW

FYE 2026

No.	Customer	Country	Main products / services supplied	Amount (RM'000)	Proportion of Group's revenue (%)	Length of business relationship[1] (No. of Years)	
						FYE 2026	As at LPD
1.	Binastra Builders Sdn Bhd[3]	Malaysia	Integration of MEPF systems	568,524	85.36	3	3
2.	Customer B Group	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	35,793	5.37	15	15
3.	Aolani Cloud II Sdn Bhd	Malaysia	Integration of MEPF systems	33,481	5.03	2	2
4.	Customer E[5]	Malaysia	Integration of MEPF systems and subsystems, and maintenance services	8,179	1.23	6	6
5.	Teco-NCL (JV)[6]	Malaysia	Integration of MEPF subsystems	7,546	1.13	2	2
Subtotal of the top 5 customers				**653,523**	**98.12**		
Total Group's revenue				**666,029**	**100.00**		

Notes:

(1) As at the respective financial year end.

(2) SSL Dev is a related party. Please refer to **Section 10** of this Prospectus for further details.

(3) Binastra Builders Sdn Bhd is a subsidiary of Binastra Corporation Berhad, a public listed company on the Main Market of Bursa Securities.

(4) ITP Cjaya is a related party. Please refer to **Section 10** of this Prospectus for further details.

(5) A public listed company on the Main Market of Bursa Securities.

(6) Refers to joint venture between Teco Electric & Machinery Co Ltd and NCL Energy Sdn Bhd.

7. BUSINESS OVERVIEW

7.19.2 Dependency on major customers

We face customer concentration risks where a large portion of our total revenue during the respective Financial Periods Under Review was derived from a small group of customers. For the Financial Periods Under Review, our top three major customers collectively accounted for 86.58% (RM161.64 million), 85.98% (RM155.55 million), 88.76% (RM330.20 million), and 95.76% (RM637.80 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. The customer concentration risks mainly arise from the project-based nature of our business and the sizeable contract values of our projects. During the Financial Periods Under Review, our revenue was mainly derived from projects undertaken for our top three major customers, resulting in a concentration of revenue among the top three major customers.

During the Financial Periods Under Review, we were dependent on the following customers in view that the revenue contribution from each of these customers was more than 10% of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and/or FYE 2026:

(i) Customer A Group, which accounted for 52.23% (RM97.51 million), 38.69% (RM69.99 million) and 9.77% (RM36.35 million) of our total revenue for the FYE 2023, FYE 2024 and FYE 2025, respectively. We started dealing with Customer A Group in 2011 when we secured our first project for the integration of MEPF systems for data centres. For the Financial Periods Under Review and up to the LPD, we have completed 12 projects involving the integration of MEPF systems and subsystems for data centres, with an aggregate project value amounted to RM288.02 million. In addition, we also provide preventive and corrective maintenance services and parts to the Customer A Group, which provides us with recurring revenue. However, we are not dependent on the recurring revenue as the maintenance services and parts represented less than 1.00% of our total revenue during the Financial Periods Under Review.

(ii) Customer B Group, which accounted for 8.23% (RM15.36 million), 42.85% (RM77.53 million) and 17.31% (RM64.40 million) and 5.37% (RM35.79 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. Customer B Group has been our customer for the integration of critical MEPF systems for data centres since 2011. For the Financial Periods Under Review and up to the LPD, we have completed 71 projects involving the integration of MEPF systems and subsystems for data centres, with an aggregate project value amounted to RM221.31 million. As at the LPD, we have 9 ongoing projects with Customer B Group for the integration of MEPF systems and subsystems for data centres, with an aggregate project value amounted to RM17.51 million. In addition, we also provide preventive and corrective maintenance services and parts to the Customer B Group, which provides us with recurring revenue. However, we are not dependent on the recurring revenue as the maintenance services and parts represented less than 4.00% of our total revenue during the Financial Periods Under Review.

(iii) Binastra Builders Sdn Bhd, which accounted for 61.68% (RM229.46 million) and 85.36% (RM568.52 million) of our total revenue for FYE 2025 and FYE 2026 respectively. We secured our first project with them in 2023 for the integration of MEPF systems for a data centre in Bukit Jalil, which was completed in June 2026. Subsequently in FYE 2025, we secured an additional project for the integration of MEPF systems for a data centre in Cyberjaya. For the FYE 2025, our revenue derived from this customer was mainly from these said projects. We continued to secure contracts from this customer in FYE 2026, including the Data Centre CJ12 Integrated Project 2 and Data Centre EX3 Integrated Project 1, which contributed to the revenue derived from this customer in FYE 2026. As at the LPD, we have 3 ongoing projects with Binastra Builders Sdn Bhd for the integration of MEPF systems for data centres. The aggregate project value of these projects amounted to RM1.10 billion, with order book of RM822.34 million as at the LPD. As these projects are expected to be completed between FYE 2027 and FYE 2028, the order book from these projects will be recognised as revenue in FYE 2027 and FYE 2028 as and when the services are provided.

Despite our dependency on Customer A Group, Customer B Group and Binastra Builders Sdn Bhd, there were no arrangements with these parties and the projects secured from them were awarded through purchase orders.

Please refer to **Section 9.1.3** of this Prospectus for further details on the risks from customer concentration and dependency on certain major customers.

We are not dependent on Nakano Construction Sdn Bhd, notwithstanding that it accounted for 26.12% (RM48.77 million) of our total revenue for FYE 2023. We secured our first project with them in 2019 for the integration of MEPF systems for a data centre, which was completed in 2021. Subsequently, in 2022, we secured an additional project for the integration of MEPF systems for a new purpose-built data centre in Cyberjaya, which was completed in 2023. We are not dependent on them, as the nature of our business dealings with them are project-based, and the revenue from this customer for the FYE 2023 was mainly contributed by this said project, which has been completed in FYE 2024.

During the Financial Periods Under Review, we served approximately 93 customers in Malaysia.

7. BUSINESS OVERVIEW

7.20 TYPES AND SOURCES OF INPUT MATERIALS AND SERVICES

The following are the major types of input materials and services that we purchased for our business operations during the Financial Periods Under Review:

Purchases of input materials and services

	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Integration of MEPF for data centres	**145,235**	**96.31**	**130,974**	**95.24**	**298,005**	**97.94**	**554,632**	**98.87**
Subcontracted costs(1)	145,235	96.31	130,974	95.24	298,005	97.94	554,632	98.87
- Electrical works (2)	65,600	43.50	57,636	41.91	146,447	48.13	307,240	54.77
- Other equipment-related works(3)	53,519	35.48	43,218	31.43	131,064	43.07	221,524	39.49
- Subcontracted services and others(4)	10,210	6.79	17,963	13.06	10,939	3.60	20,392	3.64
- Fit-out works(5)	15,906	10.54	12,157	8.84	9,555	3.14	5,476	0.97
Maintenance services and parts	**5,562**	**3.69**	**6,540**	**4.76**	**6,277**	**2.06**	**6,331**	**1.13**
- Input materials(6)	2,153	1.43	3,000	2.18	3,018	0.99	2,557	0.46
- Subcontracted services(7)	3,409	2.26	3,540	2.58	3,259	1.07	3,774	0.67
Total purchases of input materials and services	**150,797**	**100.00**	**137,514**	**100.00**	**304,282**	**100.00**	**560,963**	**100.00**

Notes:

(1) Refers to third-party subcontractors that we engage for the supply and installation of MEPF equipment, and to carry out related construction activities and specialised services.

(2) Electrical works mainly include supply and installation of electrical systems such as power distribution equipment, power generation units, extra low voltage systems and components, and cables and wires.

(3) Other equipment-related works include supply and installation of mechanical systems, fire protection systems, piping systems, supporting systems, as well as UPS and battery banks.

(4) Subcontracted services and others for integration of MEPF for data centres mainly include testing services, consultancy services for data centre designs, cleaning services, and subcontracted labour supply.

(5) Fit-out works mainly include interior renovation or fit-out works, installation of raised floor systems and partitions for insulation to house the containment systems, and installation of cabinets and racking.

(6) The input materials for maintenance services and parts mainly include cooling and ventilation systems, UPS, battery banks, power distribution equipment and related components, ELV systems and components, gas, fire protection systems, cable and wires.

(7) Subcontracted services for maintenance services and parts mainly include technical support services, specialised equipment maintenance and services, testing services, and cleaning services.

Our purchases of input materials and services for the integration of MEPF for data centres accounted for 96.31% (RM145.24 million), 95.24% (RM130.97 million), 97.94% (RM298.01 million) and 98.87% (RM554.63 million) of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. These mainly comprised subcontracted costs for the following:

(i) electrical works including supply and installation of power distribution equipment, power generation units, extra low voltage systems and components, and cables and wires;

(ii) other equipment-related works, mainly include the supply and installation of the following:

  (a) mechanical systems, including ACMV systems and cooling systems;

  (b) plumbing systems, including pipes and tanks;

  (c) fire protection systems, including fire suppression systems, fire alarms, hydrants, and fire extinguishers;

  (d) supporting systems, including building management systems and environmental monitoring systems; and

  (e) UPS and battery banks.

(iii) fit-out works mainly include interior renovation or fit-out works, installation of raised floor systems and partitions for insulation to house the containment systems, and installation of cabinets and racking; and

(iv) subcontracted services and others including testing services, consultancy services for data centre designs, cleaning services, and subcontracted labour supply.

7. BUSINESS OVERVIEW

During the Financial Periods Under Review and up to the LPD, our operations are not affected by fluctuations in the prices of the input materials from our subcontractors. This is because all subcontractors provide us with fixed lump sum contracts, which include input materials and services.

As for the maintenance services and parts segment, the purchases of input materials and services accounted for 3.69% (RM5.56 million), 4.76% (RM6.54 million), 2.06% (RM6.28 million), and 1.13% (RM6.33 million) of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. This primarily includes cooling and ventilation systems, UPS, battery banks, power distribution equipment and related components, extra low voltage systems and components, gas, fire protection systems, cables and wires, as well as subcontracted services including technical support services, specialised equipment maintenance and services, testing and cleaning services, and M&E works. During the Financial Periods Under Review and up to the LPD, our operations are not affected by fluctuations in the prices of the input materials for our maintenance services and parts segment, as they accounted for less than 3.00% of our total purchases of input materials and services for the Financial Periods Under Review.

Our input materials and services are mainly sourced from domestic suppliers, which accounted for 99.86%, 99.85%, 99.96% and 99.50% of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. The remaining 0.14%, 0.15%, 0.04% and 0.50% of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively were sourced from foreign countries.

7. BUSINESS OVERVIEW

7.21 MAJOR SUPPLIERS

7.21.1 Top 5 major suppliers

Our Group's top 5 major suppliers and our purchases from them for FYE 2023, FYE 2024, FYE 2025 and FYE 2026 are as follows:

FYE 2023

No.	Supplier	Country	Main input materials and/or services purchased	Amount (RM'000)	Proportion of Group's purchases (%)	Length of business relationship [1] (No. of Years)	
						FYE 2023	As at LPD
1	Erakan Bina Lektrik Sdn Bhd	Malaysia	Subcontracted electrical works	23,986	15.91	8	11
2	SRS Group of companies[2]	Malaysia	Subcontracted electrical works	21,399	14.19	8	11
3	Vertiv (Malaysia) Sdn Bhd[3]	Malaysia	Subcontracted electrical and other equipment works	18,502	12.27	5	8
4	Pembinaan YSL Sdn Bhd	Malaysia	Subcontracted fit-out works	11,173	7.41	1	4
5	WDG Resources Sdn Bhd	Malaysia	Subcontracted electrical works	10,110	6.70	4	7
Subtotal of top 5 suppliers				**85,170**	**56.48**		
Total Group's purchases of input materials and services				**150,797**	**100.00**		

7. BUSINESS OVERVIEW

FYE 2024

No.	Supplier	Country	Main input materials and/or services purchased	Amount (RM'000)	Proportion of Group's purchases (%)	Length of business relationship (1) (No. of Years)	
						FYE 2024	As at LPD
1	Erakan Bina Lektrik Sdn Bhd	Malaysia	Subcontracted electrical works	21,400	15.56	9	11
2	Vertiv (Malaysia) Sdn Bhd(3)	Malaysia	Subcontracted electrical and other equipment works	20,061	14.59	6	8
3	SRS Group of companies(2)	Malaysia	Subcontracted electrical works	16,124	11.73	9	11
4	Prestasi Baru Sdn Bhd	Malaysia	Subcontracted mechanical works	8,010	5.82	7	9
5	C2 Consult Sdn Bhd	Malaysia	Consultancy services for data centre design	7,848	5.71	9	11
Subtotal of top 5 suppliers				**73,443**	**53.41**		
Total Group's purchases of input materials and services				**137,514**	**100.00**		

7. BUSINESS OVERVIEW

FYE 2025

No.	Supplier	Country	Main input materials and/or services purchased	Amount (RM'000)	Proportion of Group's purchases (%)	Length of business relationship (1) (No. of Years)	
						FYE 2025	As at LPD
1	Erakan Bina Lektrik Sdn Bhd	Malaysia	Subcontracted electrical works	52,477	17.25	10	11
2	SRS Group of companies(2)	Malaysia	Subcontracted electrical works	49,088	16.13	10	11
3	Prestasi Baru Sdn Bhd	Malaysia	Subcontracted mechanical works	48,575	15.96	8	9
4	Vertiv (Malaysia) Sdn Bhd(3)	Malaysia	Subcontracted electrical and other equipment works	28,524	9.37	7	8
5	WDG Resources Sdn Bhd	Malaysia	Subcontracted electrical works	25,483	8.37	6	7
Subtotal of top 5 suppliers				**204,147**	**67.08**		
Total Group's purchases of input materials and services				**304,282**	**100.00**		

7. BUSINESS OVERVIEW

FYE 2026

No.	Supplier	Country	Main input materials and/or services purchased	Amount (RM'000)	Proportion of Group's purchases (%)	Length of business relationship (1) (No. of Years)	
						FYE 2026	As at LPD
1	SRS Group of companies(2)	Malaysia	Subcontracted electrical works	119,319	21.27	11	11
2	Erakan Bina Lektrik Sdn Bhd	Malaysia	Subcontracted electrical works	96,386	17.18	11	11
3	Prestasi Baru Sdn Bhd	Malaysia	Subcontracted mechanical works	78,358	13.97	9	9
4	WDG Resources Sdn Bhd	Malaysia	Subcontracted electrical works	68,163	12.15	7	7
5	Vertiv (Malaysia) Sdn Bhd(3)	Malaysia	Subcontracted electrical and other equipment works	44,843	8.00	8	8
Subtotal of top 5 suppliers				**407,069**	**72.57**		
Total Group's purchases of input materials and services				**560,963**	**100.00**		

Notes:

(1) Length of relationship as at the respective financial year.

(2) SRS Group of companies comprise SRS Power Engineering Sdn Bhd, SRS Power Switchgear Sdn Bhd and SRS Power Services & Maintenance Sdn Bhd.

(3) Vertiv (Malaysia) Sdn Bhd is a subsidiary of Vertiv Holdings Co, a public listed company on the New York Stock Exchange.

7. BUSINESS OVERVIEW

7.21.2 Dependency on major suppliers

During the Financial Periods Under Review, the suppliers that accounted for more than 10.00% of our total purchases of input materials and services were as follows:

(i) Erakan Bina Lektrik Sdn Bhd accounted for 15.91%, 15.56%, 17.25% and 17.18% of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. We mainly engaged Erakan Bina Lektrik Sdn Bhd to carry out electrical works for the integration of MEPF systems for our data centre projects. During the Financial Periods Under Review, we also engaged 3 other contractors to carry out electrical works.

(ii) SRS Group of companies, which comprised SRS Power Engineering Sdn Bhd, SRS Power Switchgear Sdn Bhd and SRS Power Services & Maintenance Sdn Bhd, accounted for 14.19%, 11.73%, 16.13% and 21.27% of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. We mainly engaged the SRS Group of companies to carry out electrical works for the integration of MEPF systems for our data centre projects. During the Financial Periods Under Review, we also engaged 3 other contractors to carry out electrical works.

(iii) Vertiv (Malaysia) Sdn Bhd accounted for 12.27%, 14.59%, 9.37% and 8.00% of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. We mainly engaged Vertiv (Malaysia) Sdn Bhd to carry out electrical and other equipment works for the integration of MEPF systems for our data centre projects. During the Financial Periods Under Review, we also engaged 4 other contractors to carry out electrical and other equipment works.

(iv) Prestasi Baru Sdn Bhd accounted for 5.82%, 15.96% and 13.97% of our total purchases of input materials and services for the FYE 2024, FYE 2025 and FYE 2026 respectively. We mainly engaged Prestasi Baru Sdn Bhd to carry out mechanical works for the integration of MEPF systems for our data centre projects. During the Financial Periods Under Review, we also engaged 2 other contractors to carry out mechanical works.

(v) WDG Resources Sdn Bhd accounted for 6.70%, 5.66%, 8.37% and 12.15% of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. We mainly engaged WDG Resources Sdn Bhd to carry out electrical works for the integration of MEPF systems for our data centre projects. During the Financial Periods Under Review, we also engaged 3 other contractors to carry out electrical works.

While these suppliers accounted for more than 10.00% of our total purchases of input materials and services during the Financial Periods Under Review, we are not dependent on them as we engage their services on a project basis. In addition, we also deal with other subcontractors for similar electrical and other equipment works, and we can select alternative subcontractors if required.

Generally, our customers do not determine the suppliers or subcontractors to be engaged for their projects. The selection of suppliers and subcontractors is at our discretion, subject to compliance with applicable regulatory and statutory requirements. There are no specific regulatory requirements that mandate the appointment of particular suppliers or subcontractors.

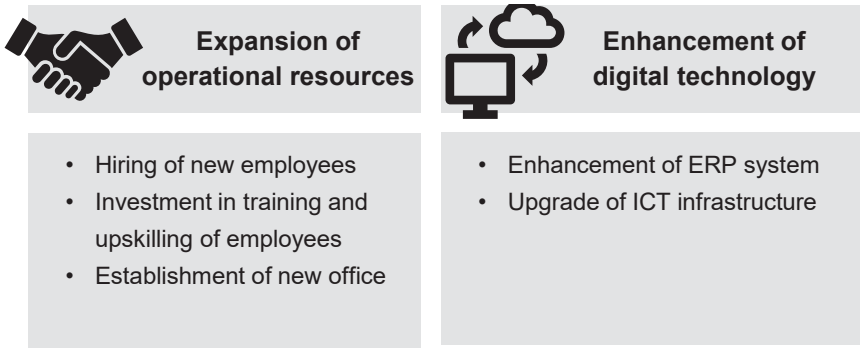
We maintain a panel of approved suppliers for different works required to ensure quality, reliability, and timely project execution. We select our suppliers based on their technical capability, track record, and compliance with statutory certification requirements.

We do not have any long-term contracts with our major suppliers.

7. BUSINESS OVERVIEW

7.22 BUSINESS STRATEGIES AND PLANS

Our business strategies and plans include leveraging our core competencies and strengths as an integrator of MEPF systems for data centres to further enhance our product and service offerings to drive business growth. The following diagram summarises our business strategies and plans.



7.22.1 Expansion of operational resources

We will continue to focus on our core business as an integrator of MEPF systems for data centres, leveraging our expertise to capitalise on potential opportunities in Malaysia and drive business growth. To support this, we plan to expand our operational resources and strengthen our project execution capabilities. These initiatives are intended to enhance both our capacity to undertake more projects and our operational efficiency, which in turn is expected to support our business expansion. The key areas of focus for this expansion include the following:

(i) **Project, sales and marketing:** We plan to expand our project, sales and marketing team, to actively pursue more tenders including large and hyperscale data centre projects. As at the LPD, we have 3 personnel in our project team, as well as 7 sales personnel. Our plans include the hiring of a new project director, 2 compliance officers, a procurement personnel, 4 product managers, 3 engineering drafters, 2 project engineers, as well as 4 operations support executive personnel.

The expansion of our project, sales and marketing team will position us to capitalise on the growing demand for data centres in Malaysia. In the first half of 2026, Malaysia secured RM103.3 billion in approved private investments in the information and communications sector, representing 68.2% growth compared to RM61.4 billion in the corresponding period of 2025 *(Source: IMR Report)*.

(ii) **Engineering team:** We plan to expand our engineering team as follows:

- **Technical team:** As at the LPD, our operations are backed by a team of 57 technical personnel. To support our business operations and growth, we plan to expand our technical team and we plan to hire 42 technical personnel.

- **Maintenance team:** As at the LPD, we have 76 ongoing maintenance contracts for MEPF systems to ensure continuous uptime, optimal performance and reliability of the critical infrastructure. We plan to expand our maintenance team, which will allow us to take on more maintenance projects which will provide us with recurring revenue. In this respect, we plan to hire 18 personnel to support our business growth.

(iii) **Human resource team**: We also plan to hire 2 human resource executive personnel to handle and support human resource matters, including recruitment, employee administration and other staff-related matters

7. BUSINESS OVERVIEW

We intend to hire the additional headcounts above progressively commencing from the 2nd half of 2026 based on our operational needs.

We will also continue to invest in training and upskilling of our employees including technical training and certifications for specialised disciplines. This is to enhance the competencies of our employees, and to ensure that our employees remain aligned with the industry best practices including workplace safety and regulatory compliance.

In addition, as part of our plans to support our expansion of resources and business growth, we intend to rent an additional office in Cyberjaya, with an estimated built-up area of approximately 25,000 sq. ft. Our selection criteria for the office space shall include, among others, the location and facilities available as well as conditions of the office. As at the LPD, we have yet to identify a location for our new office.

The indicative timeline for securing the office space is as follows:

Estimated timeline	Milestones
1st half of 2027	• Identification of the new office and finalisation of leasing terms
2nd half of 2027	• Commencement and completion of office renovation and interior fit-out, including the procurement of office equipment, furniture and fittings • Commencement of operations at the new office

For this, we have allocated a total of RM39.90 million of the proceeds from our IPO for the expansion of our operational resources, including setting up a new office, and the details are as follows:

Resources expansion	Estimated costs RM'million	Estimated timing of commencement
Hiring of additional headcounts	**28.90**	**Within 36 months**
- Project department(1)	6.79	
- Engineering department(2)	21.65	
- Human resource department(3)	0.46	
Set up of new office space(4)	**6.00**	**Within 36 months**
Periodic training costs for staff(5)	**5.00**	**Within 36 months**
Total	**39.90**	

Notes:

(1) We plan to hire 17 additional headcounts between 2026 and 2028 for our project department. The estimated cost is based on the staff-related expenses, including salaries, bonuses as well as statutory contributions of these new employees for 36 months.

(2) We plan to hire 60 additional headcounts between 2026 and 2028 for our engineering department. The estimated cost is based on the staff-related expenses, including salaries, bonuses as well as statutory contributions of these new employees for 36 months.

(3) We plan to hire 2 additional headcounts between 2026 and 2028 for our human resource department. The estimated cost is based on the staff-related expenses, including salaries, bonuses as well as statutory contributions of these new employees for 36 months.

(4) Comprises estimated rental expenses, renovation, and installation of other equipment. As at the LPD, we have not identified suitable locations / unit for the additional office space.

(5) Comprises training and upskilling related costs for both our existing and new employees, including technical training and certifications for specialised disciplines.

If our actual cost for the resource expansion exceeds the estimate, the shortfall will be funded via our Group's internally generated funds. Conversely, any surplus will be used for our Group's working capital.

7.22.2 Enhancement of digital technology in our operations

As part of our strategy to enhance the use of digital technology in our operations, we plan to develop a centralised Enterprise Resource Planning (ERP) system to streamline our business processes and support our growth. The new ERP system will be designed to improve operational efficiency and ensure seamless integration across all departments. Key modules of the planned ERP system will include the following:

(i) **Project management**: This module will support project planning, including resource allocation, schedule management, and milestone tracking to ensure timely delivery and efficient project execution;

(ii) **Procurement**: The module will digitalise the request for quotations, issuance of purchase orders, and tracking of purchases and inventory, allowing for better visibility and control over procurement activities;

(iii) **Finance**: This module will manage project budgeting and cost control, billing and invoice issuance, payment collections, cash flow management, and financial reporting to ensure accurate financial oversight and accountability; and

(iv) **Human resources**: This module will centralise the management and administration of our employee database, including technical and administration staff, general workers management and deployment, improving efficiency in workforce planning and compliance.

To support this digital transformation, we will also upgrade our ICT infrastructure, including software subscriptions and configuration, and support, as well as the purchase of ICT hardware. These enhancements will enable system upgrades and improvements, which strengthen our operational effectiveness.

In addition, we plan to upgrade the teleconferencing facilities in our training room to support more effective hybrid and remote learning. This will complement our employee development initiatives, which include technical training and certifications for specialised disciplines.

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The total estimated cost of our digital technology enhancement is RM5.00 million which will be funded using the proceeds from our IPO. The details are as follows:

Digital technology enhancement	Estimated costs RM million	Estimated timing of commencement
Enhancement of ERP system	3.00	Within 24 months
Upgrading of existing ICT infrastructure(1)	2.00	Within 36 months
Total	**5.00**	

Note:
(1) Comprises expenses for software subscriptions and configuration, and support, as well as purchase of hardware.

7.23 EMPLOYEES

A summary of our Group's total workforce by job functions as at FYE 2026 and as at the LPD are as set out below.

	As at FYE 2026		
	No. of employees		
Categories	**Permanent**	**Contract**	**Total**
Management	7	-	7
Human Resources	10	-	10
Finance	6	-	6
Project(1)	4	-	4
Sales & Solutions	6	1	7
Engineering(2)	47	-	47
Total	**80**	**1**	**81**

	As at the LPD		
	No. of employees		
Categories	**Permanent**	**Contract**	**Total**
Management	7	-	7
Human Resources	11	-	11
Finance	6	-	6
Project(1)	3	-	3
Sales & Solutions	6	1	7
Engineering(2)	57	-	57
Total	**90**	**1**	**91**

7. BUSINESS OVERVIEW

Notes:

(1) Project team is responsible for, among others, overseeing project planning, procurement and cost control, management of subcontractors and suppliers, monitoring project progress and quality, supervising testing and commissioning, ensuring compliance with contractual, regulatory and safety requirements.

(2) Engineering team is responsible for, among others, technical execution of projects, including reviewing drawings and designs, as well as managing contractors during the installation and commissioning stages. The team covers various disciplines, including power systems, environmental monitoring systems, fire protection systems and cooling systems. Our Group's engineering team has 5 wiremen as at FYE 2026 and 6 wiremen as at the LPD.

As at the LPD, we have a total workforce of 91 local employees, comprising 90 permanent employees and 1 contractual employees. We do not have any foreign workers or employees as at the LPD.

As at the LPD, none of our employees are members of any union nor have there been any major industrial disputes between our management and our employees. Since the Financial Periods Under Review and up to the LPD, there has not been any incident of work stoppage or labour dispute that has materially affected our operations.

7. BUSINESS OVERVIEW

7.24 INFORMATION ON MATERIAL LANDS AND BUILDINGS

7.24.1 Material properties owned by our Group

As at the LPD, there are no material properties owned by our Group.

7.24.2 Material properties rented by our Group

As at the LPD, our Group's material rented properties are in compliance with the relevant laws, regulations, rules or requirements. Our Group confirms that there are no breaches with any land use conditions which may materially affect the business operation and financial condition of our Group. The details of the material properties rented by our Group as at the LPD are as set out below:

No.	Registered owner	Property address	Description / Existing use	Land area / Built-up area (sq. ft.)	Date of CCC	Period of tenancy	Annual rental (RM'000)
1.	ITP Cjaya	2nd and 3rd Floor, CJ11 Centre, Jalan Impact, Cyber 6, 63000 Cyberjaya, Selangor	**Description of property** 2nd and 3rd floor of a 6-storey office building **Existing use** 2nd floor for storage space and 3rd floor for DCD's office	2nd floor 7,200 3rd floor 15,700	17 October 2024	3 years commencing from 1 November 2024 to 31 October 2027	(1)1,800

Note:
(1) Excluding service tax payable by our Group.

7. BUSINESS OVERVIEW

7.25 MAJOR APPROVALS, LICENCES, CERTIFICATES AND PERMITS

As at the LPD, our Group has obtained all the major approvals, licences, certificates and permits for the operations of our Group's businesses from the respective authorities, which are outlined as follows:

No.	Company	Nature of approval / licences	Issuing Authority / Certificate No. / Registration No. / Licence No.	Validity period	Major conditions imposed	Compliance status
1.	DCD Technology	Storage and business premise licence in respect of 2nd and 3rd Floor, CJ11 Centre, Jalan Impact, Cyber 6, 63000 Cyberjaya, Selangor	**Issuing Authority** Sepang Municipal Council **Licence No.** MPSepang.800-2/9/2983	1 October 2025 to 31 December 2026	(i) This licence is to be exhibited at the entrance/ location where it is easily visible within the business premises. (ii) This licence is not transferrable without written permission from Sepang Municipal Council. (iii) DCD Technology shall apply for renewal of the licence before 31 December every year.	Complied Noted Complied

7. BUSINESS OVERVIEW

No.	Company	Nature of approval / licences	Issuing Authority / Certificate No. / Registration No. / License No.	Validity period	Major conditions imposed	Compliance status
2.	DCD Technology	Certificate of Registration pursuant to Part VI of the CIDB Act 1994 in respect of: (a) Grade G7 (No limit in respect of tendering capacity) Category B Specialisation B04 B28 (b) Grade G7 (No limit in respect of tendering capacity) Category CE Specialisation CE21	**Issuing Authority** CIDB **Licence No.** 0120110427-WP133886	28 January 2026 to 3 April 2029	(i) The Certificate of Registration issued by CIDB is not transferrable. (ii) DCD Technology shall comply with the provisions of the CIDB Act, the regulations made under it and any terms, conditions or restrictions imposed by CIDB from time to time. (iii) DCD Technology may not participate in any tender or perform any construction work after the expiry of this certificate until it is renewed. (iv) DCD Technology shall not undertake to build any construction project that exceeds the value of construction work specified under the registered grade and shall be prohibited from carrying out any construction project outside its registration category.	Noted Complied Noted Complied

7. BUSINESS OVERVIEW

No.	Company	Nature of approval / licences	Issuing Authority / Certificate No. / Registration No. / License No.	Validity period	Major conditions imposed	Compliance status
		(c) Grade G7 (No limit in respect of tendering capacity) Category ME Specialisation E03 E05 E06 E07 E08 E10 E11 E15 E16 E17 E18 E19 E21 E22 E24 E32 M01 M15 (d) Grade G2 (RM500,000 limit of tendering capacity) Category ME. Specialisation E04			(v) DCD Technology shall submit the information regarding any construction work or contract within a period of fourteen (14) days after being awarded or prior to commencement of the construction work, whichever is earlier. (vi) DCD Technology shall submit any information required by CIDB from time to time. (vii) DCD Technology shall exhibit its Certificate of Registration issued by CIDB or a copy of such at its place of business. (viii) DCD Technology shall apply for renewal within sixty (60) days prior to the expiry date specified in this certificate. (ix) DCD Technology shall comply with all requirements and stipulations in the Contractor's Code of Ethics. (x) All workers at the construction site must have a valid Construction Personnel Card.	Complied Noted Complied Noted Complied Complied

7. BUSINESS OVERVIEW

No.	Company	Nature of approval / licences	Issuing Authority / Certificate No. / Registration No. / License No.	Validity period	Major conditions imposed	Compliance status
3.	DCD Technology	Certificate of Registration for the provision of supply and service under the following field code: (a) Code 210202 Details ICT (Information Communication Technology) / Telecommunication equipment and accessories / Communication systems / Telecommunication	**Issuing Authority** MOF **Licence No.** K66205812123859003	6 June 2024 to 26 June 2027	(i) Any changes to the information in the Certificate of Registration must be updated within twenty-one (21) days from the date the changes occur. (ii) DCD Technology should ensure that the field registered in the certificate does not overlap with the field that has received approval by any companies that: (a) comprise the same owner or board of directors / director, management and employee; or (b) operates in the same premise. (iii) DCD Technology must submit the application for renewal within three (3) months prior to the expiry date of the certificate. (iv) DCD Technology must ensure that the registration with the MOF remains active throughout the enforcement period of the contract.	Noted and complied Noted and complied Noted Complied

7. BUSINESS OVERVIEW

No.	Company	Nature of approval / licences	Issuing Authority / Certificate No. / Registration No. / License No.	Validity period	Major conditions imposed	Compliance status
4.	DCD Technology	Certificate of Registration as an electrical contractor (Class C)	**Issuing Authority** EC **Licence No.** ST(TKL)SGR/C/KE/02735/2015	11 September 2024 to 10 September 2027	(i) This certificate of registration issued shall not be transferred by the holder of the certificate to any other person except with the written permission of the EC. (ii) Regulation 78(4) of the Electricity Regulations 1994 states that an electrical contractor of Class C shall be a person who: (a) is capable of carrying out electrical work up to RM500,000.00 in value; and (b) has employed on a full-time basis at least one Wireman with three phase restriction authorised to test an installation.	Noted and complied Complied

7. BUSINESS OVERVIEW

No.	Company	Nature of approval / licences	Issuing Authority / Certificate No. / Registration No. / License No.	Validity period	Major conditions imposed	Compliance status
5.	DCD Technology	Certificate of Registration with Tenaga Nasional Berhad as a contractor for works in respect of the following categories: (a) Grade G7 (No limit in respect of tendering capacity) Category B (Building) Specialisation B04 (Building general works) B28 (Misc works) (b) Grade G7 (No limit in respect of tendering capacity) Category CE (Civil Engineering) Specialisation CE21 (General civil engineering works)	**Issuing Authority** Tenaga Nasional Berhad **Licence No.** 0120110427-WP133886	4 February 2026 to 3 April 2029	The validity period of the registration is subject to the validity of the certificates registered with the MOF, CIDB and the relevant professional certificates.	Noted

7. BUSINESS OVERVIEW

No.	Company	Nature of approval / licences	Issuing Authority / Certificate No. / Registration No. / License No.	Validity period	Major conditions imposed	Compliance status
		(c) Grade G7 (No limit in respect of tendering capacity) Category ME (Mechanical & Electrical) Specialisation E03 E05 E06 E07 E08 E10 E11 E15 E16 E17 E18 E19 E21 E22 E24 E32 M01 M15 (d) Grade G2 (RM500,000 limit of tendering capacity) Category ME (Mechanical & Electrical) Specialisation E04				

7. BUSINESS OVERVIEW

7.26 INTELLECTUAL PROPERTY

As at the LPD, our Group has not registered or applied for any other intellectual properties other than those disclosed below:

Trademark	Applicant	Approving Authority / Place of registration	Description	Application No.	Status / Validity Period
	MyDCD	MyIPO / Malaysia	Class 35(1)	TM2025034618	Registered / 3 October 2025 to 3 October 2035
	MyDCD	MyIPO / Malaysia	Class 42(2)	TM2025034619	Registered / 3 October 2025 to 3 October 2035
	DCD Technology	MyIPO / Malaysia	Class 35(1)	TM2025034615	Registered / 3 October 2025 to 3 October 2035
	DCD Technology	MyIPO / Malaysia	Class 42(2)	TM2025034616	Registered / 3 October 2025 to 3 October 2035

Notes:

(1) Business administration consultancy in the field of information technology; Business management consultancy in the field of information technology; Compilation of information relating to information technology; News clipping services in the field of new technology; Press clipping services in the field of new technology; Online retail store services featuring information technology equipment; Online wholesale store services featuring information technology equipment; Retail services relating to information technology equipment; Wholesale services relating to information technology equipment; Value-added reseller services in the field of computer security and information technology products.

7. BUSINESS OVERVIEW

(2) Artificial intelligence technology services provided on an outsourcing basis; Assessing information technology security and vulnerability of computers and networks; Computer and technology services for securing computer data; Computer technology consultancy; Computer technology consultancy in the field of artificial intelligence; Computer technology consultancy in the field of cybersecurity; Computer technology consultancy in the field of data analytics; Computer technology consultancy in the field of data integration; Computer technology consultancy in the field of data management; Computer technology consultancy in the field of data migration; Computer technology consultancy in the field of data security; Computer technology consultancy in the field of data sharing; Computer technology consultancy in the field of data transformation; Computer technology services provided on an outsourcing basis; Consultancy and information services relating to information technology; Creating and designing website-based indexes of information for others information technology services; Engineering services relating to information technology; Information technology services computer hardware, software and peripherals design and technical consultancy; Information technology services relating to the installation, maintenance and repair of software; Providing information on computer technology and programming via a web site; Provision of information on computer technology; Research in the field of artificial intelligence technology; Research in the field of information technology; Technology services for securing computer data.

7. BUSINESS OVERVIEW

7.27 EXCHANGE CONTROL

Our Group has not established any place of business outside of Malaysia. As such, we are not subject to any governmental laws, decrees, regulations or other legislations that may affect the repatriation of capital and remittance of profits by or to our Group.

7.28 GOVERNING LAWS AND REGULATIONS

The following is an overview of the major laws, regulations, rules and requirements governing the conduct of our Group's business and environmental issue which may materially affect our business operations:

(i) CIDB Act

The CIDB Act and the regulations made thereunder, govern the establishment of the CIDB and provide for its function in relation to the construction industry and all matters in connection therewith.

The CIDB Act prescribes that a contractor must register with the CIDB and hold a valid certificate of registration issued by the CIDB under the CIDB Act in order to carry out or complete, undertake to carry out or complete any construction works or hold himself as a contractor. Failure to comply with the above shall render a person liable to a fine of not less than RM10,000.00 but not more than RM100,000.00.

As at the LPD, DCD Technology holds a valid Certificate of Registration as a contractor (Grade 7) with CIDB. There have been no past non-compliances by our Group pursuant to the CIDB Act or any regulations issued thereunder. For the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the CIDB Act or any regulations issued thereunder.

(ii) Electricity Supply Act 1990 ("ESA 1990") and the Electricity Regulations 1994 ("ER 1994")

The ESA 1990, including the ER 1994 regulates the electricity supply industry including the licensing of any electrical installation, the control of any electrical installation, plant and equipment with respect to matters relating to the safety of individuals.

Pursuant to Section 9 of ESA 1990, no person, other than any statutory authority established by an act of parliament or any other law to generate and/or supply electricity, shall:

(a) use, work or operate or permit to be used, worked or operated any installation; or

(b) supply to or for the use of any other person electricity from any installation,

unless he is issued a licence in respect of the licenced activity and in accordance with the terms and conditions of the licence.

Any person who, uses, works or operates, or permits to be used, worked or operated any installation commits an offence and shall, on conviction, be liable to a fine not exceeding RM50,000.00 and to a further fine not exceeding RM1,000.00 for every day or part of a day during which the offence continues after conviction. Further, any person who, supplies electricity from an installation to or for the use of any person commits an offence and shall, on conviction, be liable to a fine not exceeding RM100,000.00, and to a further fine not exceeding RM1,000.00 for every day or part of a day during which the offence continues after conviction.

7. BUSINESS OVERVIEW

Any licensee who without the express authority from the EC supplies electricity or lays down any supply line or constructs any electrical work outside the area of supply specified in his licence commits an offence and shall, on conviction, be liable to a fine not exceeding RM5,000.00, and any such unauthorized line or work may, after conviction, be removed by order of the EC, and if such order is not complied with, the reasonable costs of such removal may be recovered from the licensee.

Further, the ER 1994 states that no person shall perform or carry out any electrical work unless he holds a valid certificate of registration as an electrical contractor issued under the ER 1994. An Electrical Contractor can be classified into 4 classes, Class A, B, C and D, each permitted to undertake electrical work of certain value.

As at the LPD, DCD Technology holds a valid Certificate of Registration as an Electrical Contractor (Class C) issued under the ER 1994. There have been no past non-compliances by our Group pursuant to the ESA 1990 or any regulations issued thereunder including the ER 1994. For the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the ESA 1990 or any regulations issued thereunder including the ER 1994.

(iii) Local Government Act 1976 ("LGA 1976")

The LGA 1976 empowers every local authority to grant licence or permit for any trade, occupation or premise through by-laws. Every licence or permit granted shall be subject to such conditions and restrictions as the local authority may think fit and shall be revocable by the local authority at any time without assigning any reason therefore.

Our business operation premises are required to have business and storage licences at the business premises. As our Group operates in Cyberjaya, we are subject to the Licensing of Trades, Businesses and Industries (Sepang Municipal Council) By-Laws 2007 ("**Sepang By-Laws**"). Pursuant to the Sepang By-Laws, no person shall operate any activity of trade, business and industry or use any place or premise in the local area of the council for any activity of trade, business and industry without a licence issued by the licensing authority. Any person who fails to obtain a business premise licence for a business operation premise, shall be liable to a fine not exceeding RM2,000.00 or to imprisonment for a term not exceeding 1 year or to both such fine and imprisonment and in the case of a continuing offence a sum not exceeding RM200.00 for each day during which such offence is continued after conviction.

Pursuant to the LGA 1976, a person who fails to exhibit or produce his licences on the licensed premises shall be liable to a fine not exceeding RM500.00 or imprisonment for a term not exceeding 6 months or to both.

As at the LPD, our Group holds and maintains valid business premise licence issued by the Sepang Municipal Council in relation to DCD's Office. There have been no past non-compliances by our Group pursuant to the LGA 1976 or any regulations issued thereunder. For the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the LGA 1976 or any regulations issued thereunder.

7. BUSINESS OVERVIEW

(iv) Street, Drainage and Building Act 1974 ("SDBA 1974")

The SDBA 1974 regulates laws relating to street, drainage and buildings in local authority areas in Peninsular Malaysia. It provides for the requirement to have a CCC to ensure that a building is safe and fit for occupation.

Pursuant to Section 70(27)(f) of the SDBA 1974, any person who occupies or permits to be occupied any building or any part thereof without a CCC shall be liable on conviction to a fine not exceeding RM250,000.00 or to imprisonment for a term not exceeding 10 years or to both.

As at the LPD, the rented property or building on which DCD's Office is situated has been issued with a valid CCC. There have been no past non-compliances by our Group pursuant to the SDBA 1974 or any regulations issued thereunder. For the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the SDBA 1974 or any regulations issued thereunder.

(v) Occupational Safety and Health Act 1994 ("OSHA 1994")

The OSHA 1994 regulates the safety, health and welfare of persons at work, protecting others against the risks of safety or health in connection with the activities of persons at work.

Section 15 of the OSHA 1994 states that it shall be the duty of every employer to ensure, so far as it is practicable, the safety, health and welfare at work of his employees.

In addition, an employer has a duty to ensure, so far as it is practicable, that persons other than its employees are not exposed to any health and safety risk as provided under Section 17 of the OSHA 1994. A person who contravenes the provisions of Section 15 and 17 of the OSHA 1994 shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM500,000.00 or to imprisonment for a term not exceeding 2 years or to both.

Pursuant to Section 29 of the OSHA 1994, an occupier of a place of work to which this section applies shall employ a competent person to act as a safety and health officer at the place of work. An occupier who contravenes the provisions of this section shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM50,000.00 or to a term of imprisonment not exceeding 6 months or to both. The employer of the class or description of industries that shall employ a safety and health officer can be found under Order 3 of the Occupational Safety and Health (Safety and Health Officer) Order 1997, which includes any work of engineering construction where the total contract price of the project exceeds RM20,000,000.00. In this regard, our Group first became subject to the requirement in 2017, when we undertook work of engineering construction where the total contract price of the project exceeds RM20,000,000.00. Accordingly, we appointed a competent person in 2017 in compliance with Section 29 of the OSHA 1994.

Pursuant to Section 30 of the OSHA 1994, every employer shall establish a safety and health committee at the place of work if there are 40 or more persons employed at the place of work or the Director General of the Department of Occupational Safety and Health directs the establishment of such a committee at the place of work. A person who contravenes the provisions of this section shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM100,000.00 or to imprisonment for a term not exceeding 1 year or to both. As our Group has more than 40 employees since December 2015, we are required to establish a safety and health committee pursuant to Section 30 of the OSHA 1994. In compliance with this requirement, we have established a safety and health committee since January 2016.

As at the LPD, our Group has appointed a competent person and established a safety and health committee in accordance with Sections 29 and 30 of the OSHA respectively and is in compliance with the relevant provisions under the OSHA 1994. There have been no past non-compliances by our Group pursuant to the OSHA 1994 or any regulations issued thereunder. For the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the OSHA 1994 or any regulations issued thereunder.

7. BUSINESS OVERVIEW

(vi) Fire Services Act 1988 ("FSA 1988") and Fire Services (Designated Premises) Order 1998 ("FSO 1998")

Pursuant to Section 28 of the FSA 1988, every designated premises shall require a fire certificate which shall be renewable annually.

Pursuant to the FSO 1998, the following shall be "designated premises" for the purpose of issuance of a fire certificate under the FSA 1988:

Offices	:	30 metres in height or 10,000 sq. m. (total floor area)
Storage and general	:	1,000 sq. m. and over (total floor area) or 7,000 cubic metres and over, where the automatic sprinkler systems are installed

Section 33 of the FSA 1988 stipulates that where there is no fire certificate in force in respect of any designated premises, the owner of the premises shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM50,000.00 or to imprisonment for a term not exceeding 5 years or to both.

The building on which DCD's Office is situated ("**CJ11**") falls under the definition of 'designated premises' pursuant to the FSO 1998, and is therefore required to have a valid fire certificate under the FSA 1988.

Our Group has been occupying 2 floors of CJ11 since November 2024, while the registered owner of CJ11, ITP Cjaya, only submitted the application for the fire certificate in respect of CJ11 to the Fire and Rescue Department of Malaysia ("**BOMBA**") on 12 September 2025. Subsequently, BOMBA conducted an inspection at CJ11 on 12 October 2025 and issued the fire certificate on 16 December 2025. Accordingly, during the period from November 2024 until the issuance of the fire certificate in December 2025, the premises did not have a valid fire certificate in force.

As at the LPD, our Group is in compliance with the relevant provisions under the FSA 1988 and the regulations issued thereunder. For the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the FSA 1988 or any regulations issued thereunder.

(vii) Environmental Quality Act 1974 ("EQA 1974")

The EQA 1974 sets out provisions in respect of prevention, abatement, control of pollution and enhancement of the environment. It is an offence under the EQA 1974 for any person, unless licensed to do so, to among others:

(a) emit or discharge any environmentally hazardous substances, pollutants or wastes into the atmosphere;

(b) emit or cause or permit to be emitted any noise greater in volume, intensity or quality;

(c) pollute or cause or permit to be polluted any soil or surface of any land; or

(d) emit, discharge or deposit any environmentally hazardous substances, pollutants or wastes into any inland waters,

in contravention of the acceptable conditions specified under the EQA 1974.

The EQA 1974 also empowers the Minister charged with the responsibility for environment protection to make regulations specifying acceptable conditions for the emission, discharge or deposit of environmentally hazardous substances, pollutants or wastes or the emission of noise into the environment. Any person who fails to comply with the prescribed conditions may, on conviction, be liable to a fine of at least RM10,000 and up to RM10,000,000 or to imprisonment for a period up to 5 years or to both and, if applicable, to a further fine up to RM1,000 a day for every day that the offence is continued after a notice to cease the restrictions (if any) is served on him.

As at the LPD, our Group is in compliance with the relevant provisions under the EQA 1974 and the regulations issued thereunder. There have been no past non-compliances by our Group pursuant to the EQA 1974 or the regulations issued thereunder. For the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the EQA 1974 or any regulations issued thereunder.

(viii) Service Tax Act 2018 ("STA 2018") and Service Tax Regulations 2018 ("STR 2018")

STA 2018 is an Act enacted to provide for the levying, charging and collecting of service tax and for all service tax related matters.

Pursuant to Section 25(1) of the STA 2018, the first taxable period of every taxable person shall begin from the date he should have been registered under Section 13 of the STA 2018 and end on the last day of the following month and the subsequent taxable period shall be a period of two months ending on the last day of any month of any calendar year.

Pursuant to Section 37(1)(a) of the STA 2018, where the whole or any part of any service tax due and payable, surcharge accrued, or penalty, fee or other money payable, under the STA 2018 has not been paid by a person, the Director General of Customs and Excise shall demand from the person to pay the service tax, surcharge, penalty, fee or other money, or the deficient service tax, surcharge, penalty, fee or other money, or to repay the refund erroneously paid to him.

DCD Technology was a registered person under the previous Goods and Services Tax ("**GST**") regime prior to its abolishment with effect from 1 September 2018. Following the abolishment of GST, DCD Technology was automatically registered as a registered person for service tax purposes on the same date.

Due to the lack of clarity during the initial period of the reintroduction of service tax, DCD Technology submitted an application to de-register for service tax via its letter dated 4 September 2018 to the Royal Malaysian Customs Department ("**RMCD**"). The RMCD approved the de-registration on 5 September 2018 and accordingly, DCD Technology ceased to be a registered person for service tax with effect from that date.

Following the gazettement of the Service Tax (Amendment) Regulations 2024, which took effect from 26 February 2024 and expanded the scope of taxable services to include the provision of maintenance or repair services, DCD Technology submitted a new application on 19 March 2024 to register for service tax and became a registered person for service tax effective 1 April 2024.

Pursuant to a tax review undertaken by our Group, DCD Technology participated in the Customs Compliance Verification Audit Programme ("**AViP**") on 10 November 2025 to self-declare the service tax undercharged in respect of preventive maintenance services (which were classified as taxable services under management services prior to 26 February 2024) for the taxable periods from 1 January 2020 to 31 March 2024.

Pursuant thereto, the RMCD had on 20 November 2025 issued a bill of demand under Section 37(1) of the STA 2018 and DCD Technology is required to pay the service tax amounting to RM483,573.65 in respect of the taxable period from 1 January 2020 to 31 March 2024 ("**RMCD's Notice**").

Pursuant to the STA 2018, DCD Technology is subject to a 40.00% penalty for the late payment of the service tax. Notwithstanding this, the 40.00% penalty has been fully waived under the AViP.

In the event DCD Technology fails to settle the service tax on or before the due date specified in the RMCD's Notice (i.e. by 20 December 2025), the RMCD may impose a late payment penalty of up to 40.00% on any unpaid amount (capped at RM193,429.46), resulting in a revised total amount payable of up to RM677,003.11.

In addition, DCD Technology would also forfeit its entitlement to protection from selection for a service tax audit by the RMCD for the coverage period from 1 January 2020 to 31 March 2024.

As at the LPD, DCD Technology has settled the total service tax due and payable, amounting to RM483,573.65. There is no material adverse impact to our Group's business operations and financial condition as the total service tax due and payable of RM483,573.65 represents only approximately 1.22% of our Group's PAT of RM39.49 million for FYE 2025.

In order to mitigate the similar occurrence of the abovementioned non-compliance in the future, our Group has taken and is in the process of implementing measures to strengthen our tax compliance framework, including:

(i) seeking professional advice on service tax matters as and when required; and

(ii) formulating a tax compliance standard operating procedure which sets out the compliance obligations, relevant internal review processes, checklists and procedures for identifying, managing and reporting compliance issues as well as timelines for tax submissions and payment.

Save for the non-compliance disclosed above, there have been no past non-compliances by our Group pursuant to the STA 2018 or any regulations issued thereunder. Save as disclosed above, for the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the STA 2018 or any regulations issued thereunder.

(ix) Income Tax Act 1967 ("ITA 1967")

ITA 1967 is an Act enacted to govern the income tax system in Malaysia. Details of the tax penalties imposed by the relevant authorities on our Group for FYE 2023 to FYE 2026 and up to LPD are as follows:

(a) Underestimation of income tax payable

Section 107C(1) of the ITA 1967 provides that every company, limited liability partnership, trust body or co-operative society shall for each YA furnish to the Director General of Inland Revenue an estimate of its tax payable.

Section 107C(5) of the ITA 1967 further provides that where an estimate of tax payable for a YA has been furnished, that amount shall be paid to the Director General of Inland Revenue in equal monthly instalments determined according to the number of months in the basis period and each instalment shall be paid by the due date beginning from the second month of the basis period for the YA in respect of which that estimate has been furnished.

Section 107C(10) of the ITA 1967 provides that where the tax payable under an assessment for a YA exceeds the revised estimate or deemed revised estimate, whichever is later, or if no such revised estimate is furnished or there is no such deemed revised estimate, the estimate of tax payable for that YA, by an amount of more than 30.00% of the tax payable under the assessment, then, without any further notice being served, the difference between that amount and 30.00% of the tax payable under the assessment shall be increased by a sum equal to 10.00% of the amount of that difference, and that sum shall be recoverable as if it were tax due and payable under the ITA 1967.

On 28 May 2025, the IRB issued a notice pursuant to which DCD Technology was required to pay a penalty of RM2,430.11 under Section 107C(10) of the ITA 1967 for the underestimation of tax payable for YA 2019 of RM650,144.48.

As at the LPD, DCD Technology has fully settled the abovementioned penalty. There is no material adverse impact to our Group's business operations and financial condition as the total penalty of RM2,430.11 represents less than 0.01% of our Group's PAT of RM39.49 million for FYE 2025.

(b) Additional tax payable due to incorrect return

Section 77A(1) of the ITA 1967 provides that every company, limited liability partnership, trust body or co-operative society shall for each YA furnish to the Director General of Inland Revenue a return in the prescribed form within 7 months from the date following the close of the accounting period which constitutes the basis period for the YA. For purposes of this section, a return for a YA shall:

(aa) specify the chargeable income and the amount of tax payable (if any) on that chargeable income for that year; and

(bb) contain such particulars as may be required by the Director General of Inland Revenue.

Pursuant to Section 113(1) of the ITA 1967, any person who:

(aa) makes an incorrect return by omitting or understating any income of which he is required by the ITA 1967 to make a return on behalf of himself or another person; or

(bb) gives any incorrect information in relation to any matter affecting his own chargeability to tax or the chargeability to tax of any other person,

shall, unless he satisfies the court that the incorrect return or incorrect information was made or given in good faith, be guilty of an offence and shall, on conviction, be liable to a fine of not less than RM1,000 and not more than RM10,000 and shall pay a special penalty of double the amount of tax which has been undercharged in consequence of the incorrect return or incorrect information or which would have been undercharged if the return or information had been accepted as correct.

Where a person commits the offence stated above and, if no prosecution under Section 113(1) of the ITA 1967 has been instituted in respect of the incorrect return or incorrect information, the Director General of Inland Revenue may require that person to pay a penalty equal to the amount of tax which has been undercharged in consequence of the incorrect return or incorrect information or which would have been undercharged if the return or information had been accepted as correct; and, if that person pays that penalty, he shall not be liable to be charged on the same facts with an offence under Section 113(1) of the ITA 1967.

7. BUSINESS OVERVIEW

Following the prior years' audit adjustments and the tax review processes, DCD Technology has voluntarily submitted revised income tax computation for the YA 2022 to YA 2024 to the IRB for the review.

The IRB had, on 13 November 2025, issued the Notices of Additional Assessment for the YA 2022 to YA 2024 ("**Notices**") to DCD Technology, pursuant to which DCD Technology is required to pay the following additional tax and penalty under Section 113(2) of the ITA 1967:

	YA 2022	YA 2023	YA 2024
Additional tax payable	RM924,716.16	RM950,058.72	RM215,490.48
Penalty	RM46,235.81	RM47,502.94	RM10,774.52
Total	**RM970,951.97**	**RM997,561.66**	**RM226,265.00**

For the avoidance of doubt, notwithstanding that the penalty was imposed under Section 113(2) of the ITA 1967 for incorrect return, the penalties arose primarily from timing difference in the revenue recognition method.

DCD Technology is required to settle the total additional tax payable and the penalty amounting to RM2,194,778.63 ("**Total Amount Payable**") within 30 days from the date of issuance of the Notices (i.e. by 12 December 2025).

Notwithstanding the above, DCD Technology, through its tax agent, had on 13 November 2025 submitted an application to the IRB for a tax instalment payment scheme in respect of the Total Amount Payable. IRB had, on 18 November 2025, approved the application for the Total Amount Payable to be settled by way of the following instalments:

Instalment	Due date for payment	Amount (RM)
1	30 November 2025	500,000.00
2	26 December 2025	1,694,778.63
	Total	**2,194,778.63**

As at the LPD, DCD Technology has paid and fully settled the Total Amount Payable. There is no material adverse impact to our Group's business operations and financial condition as the Total Amount Payable represents only approximately 4.20% of our Group's PBT for FYE 2025.

Notwithstanding the aforesaid, to mitigate the similar occurrence of the said non-compliances in the future, our Group has appointed a new tax agent effective from 16 October 2025 as well as implemented an internal guide i.e. estimation by quarterly account closing, pertaining to our Group's future yearly corporate tax submission, for our management's monitoring and compliance purpose.

Save for the non-compliances disclosed above, there have been no past non-compliances by our Group pursuant to the ITA 1967 or any regulations issued thereunder. Save as disclosed above, for the Financial Periods Under Review and up to LPD, our Group has not been issued with any penalties pursuant to the ITA 1967 or any regulations issued thereunder.

7. BUSINESS OVERVIEW

7.29 MATERIAL DEPENDENCY ON COMMERCIAL OR FINANCIAL CONTRACTS, INTELLECTUAL PROPERTY RIGHTS, LICENCES, PERMITS AND OTHER ARRANGEMENTS

As at the LPD, save for the major licences and certificates, and intellectual properties as disclosed in **Sections 7.25** and **7.26** of this Prospectus respectively, we do not have any other regulatory approvals, licences, certificates, permits and intellectual property rights which we are materially dependent for our business or profitability. As at the LPD, our Group is not materially dependent on any commercial or financial contracts, that may materially affect our business or profitability.

7.30 ENVIRONMENT, SOCIAL AND GOVERNANCE PRACTICES OF OUR GROUP

We recognise the importance of adopting ESG practices such as ensuring environmentally responsible operations, provision of conducive workplaces for our employees and good corporate governance for sustainable value creation. Our Group's ESG practices include the following:

(i) Environmental

(a) Environmental management system

Our adopted environmental management system ensures the achievement of its intended outcomes and supports continual improvement through the systematic identification and control of environmental aspects and impacts. The scope covers offices, car parks, and project sites, considering the life cycle perspective and abnormal/ emergency situations. The Environment, Health and Safety team lead identifies and reviews environmental aspects and their significant impact. Reviews to be conducted at least annually or upon changes.

(b) Reduce and recycle management

Our Group is committed to environmental stewardship through comprehensive operational changes. We are promoting a paperless strategy by transitioning office documentation to digital formats, resulting in a significant reduction in paper consumption and printing dependence. Administratively, we strictly promote digital documentation and discourage all non-essential printing. Beyond this, we prioritise energy efficiency, encouraging staff to set air conditioning at an optimal 25°C, and support effective waste management by providing segregated recycling bins for various waste types.

7. BUSINESS OVERVIEW

(ii) Social

(a) Safety and health

We are committed to a safe and healthy working environment for all employees, contractors, clients, and others across our data centre operations. The core objectives are to ensure safety, prevent injuries or illnesses, and achieve a zero-incident workplace. Management is responsible for providing safe conditions, training, and audits, while employees and contractors must follow procedures, use protective equipment, and report hazards as required.

We maintain safety through regular risk assessment and control, safe work practices (ventilation/ lighting), emergency response with regular drills, and mandatory training and competency for all tasks. All incidents and near-misses must be reported, investigated, and corrected to prevent recurrence. Compliance with all relevant laws is strictly enforced.

Further, we have established an Environment, Health and Safety Committee under the framework of ISO management systems (specifically ISO 14001:2015 for environmental management and ISO 45001:2018 for occupational health and safety) that serves to embed a culture of safety and environmental responsibility, ensure legal compliance, and drive continuous improvement. We also have an emergency response plan and an emergency response team to respond in the event of any potential accidents and emergency situations. These efforts demonstrate our long-term safety commitment towards our employees.

(b) Diversity and inclusion

Our Group believes diversity drives innovation and inclusion fosters trust. We are committed to a workplace where everyone is respected, supported, and empowered to contribute their unique talents and perspectives.

This commitment ensures equal opportunities in hiring, development, and advancement, free from discrimination. We promote a safe environment, support individual needs, and encourage open communication. Every employee must uphold these values as we build a culture where differences are celebrated.

(c) Corporate social responsibilities

We acknowledge the significance of making positive contributions to the well-being of the communities in which we operate. In 2024, we participated in Bursa Malaysia's flagship corporate charity run, the Bursa Bull Charge, which aims to aid indigenous communities, single mothers, individuals with disabilities, and support nature and wildlife conservation.

From 2023 to 2025, our Group contributed by donating monetary funds to several charitable organisations, a local school, and specific, impactful assistance – including the direct funding of essential medical treatment for a teenage cancer patient. These continuous initiatives reflect our sustained commitment to fostering healthier and more resilient communities.

7. BUSINESS OVERVIEW

(iii) Governance

(a) Compliance with regulations

We are progressively adopting the principles and practices as promulgated in the MCCG, where relevant. As disclosed in **Section 5.2** of this Prospectus, our Board comprises 7 members, of which 4 are Independent Non-Executive Directors. Thus, we comply with Practice 5.2 of the MCCG which recommends that at least half of our Board comprises independent directors. Furthermore, 3 out of 7 or approximately 43% of our Board members are female, which exceeds the 30% women directors recommendation in Practice 5.9 of the MCCG. Moving forward, our Group shall continue to adopt good corporate governance practices as promulgated in the MCCG.

We also ensure compliance with regulatory frameworks governing our business operations. We possess the relevant licences and permits required for the provision of our services, and we keep track of changes in regulatory requirements as well as monitor our compliance with licensing conditions to ensure ongoing adherence to regulations.

(b) Transparency, accountability and ethical conduct

Transparency, accountability, and ethical conduct form the foundation of our governance practices. We adhere to local regulations, including the Malaysian Anti-Corruption Commission Act 2009 to ensure that our business operations are free from corruption and unethical behaviour. For instance, our Group has in place an Anti-Bribery and Corruption Policy as well as a Whistleblowing Policy to assist us in preventing and detecting corruption and bribery, if any. Our zero-tolerance policy towards corruption and unethical conduct is backed by internal procedures and reporting mechanisms, which demonstrate our commitment to preventing any violation of our ethical standards.

(c) Board diversity and governance oversight

Our Board comprises individuals with diverse backgrounds and expertise, which supports its oversight responsibilities. Further, our Board oversees the implementation of our ESG practices to ensure that they align with our Group’s long-term objectives and comply with relevant regulatory requirements.

8. IMR Report

VITAL FACTOR CONSULTING
Creating Winning Business Solutions

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9 October 2026

The Board of Directors
MyDCD Berhad
3rd Floor, CJ11 Centre
Jalan Impact, Cyber 6
63000 Cyberjaya
Selangor

Dear Sirs and Madams

Independent Assessment of the Mechanical, Electrical, Plumbing and Fire Protection Services Industry Focusing on Data Centres

We are an independent business consulting and market research firm based in Malaysia, established in 1993. We offer consulting services, including business plans, opportunity evaluations, commercial due diligence, feasibility studies, financial and industry assessments, and market research. Since 1996, we have been involved in corporate exercises such as initial public offerings (IPO), reverse takeovers, chain listings, transfers to the Main Market, and business regularisations for publicly listed companies on Bursa Malaysia Securities Berhad (Bursa Securities). Our corporate exercise services encompass business overviews, independent industry assessments, management discussions and analyses, and business and industry risk assessments for prospectuses, shareholders' circulars and information memorandums.

We have been engaged to provide an independent assessment of the mechanical, electrical, plumbing and fire protection services industry focusing on data centres for inclusion in the prospectus of MyDCD Berhad for its IPO and listing of its shares on the ACE Market of Bursa Securities. This report has been prepared independently and objectively, with all reasonable due care taken to ensure its accuracy and completeness.

We believe the report provides a true and fair assessment of the industry, considering the limitations of timely and available information, and analyses based on secondary and primary market research as of the report date. However, it should be noted that our assessment pertains to the industry as a whole and may not reflect the performance of any specific company. We accept no responsibility for the decisions or actions of readers based on this document. This report should not be construed as a recommendation to buy, not buy, sell, or not sell the securities of any company.

Please be aware that our report may include disclosures, assessments, opinions, and forward-looking statements that are subject to hitherto unknown or undisclosed information, uncertainties, and contingencies. These statements are based on secondary information and primary market research, and despite careful analysis, the industry is influenced by various known and unforeseen factors that could cause actual outcomes and future results to differ materially from these statements.

Yours sincerely



Wooi Tan
Managing Director

Wooi Tan holds a Bachelor of Science from the University of New South Wales and a Master of Business Administration from the University of Technology, Sydney. He is a Fellow of the Australian Marketing Institute and the Institute of Managers and Leaders, Australia. With over 30 years of experience in business consulting and market research, he has also assisted companies in their IPO and listings of their shares on Bursa Securities.

8. IMR Report

VITAL FACTOR CONSULTING
Creating Winning Business Solutions

Date of Report: 9 October 2026

INDEPENDENT ASSESSMENT OF THE MECHANICAL, ELECTRICAL, PLUMBING AND FIRE PROTECTION SERVICES INDUSTRY FOCUSING ON DATA CENTRES

1. OVERVIEW OF MYDCD GROUP'S BUSINESS AND REPORT PARAMETERS

- MyDCD Berhad and its subsidiary (MyDCD Group) are mainly involved in integrating mechanical, electrical, plumbing and fire protection (MEPF) systems and subsystems for data centres in Malaysia, which will be the focus of this report. Unless stated otherwise, all information in this report refers to Malaysia. Power in this report refers to electricity.

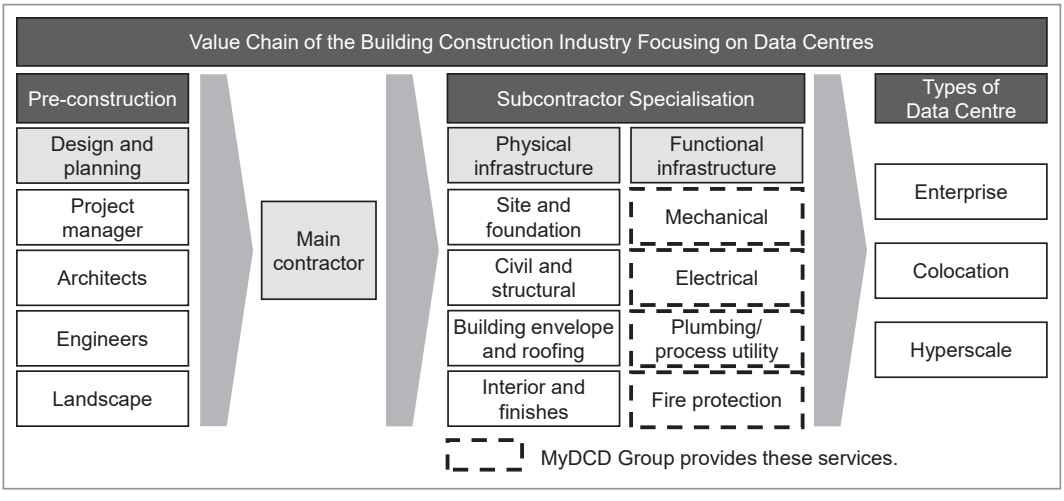
2. INDUSTRY OVERVIEW

2.1 Overview of the Construction Industry

- The MEPF services industry operates within the larger building construction industry, generally segmented as follows:
  - **Residential and non-residential** building construction includes new work, repair, additions and alterations. Residential buildings include single-family houses and multi-family buildings. Non-residential buildings include industrial production facilities, hospitals, schools, office buildings, hotels, restaurants, airport buildings, indoor sports facilities, and warehouses.
  - **Civil engineering** includes the construction of motorways, streets, bridges, tunnels, railways, airfields, irrigation systems, sewerage systems, industrial facilities, pipelines, electric lines, outdoor sports facilities and others.
  - **Specialised activities** relate to the construction of parts of the buildings and civil engineering works without the responsibility for the entire project. It is usually specialised in one aspect common to different structures, requiring specialised skills and/or equipment. MyDCD Group's main business activities fall within specialised construction activities.

Construction industry segmentation
Residential
Non-residential
Civil engineering
Specialised activities

2.2 Value Chain of the Building Construction Industry Focusing on Data Centres



- The building construction industry follows a structured value chain that starts with pre-construction, which encompasses a project's concept, design and planning. **Architects** lead design and space planning and ensure regulatory compliance, while engineers provide technical expertise for the building's structural, civil, mechanical, and electrical (M&E) systems. **Landscape** architects focus on the exterior of a building, ensuring the surrounding environment is both functional and visually appealing.

- The **main contractor** is responsible for the overall execution of the project, ensuring it is completed on time, within budget, and to the required quality standards. The contractor may carry out some construction work in-house or subcontract all or part of it to specialised experts.

- **Subcontractor** work can be divided into several key areas:

  - **Site and foundation**: Clearing, excavation, levelling, earthworks, ground improvement, piling, and construction of foundations and basements.

  - **Civil and structural**: Constructing the building framework, including load-bearing elements such as columns and beams.

  - **Building envelope and roofing**: Installing exterior structures, including walls, roofs, windows, doors, and cladding, to protect against weather and external stress.

  - **Interior and finishing**: Completing internal spaces with partitions, plastering, flooring, ceilings, fixtures, and painting.

  - **Mechanical**: Installing air conditioning and mechanical ventilation (ACMV) systems, elevators, escalators, and other mechanical equipment.

  - **Electrical**: Installing grid interconnection, power distribution, lighting, wiring, earthing, lightning protection, and extra-low voltage systems.

  - **Plumbing/process utility**: Installing water supply piping, sewerage, drainage, sanitary and process utility piping.

  - **Fire protection**: Installing fire detection and suppression systems, including sprinklers, hydrants, hose reels, and alarms.

  While plumbing/process utility and fire protection are commonly part of mechanical works, they are separated to highlight their importance in data centre constructions.

- Together, these activities deliver a finished data centre ready for the installation of information and communications technology (ICT) equipment and supporting facilities. Data centres are typically classified as follows:

  - **Enterprise**: A data centre located on-premises within an organisation’s facility or at an off-premises location, solely used for the organisation’s purposes and fully managed by the organisation.

  - **Colocation**: A purpose-built facility where multiple organisations rent space to house their ICT equipment. These organisations share the facility’s resources, including power, cooling, and security, while maintaining control over their own equipment and data.

  - **Hyperscale**: A large-scale facility designed to accommodate vast data processing and storage needs for a single tenant or service provider. These centres are built to support

massive amounts of data storage, processing and traffic, to meet the demands of cloud computing and large enterprises.

- MyDCD Group is involved in the integration of MEPF systems for enterprise, colocation and hyperscale data centres.

2.3 Data Centre Overview

- A data centre is a facility building used to centrally house ICT equipment that functions to store, manage, process and transmit data for an organisation. Its development involves integrating multiple components to ensure reliability and security for its continuous operations. These components include the following, among others:
  - **Core ICT infrastructure**, including servers, processors, telecommunications equipment, and storage devices.
  - **Power systems**, comprising power distribution units, uninterruptible power supply (UPS) and emergency power generator to control electrical flow and ensure both immediate and long-term backup power during supply interruptions and extended outages.
  - **Cooling/Chiller systems**, including air conditioning and specialised cooling systems like the computer room air conditioning system to maintain optimal temperature and humidity inside the data centre.
  - **Security needs**, including CCTV, biometric devices, mantraps, firewalls, detection equipment and fire extinguisher devices, supported by security personnel to ensure controlled access, continuous monitoring and rapid response to potential threats.
  - **Connectivity and carrier interfaces**, including the meet-me-room for fibres and cabling exchange, the main distribution frame room connecting internal network equipment to external. It also includes the telco room as a space to place all service providers within the data centre.

3. CLASSIFICATIONS AND CATEGORIES OF DATA CENTRE

3.1 Classifications of Data Centre

- Data centres are commonly classified based on their robustness in terms of reliability and availability. The following classifications are based on the Uptime Institute's Tier Classification System for data centres:
  - **Tier I – Basic site infrastructure**: A single, non-redundant distribution path* serves IT systems, supported by dedicated cooling and on-site power generation. Planned maintenance or equipment failure requires a complete shutdown of operations
  - **Tier II – Redundant site infrastructure capacity components**: Incorporates redundant capacity components such as additional UPS modules, chillers, and pumps, but still relies on a single distribution path*. Maintenance of individual components can be carried out without a total shutdown. However, any failure along the distribution path still disrupts operations.
  - **Tier III – Concurrently maintainable site infrastructure**: Equipped with redundant capacity components and multiple independent distribution paths*, allowing any component to be removed for maintenance without affecting the critical environment. This ensures continuous operation during maintenance activities.
  - **Tier IV – Fault-tolerant site infrastructure**: Comprises multiple, independent, and physically isolated systems with redundant capacity components and diverse

distribution paths*. The site can continue operating through any single failure, ensuring uninterrupted power and cooling to critical systems.

* *include power, cooling, communications, fire suppression and environmental monitoring*

- MyDCD Group is involved in the integration of MEPF infrastructure across all Tiers of data centres.

3.2 Types of Data Centre

- Data centres are also segmented into the following:

Data Centre	Enterprise	Colocation	Hyperscale
Power supply	Low voltage (11kV)	Medium voltage (33kV)	High voltage (132kV and above)
Power capacity	0.85MW to 4.25MW	4.25MW to 21.25MW	Above 21.25MW
Main switch station size requirements	7.6m x 5.7m	30m x 30m	120m x 110m, 190m x 160m

(Source: Malaysian Investment Development Authority (MIDA) and Ministry of Housing and Local Government)

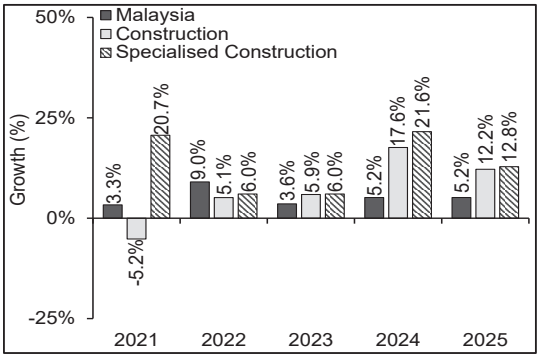
- Data centres are energy-intensive, and their categorisation by power capacity and voltage level indicates their capability to support varying sizes of operations. This classification accounts for the power demand of ICT equipment, cooling systems, and backup infrastructure.

4. PERFORMANCE OF THE MEPF SERVICES INDUSTRY

4.1 Gross Domestic Product (GDP)

- GDP measures the gross value added to the output of goods and services in a country or sector during a specified period. Real GDP measures "real" changes in output over time, reflecting changes in the quantity of goods and services produced, rather than changes in prices due to inflation or deflation. A growing GDP would provide sustainable growth for operators in the MEPF services industry.

Real GDP of Malaysia's Economy, Construction Industry and Specialised Construction Sector



(Source: Department of Statistics Malaysia (DoSM))

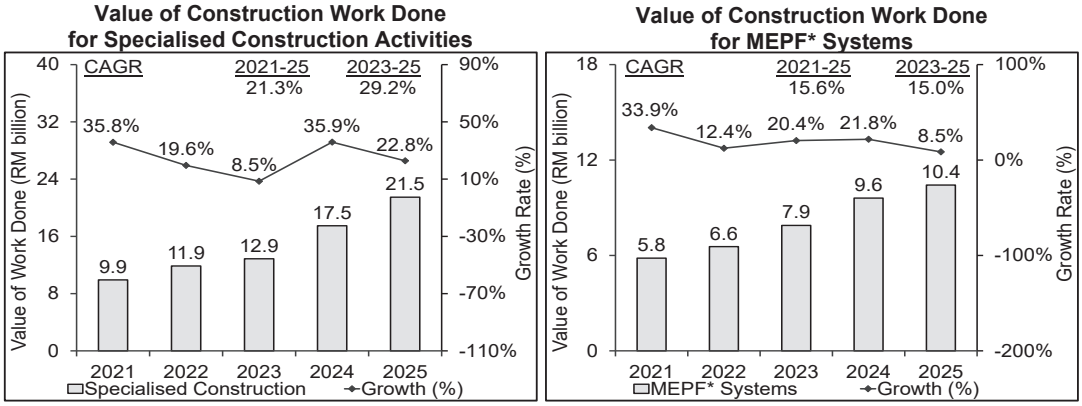
- MEPF for data centres is focused on the installation of ACMV, power distribution, plumbing and fire protection systems. These are part of the specialised construction within the broader construction industry.

- In 2025, the real GDP of Malaysia's economy, construction industry and specialised construction sector grew by 5.2%, 12.2% and 12.8% respectively. In the first half (H1) of 2026, the specialised construction sector grew by 13.0% compared to H1 2025. *(Source: DoSM)*

- The construction industry's 12.2% growth in 2025 was underpinned by a strong rise in investment activity. Growth was driven mainly by non-residential and special trade subsectors. Stronger expansion in the non-residential subsector was driven by industrial and commercial projects, including data centre construction. Continued strong growth in the special trade subsector was supported by various projects, including large infrastructure

projects that were nearing completion. The civil engineering subsector expanded at a moderate pace as multi-year infrastructure projects approached completion. *(Source: Bank Negara Malaysia (BNM))* These dynamics collectively reinforce demand for MEPF works.

4.2 Performance of Specialised Construction Activities



(Source: DoSM) ***Note****: *It also includes the installation of elevators, automated doors, vacuum cleaning systems, insulation and other construction installations which are not elsewhere classified.*

- MEPF works are undertaken as part of specialised construction, which covers activities requiring specific technical expertise, such as site preparation, electrical and plumbing systems installation, and building completion and finishing. The value of construction work done for specialised construction activities and MEPF systems indicates the performance of the MEPF services industry.

- Between 2023 and 2025, the value of construction work done for specialised construction grew at a compound annual growth rate (CAGR) of 29.2%. Growth was supported by broad-based expansion across subsectors, particularly site preparation, building completion and finishing, and other construction installations. In H1 2026, the value of construction work done for specialised construction activities increased by 21.0% to RM12.4 billion compared to H1 2025. *(Source: DoSM)* This growth aligns with continued activity across other subsectors, which generated demand for early-stage and finishing works.

- Within this sector, the value of construction work done for MEPF systems, which also includes the installation of elevators, automated doors, vacuum cleaning systems, insulation and other construction installations, recorded a CAGR of 15.0% between 2023 and 2025. The expansion was led by other construction installation activities, which recorded a CAGR of 42.5% over the same period. In 2025, the value of construction work done for MEPF activities reached RM10.4 billion, with further growth of 18.1% in H1 2026 compared to the same period in 2025. *(Source: DoSM)*

- The consistent growth of the specialised construction sector and MEPF systems underscores the importance of MEPF works in ensuring building functionality and operational readiness. For data centres in particular, these systems are critical to ensure uninterrupted operations and create sustained opportunities for contractors like MyDCD Group.

5. DEMAND AND DEMAND DEPENDENCIES

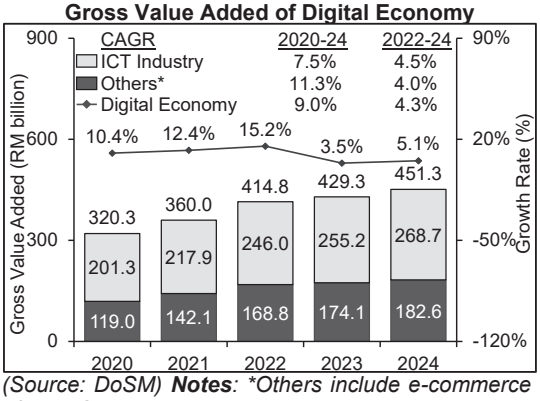
- Data centres are a key enabler of Malaysia's digital economy, providing the infrastructure required to support cloud services, artificial intelligence (AI) applications and high-performance computing. Their operations demand extensive MEPF works, including

uninterrupted power supply, advanced cooling and ventilation systems, piping installations and fire protection systems. The scale and complexity of these requirements position data centres as a key driver of demand for specialised MEPF contractors.

5.1 Performance of the Digital Economy

- As digital transformation accelerates, the demand for computing power and digital solutions continues to grow. As AI and high-performance computing adoption increase in the digital economy, data centres are becoming essential for managing and processing the vast volumes of data collected, processed and generated. Hence, the performance of Malaysia's digital economy serves as a key indicator of the growing need for data centres.

- The contribution of the digital economy is measured by the total gross value added (GVA) of the ICT industry and e-commerce of the non-ICT industry. GVA measures the output value generated by activities, excluding the value of intermediate goods and services. As one of the fastest-growing industries, the contribution of the digital economy to Malaysia's overall economy increased by 5.1%, accounting for 23.3% of the total GDP in 2024. Between 2022 and 2024, the digital economy's contribution grew at a CAGR of 4.3%. Within the broader ICT industry, the GVA of the ICT services industry rose by 3.3%, reaching RM107.7 billion in 2024. *(Source: DoSM)*



(Source: DoSM) ***Notes****: *Others include e-commerce of non-ICT industry. Latest available data.*

- High levels of internet penetration, rising from 95.3% of households with mobile broadband internet access in 2023 to 96.0% in 2025, have facilitated the rapid uptake of e-commerce and digital financial services. Continued e-commerce adoption is reflected in Malaysia's e-commerce income, which increased by 1.9% to RM1.3 trillion in 2025. E-commerce activities continued to expand in H1 2026, with income increasing by 2.8%, compared to H1 2025. These developments underscore the rising need for data centre infrastructure, signalling multi-year MEPF services visibility. *(Source: DoSM)*

5.2 Growth in AI Applications and Implications for Data Centre Demand

- The rapid adoption of AI technologies is reshaping global data centre demand. AI applications require extensive computational power and continuous data processing. To meet these needs, companies worldwide are expanding and upgrading their data centre capacity, resulting in a surge in new developments and modernisation projects across key markets.

- Globally, cloud service providers and technology firms such as Microsoft, Amazon Web Services (AWS), Google, Meta and Oracle are expanding interconnected data centre networks to host and process data for enterprises and end-users worldwide. This interconnected infrastructure allows data to be stored and accessed across multiple regions. Malaysia has benefitted from this trend, positioning itself as a regional hub due to its cost competitiveness, reliable utilities and proximity to Singapore's well-established connectivity ecosystem, which includes an extensive network of submarine fibre optic cables. Singapore is a key global telecommunications hub, supported by extensive submarine fibre optic connectivity. As of 2023, 26 subsea cables land across three sites, with plans to double the number of sites over the next decade. This expanding subsea cable ecosystem reinforces

Singapore's position as one of the most highly connected cities in the world for international data traffic. *(Source: Vital Factor analysis and Singapore Economic Development Board)*

- The launch of generative AI services such as Microsoft Copilot and Google Gemini has further accelerated the need for AI-optimised data centre capacity. These applications require high-performance servers, resulting in new needs for facility design, power distribution, and thermal management. As AI adoption spreads across industries, from cloud computing and financial services to e-commerce and manufacturing, the global demand for data centre capacity continues to rise, with Malaysia well-positioned to capture a share of this growth.

- AI has become a key driver of global digital infrastructure investments. As businesses and governments adopt AI to enhance productivity, cybersecurity and automation, the demand for low-latency, secure and energy-efficient data centres is expected to remain strong. This ongoing expansion strengthens Malaysia's position within the global data centre network and supports continued development across the country.

5.3 Investments in the Digital Economy, Including Data Centres

- Malaysia has emerged as a strategic hub for data centre development, driven by cost competitiveness, reliable utilities and strong policy support. Compared with established hubs like Singapore, Malaysia offers lower land and operating costs, especially in Johor, which benefits from its proximity to Singapore's global connectivity infrastructure.

- Digital investments, particularly in data centres, cloud computing and AI-related facilities, have accelerated alongside the expansion of the digital economy. In H1 2026, Malaysia secured RM103.3 billion in approved private investment in the information and communications industry, representing 68.2% growth from RM61.4 billion in H1 2025. The increase was primarily driven by foreign investment, which surged 77.1% from RM47.2 billion to RM83.5 billion, while domestic investment grew 38.5% from RM14.2 billion to RM19.7 billion over the same period. *(Source: MIDA)*

- Since 2022, Malaysia has secured a series of high-profile data centre investments that underscore its positioning as a regional hub. Google announced a RM9.4 billion investment in 2024 to build its first data centre and Google Cloud region, while Microsoft committed RM10.5 billion over four years to expand cloud and AI infrastructure through new hyperscale campuses. YTL Power International Bhd is developing YTL Data Centre Park in Johor, supported by a partnership with Nvidia to host AI infrastructure. At the same time, Princeton Digital Group and Bridge Data Centres continue to expand their regional campuses. Sime Darby Property has also advanced plans for a hyperscale facility at Elmina Business Park. The development pipeline has also expanded with projects by AirTrunk, ST Telemedia Global Data Centres, TM Nxera and Racks Central, while Firmus announced a multi-year partnership with OpenAI in September 2026 to provide dedicated AI compute capacity from two sites in Malaysia. Collectively, these projects reflect the strong capital inflows driving Malaysia's role as a preferred destination for global technology firms seeking scalable regional capacity. *(Source: MIDA)*

- Malaysia has continued to attract significant data centre developments, supported by strong economic performance and coordinated policy facilitation. The expansion of data centre facilities is mainly concentrated in key corridors such as the Klang Valley and Johor, where energy supply, infrastructure readiness and investor support are well established. *(Source: DoSM)*

- The Digital Investment Office, a joint platform by MIDA and Malaysia Digital Economy Corporation (MDEC), continues to support digital investments with streamlined processes and end-to-end support. From 2021 to H1 2026, Malaysia recorded RM385.7 billion in data

centre-related investments, reflecting strong investor confidence in the country's digital infrastructure capabilities. Malaysia's data centre market is projected to grow from USD4.04 billion in 2024 to USD13.57 billion by 2030, driven by a 22.4% annual growth rate. *(Source: MIDA)*

6. SUPPLY DEPENDENCIES – LABOUR SUPPLY AND COST

- The construction industry in Malaysia relies heavily on foreign workers for labour-intensive tasks, particularly for on-site construction and installation works. As such, policies regarding foreign worker supply directly impact labour availability. In 2023 and 2024, the Malaysian government introduced several changes, including suspending the Foreign Worker Employment Relaxation Plan and adjusting worker quotas. The government also allows foreign workers to switch employers across sectors. Under the Thirteenth Malaysia Plan, the Government aims to reduce reliance on foreign workers by lowering their share of the total workforce to an average of 10% in 2030 and to 5% in 2035 *(Source: Ministry of Economy)*.

- Labour costs constitute a significant component of expenses in industries such as MEPF services, and recent government measures have increased these costs. Under Budget 2027, the national minimum wage will be raised from RM1,700 to RM2,000 per month, effective June 2027. In addition, Employees Provident Fund (EPF) contributions were extended to foreign workers at 2% of monthly wages for both employers and employees, with the requirement effective for wages earned from October 2025. These measures have increased operating costs for businesses.

7. COMPETITIVE LANDSCAPE

- The MEPF services industry is fragmented, with many players. These include specialised MEPF contractors focused on data centre projects, M&E engineering firms serving diverse industries, and construction companies that integrate MEPF works into the general building and infrastructure projects.

- The companies listed below are for comparison with industry players whose business includes similar business activities to MyDCD Group. The selection criteria include Construction Industry Development Board (CIDB) Grade 7 M&E contractors offering MEPF services for data centres; operating in Peninsular Malaysia; having recent financial information available; and revenue ranging between RM 100 million and RM 1.5 billion. The list is sorted in descending order of revenue and is not exhaustive. Some of these companies may also engage in other construction works or other activities.

Company	FYE [1]	Rev[2] (RM '000)	GP/(GL)[2] (RM '000)	GP/(GL)[2] margin	PAT/(LAT)[2] (RM '000)	PAT/(LAT)[2] margin
PMX Malaysia S/B	Dec-25	1,261,652	150,059	11.9%	126,470	10.0%
MyDCD Group	**Jun-26**	**666,029**	**99,847**	**15.0%**	**66,796**	**10.0%**
Sunway Engineering S/B[3]	Dec-25	418,265	26,905	6.4%	80,836	19.3%
Critical Holdings Berhad[4]	Jun-25	328,923	49,567	15.1%	27,897	8.5%
Shinryo (Malaysia) S/B	Sep-24	200,384	34,179	17.1%	26,654	13.3%
LFE Corporation Berhad[5]	Dec-25	192,890	25,473	13.2%	16,985	8.8%
Datapuri S/B[6]	May-25	137,652	(1,179)	(0.9%)	(3,291)	(2.4%)

FYE = Financial Year Ended; Rev = Revenue; GP = Gross Profit; GL = Gross Loss; PAT = Profit after Tax; LAT = Loss after Tax; S/B = Sendirian Berhad. ***Notes****: **(1)** Latest audited financial data from the Companies Commission of Malaysia, annual reports and MyDCD Group. **(2)** It may include other business activities, products or services at the group or company level. **(3)** A subsidiary of Sunway Berhad listed on the Main Market of Bursa Securities. PAT exceeded its GP mainly due to other income amounting to RM71.3 million, which included dividend income, gains on disposal of property, plant and equipment, other rental income and other miscellaneous income. **(4)** Listed on the Main Market*

of Bursa Securities. ***(5)*** *Listed on the Main Market of Bursa Securities.* ***(6)*** *A subsidiary of Gadang Holdings Berhad listed on the Main Market of Bursa Securities.*

- Other relevant industry players, for which financial information is not available, include IT Usaha Engineering Sdn Bhd, EKG M&E Sdn Bhd, and ADC Power Concept Sdn Bhd.

8. BARRIERS TO ENTRY

- The barriers to entry in the MEPF services industry are generally low. This is evidenced by the number of operators in the industry registered with the CIDB. As of 9 October 2026, the CIDB registry recorded 101,744 contractors in the M&E engineering category. Within this group, 11,046 are Grade 7 contractors, of which 5,873 are located in Selangor and Kuala Lumpur. Grade 7 contractors are subject to the most stringent conditions and face no restrictions on the value of projects they may undertake. MyDCD Group is a Grade 7 contractor registered with the CIDB in M&E engineering.

- In addition to registration, operators are typically required to demonstrate a proven track record to secure projects. However, the need for working capital is minimal, with the main challenge being the availability of skilled technical resources.

9. INDUSTRY SIZE AND SHARE

- The size of the MEPF industry and share of MyDCD Group are estimated as follows:

2025 – Malaysia	Market Size [a] (RM million)	MyDCD Group	
		Revenue (RM million) [b] [1]	Market Share (%) [2]
Value of Construction Work Done for MEPF Systems	10,428	666	6

Sources: (a) DoSM; (b) MyDCD Group. ***Notes****:* ***(1)*** *FYE 30 June 2026 was used as a proxy for the calendar year 2025.* ***(2)*** *((b) divided by (a)) x 100%.*

10. INDUSTRY OUTLOOK AND PROSPECTS

Drivers of Growth and Opportunities

- The **construction industry** is projected to grow at 6.4% in 2026 and is forecast to register a growth of 5.7% in 2027. This outlook is driven by continued activities across all subsectors, with the development of new data centres continuing to sustain the non-residential subsector. These activities, together with other building and infrastructure projects, are projected to generate demand for mechanical, electrical and plumbing installation works, supporting specialised construction activities. *(Source: Ministry of Finance (MoF))*

- **Data centres** are driving increasing demand for MEPF services. The direct GDP contribution of data centre activities was estimated by BNM to rise from RM0.9 billion in 2021 to RM14.1 billion by 2025, driven by expansion in construction and operations and greater localisation of services. With only about 26% of planned data centre capacity operational as of January 2026, the continued development of new facilities is expected to support construction and equipment installation activities. This trend underpins sustained demand for MEPF services. *(Source: BNM and Vital Factor analysis)*

- **Government initiatives** are supporting the expansion of the data centre industry. The establishment of the National AI Office reflects efforts to position Malaysia as a key player in the global digital economy. These measures are expected to drive growth in the domestic data centre industry, with the market projected to reach USD13.57 billion by 2030. Growth will be driven by the acceleration in digitalisation and the increase in the adoption of cloud

technology, big data, the Internet of Things (IoT) and smart cities initiatives. *(Source: MIDA)*. The Government's commitment to strengthening digital infrastructure further enhances the outlook for data centres, creating opportunities for service providers within the industry.

- The **broader digital economy** is generating structural demand for data centre infrastructure. MDEC is supporting Malaysia's target for the digital economy to contribute 30% of GDP by 2030, driven by continued AI adoption, digital economy acceleration and industry transformation. These structural shifts are driving sustained demand for advanced data centre infrastructure. *(Source: MDEC)*

- **Supportive regulatory frameworks** are enhancing Malaysia's attractiveness for data centre operators. Initiatives such as the Green Lane Pathway and the Corporate Renewable Energy Supply Schemes (CRESS) have streamlined regulatory processes and fast-tracked access to sustainable power, offering critical incentives for energy-intensive data centre development. *(Source: DoSM)* These initiatives strengthen Malaysia's position as a destination for data centre operators that prioritise green data centre development.

Threats and Challenges

- **Labour shortages and rising costs** may also affect the performance of operators in labour-intensive industries such as the MEPF services industry. Government measures to regulate the intake of foreign workers, together with its longer-term aim to reduce reliance on foreign workers under the Thirteenth Malaysia Plan, may constrain labour availability. In addition, mandatory EPF contributions for foreign workers may increase labour costs. The Government has also announced an increase in the national minimum wage from RM1,700 to RM2,000 per month, effective June 2027. These measures may affect operators in the industry, including MyDCD Group, as it may impact the availability of resources.

- Data centres are **highly energy and capital-intensive**, relying on continuous electrical supply and substantial upfront capital investment, often tied to a few large hyperscale clients. As at March 2026, Malaysia had secured 59 data centres and hyperscale projects, of which 36 are operational *(Source: MoF)*. As more projects become operational, electricity demand is expected to increase, potentially straining power supply. To accommodate growing demand, Tenaga Nasional Berhad plans to invest RM15 billion in strengthening the national electricity grid. Similarly, rising water demand for cooling systems may strain water supply infrastructure. The Selangor Government has indicated that data centre projects will not be approved without adequate water and electricity supply. Land-use restrictions may also constrain data centre developments, as new projects are limited to designated industrial and commercial zones, while special permits are required for land use that differs from its prescribed conditions *(Source: Ministry of Housing and Local Government)*. Delays in infrastructure upgrades, constraints in electricity and water supply, land-use restrictions and development approval requirements, or disruptions in the digital economy, such as project delays, cancellations, or consolidations, could limit the pace of new data centre developments, reducing opportunities for MEPF contractors.

- In July 2025, Malaysia's Ministry of Investment, Trade and Industry (MITI) required exports, transhipments and transit of specified **advanced AI chips** to be notified to the Strategic Trade Secretariat at least 30 days in advance, with a **Strategic Trade Permit** required where determined following assessment under the Strategic Trade Act 2010. While this is not a ban, the measure adds regulatory oversight that may delay hardware procurement, raise compliance costs and create uncertainty for data centre projects. As data centres depend on timely access to advanced AI chips, these controls could slow project execution, deter certain clients and increase volatility in demand for MEPF contractors.

9. RISK FACTORS

NOTWITHSTANDING THE PROSPECTS OF OUR GROUP AS OUTLINED IN THIS PROSPECTUS, YOU SHOULD CAREFULLY CONSIDER, IN ADDITION TO THE OTHER INFORMATION CONTAINED ELSEWHERE IN THIS PROSPECTUS, THE FOLLOWING RISK FACTORS THAT MAY HAVE A SIGNIFICANT IMPACT ON THE FUTURE PERFORMANCE OF OUR GROUP BEFORE INVESTING IN OUR SHARES.

IF YOU ARE IN ANY DOUBT AS TO THE INFORMATION CONTAINED IN THIS SECTION, YOU SHOULD CONSULT YOUR STOCKBROKER, BANK MANAGER, SOLICITOR, ACCOUNTANT OR OTHER PROFESSIONAL ADVISERS.

9.1 RISKS RELATING TO OUR BUSINESS OPERATIONS

9.1.1 Our business and financial performance depend on our ability to secure new projects consistently and we may not be able to maintain the same level of growth in the future

A significant portion of our revenue is derived from the integration of MEPF systems and subsystems, primarily through fixed lump-sum contracts or confirmed purchase orders for specific projects. These revenues are typically non-recurring. Once completed, these projects do not generate repeat business; thus, our financial sustainability heavily depends on our ability to secure new contracts to continually replenish our order book.

Our revenue from project-based lump sum contracts and order-based services accounted for 92.20% (RM172.12 million), 91.69% (RM165.87 million), 95.64% (RM355.76 million), and 97.02% (RM646.18 million) of our total revenue for FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. As at the LPD, we have a total order book of RM1.32 billion which is expected to be progressively recognised as revenue up to FYE 2032, of which approximately 39.05% is expected to be recognised in FYE 2027.

To sustain and grow our business, we regularly submit proposals and quotations to potential clients in an effort to secure new projects. However, there can be no assurance that these efforts will consistently result in awarded contracts or that we will be able to secure sufficient contracts to maintain growth. Our ability to win new contracts is also influenced by factors beyond our control, including market conditions, competition, client priorities, and economic cycles.

Additionally, while we are committed to undertaking projects on commercially acceptable terms, we cannot guarantee that the projects we secure will always be favourable or aligned with our financial expectations. Changes in project scope, delays in approvals, or shifts in client requirements may impact project profitability. The terms of certain projects may also expose us to risks related to cost overruns, payment delays, or unexpected technical challenges.

Any significant delay in securing new contracts or failure to replenish our order book could result in reduced revenue, diminished cash flow, and an adverse impact on our financial performance. Prolonged periods without new project awards could negatively affect our ability to sustain or grow our operations, potentially jeopardising future growth prospects.

Furthermore, the cyclical nature of the construction and infrastructure industry, along with broader economic and geopolitical risks, could also impact the frequency and volume of projects available for bidding. There is no guarantee that we will be able to secure new contracts or purchase orders continuously.

9. RISK FACTORS

In addition, our revenue recorded a CAGR of 52.80%, which increased from RM186.68 million in the FYE 2023 to RM666.03 million in FYE 2026. Similarly, our PAT has been growing with a CAGR of 58.48%, which increased from RM16.78 million in FYE 2023 to RM66.80 million in FYE 2026. Additionally, our PAT margin improved from 8.99% in FYE 2023 to 10.03% in FYE 2026. However, there is no assurance that we will be able to sustain similar or higher rates of growth in revenue, PAT, or PAT margin in the future. Our ability to maintain growth could be influenced by both internal and external factors. These include fluctuating supply and demand conditions, the ability to execute projects on time, rising costs, and the successful implementation of our business strategies and plans. Furthermore, changes in economic conditions, international trade practices, social factors, regulatory landscapes, or increased competition could also adversely impact our future growth prospects.

9.1.2 Our business is dependent on the performance of user industries, mainly the data centre industry in Malaysia, and any slowdown may adversely affect our business sustainability and financial performance

As an integrator of critical data centre infrastructure, our business performance is closely tied to the growth and investment cycles of the data centre industry in Malaysia. For the Financial Periods Under Review, the majority of our revenue was derived from data centre infrastructure integration, namely MEPF systems and subsystems. Specifically, these services accounted for 92.20%, 91.69%, 95.64% and 97.02% of our total revenue in FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

As such, our business operations and financial performance are highly dependent on the performance of the data centre sector. A slowdown or decline in this sector, particularly within Malaysia, could significantly affect our business sustainability and future growth prospects.

Several factors influence the data centre industry and, in turn, our business. Key drivers include the growing demand for cloud services, storage, and server capacity, as well as artificial intelligence (AI) and machine learning applications, enterprise data storage and backup solutions, and edge computing services. Any slowdown in the expansion of data centres, whether due to a reduction in demand or other factors, could negatively affect market conditions. Additionally, shifts in industry dynamics, such as technological advancements, delays in capacity expansion, an oversupply of facilities, or reductions in capital expenditure for new developments and upgrades, could further exacerbate the challenges facing the sector.

Moreover, macroeconomic factors could also affect the performance of the data centre sector. Regulatory or policy changes related to land use, energy efficiency, and ESG requirements, particularly those focused on reducing carbon emissions, power consumption and water usage, could place additional constraints on the industry. For example, limitations in utility infrastructure, including power supply constraints, grid limitations, and insufficient water supply in certain regions, could hinder the ability of data centre operators to expand their capacity. Similarly, broader economic conditions, such as rising construction costs, inflationary pressures, and disruptions in global supply chains, including shortages or import bans in advanced graphics processing units (GPUs), could delay projects and reduce overall demand for data centre services.

While Malaysia has experienced and continues to witness growth in the construction of data centres, there is a risk that the market may reach a saturation point, leading to a substantial slowdown in the construction of new data centres.

Given our reliance on the data centre sector, we are exposed to risks associated with its performance. Any slowdown or decline in the sector's growth or demand could adversely affect the demand for our products and services, which in turn could negatively impact our business and financial results.

9. RISK FACTORS

9.1.3 We face risks from customer concentration and dependency on certain major customers, and the loss of any one of these customers may affect our financial performance

We face customer concentration risks where a large portion of our total revenue during the respective Financial Periods Under Review was derived from a small group of customers. For the Financial Periods Under Review, our top three major customers collectively accounted for 86.58% (RM161.64 million), 85.98% (RM155.55 million), 88.76% (RM330.20 million) and 95.76% (RM637.80 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. The customer concentration risks mainly arise from the project-based nature of our business and the sizeable contract values of our projects. During the Financial Periods Under Review, our revenue was mainly derived from projects undertaken for our top three major customers, resulting in a concentration of revenue among the top three major customers.

In addition to customer concentration risks, we are dependent on certain major customers, namely Customer A Group, Customer B Group and Binastra Builders Sdn Bhd by virtue of their revenue contribution for the Financial Periods Under Review as follows:

- Revenue contribution from Customer A Group, which accounted for 52.23% (RM97.51 million), 38.69% (RM69.99 million) and 9.77% (RM36.35 million) of our total revenue for the FYE 2023, FYE 2024 and FYE 2025 respectively. We started dealing with Customer A Group in 2011 when we secured our first project for the integration of MEPF systems for data centres. The revenue contribution from Customer A Group has reduced over the Financial Periods Under Review, and our Group did not secure any new projects from Customer A Group during the FYE 2026 and up to the LPD. For the Financial Periods Under Review and up to the LPD, we have completed 12 projects involving the integration of MEPF systems and subsystems for data centres. In addition, we also provide preventive and corrective maintenance services and parts to the Customer A Group.

- Revenue contribution from Customer B Group, which accounted for 8.23% (RM15.36 million), 42.85% (RM77.53 million), 17.31% (RM64.40 million) and 5.37% (RM35.79 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. Customer B Group has been our customer for the integration of critical MEPF systems for data centres since 2011. For the Financial Periods Under Review and up to the LPD, we have completed 71 projects involving the integration of MEPF systems and subsystems for data centres. As at the LPD, we have 9 ongoing projects with Customer B Group for the integration of MEPF systems and subsystems for data centres. In addition, we also provide preventive and corrective maintenance services and parts to the Customer B Group.

- Revenue contribution from Binastra Builders Sdn Bhd, which accounted for 4.24% (RM7.68 million), 61.68% (RM229.46 million) and 85.36% (RM568.52 million) of our total revenue for the FYE 2024, FYE 2025 and FYE 2026 respectively. We secured our first project with Binastra Builders Sdn Bhd in 2023 for the integration of MEPF systems for a data centre in Bukit Jalil, which was completed in June 2026. Subsequently in FYE 2025, we secured an additional project for the integration of MEPF systems for a data centre in Cyberjaya. For FYE 2025, our revenue derived from this customer was mainly from these projects. We continued to secure contracts from this customer in FYE 2026, including the Data Centre CJ12 Integrated Project 2 and Data Centre EX3 Integrated Project 1, which contributed to the revenue derived from this customer in FYE 2026. As at the LPD, we have 3 ongoing projects with Binastra Builders Sdn Bhd for the integration of MEPF systems for data centres. The aggregate project value of these projects amounted to RM1.10 billion, with order book of RM822.34 million as at the LPD. As these projects are expected to be completed between FYE 2027 and FYE 2028, the order book from these projects will be recognised as revenue in FYE 2027 and FYE 2028 as and when the services are provided.

In the event that the contracts from these customers are reduced, suspended, or terminated and not replaced promptly, it will adversely affect our profitability and financial performance. We have experienced a material descoping for a project from Customer A Group in Cyberjaya during the Financial Periods Under Review, as discussed in **Section 9.1.4** of the Prospectus.

Notwithstanding our established business relationship with these major customers, there is no assurance that we will be able to retain them in the future, nor can we assure that we can maintain or increase our current level of sales with these customers. If there are any adverse changes in our business relationship with these major customers, including reduction or cancellation of contracts/orders, or termination of our business dealings, this could adversely affect our business and financial performance. There is also the risk that we may not be able to promptly secure new customers to replace the loss of sales from any one of these major customers, which could also adversely affect our business and financial performance. Any new customer may not provide us with the same or better commercial and financial terms as those provided to these major customers.

9.1.4 Our business and financial performance may be materially impacted if we experience delays in the implementation or completion of our projects, encounter significant reductions in the scope of our projects, or face early termination or suspension of work

We are required to meet specific milestones and delivery timelines, particularly for integration projects involving critical data centre infrastructure. These projects encompass various activities, including engineering support, supply and installation, testing, and commissioning of MEPF systems. Any delays in meeting these timelines could lead to a negative impact on our financial performance. For instance, delayed revenue recognition may occur if project milestones are postponed, which can impact our cash flow and financial reporting. Additionally, delays may result in project cost overruns, which would affect our overall profitability. Moreover, customers may reduce the scope of our work or terminate contracts if timelines are not met, which could negatively impact our financial performance and potentially result in the loss of future business opportunities.

Some of our contracts include provisions for performance penalties, such as LAD, which we may incur if a project is completed later than the agreed-upon completion date or beyond any allowed extension of time. These penalties, if applied, would have a materially adverse impact to our financial performance and may reduce our profitability. Furthermore, delays in project delivery could harm our relationships with customers, damage our market reputation, and hinder our ability to secure future projects.

Projects may be delayed for various reasons. For example, delays in site handover, unforeseen site conditions at the time of handover, or engineering and safety challenges can all contribute to project delays. On-site accidents, delays in material delivery, or labour shortages are additional factors that may cause disruptions. Delays or underperformance by subcontractors can also contribute to project timelines being delayed. Moreover, external factors, such as changes in government policies or regulations, such as restrictions on foreign labour, may impact the availability of resources and further delay project completion.

In addition to delays, we may also encounter significant reductions in the scope of our projects, or face early termination or suspension of work due to unforeseen circumstances before we complete our scope of work. These reasons could include non-performance by either party, insolvency, payment defaults, economic downturns, changes in customer plans, or regulatory changes. Furthermore, situations beyond the control of either party, such as natural disasters or geopolitical events, may lead to force majeure conditions, resulting in early termination or suspension. If a project is terminated or suspended early, we may face challenges in recovering incurred costs, revenue billed, and lost future revenue. This could lead to a material adverse impact on our financial performance and results of operations.

9. RISK FACTORS

During the Financial Periods Under Review and up to the LPD, we have experienced a material descoping for a project in Cyberjaya, resulting from certain areas of the project not meeting the customer's expectations. Following the scope adjustments, the proposed adjusted contract value is RM87.20 million, compared to the original RM111.21 million.

Save for the above, we do not experience any material reductions in the scope of work, early terminations, or suspensions for any of our projects. However, there is no assurance that such challenges will not arise in the future.

9.1.5 We may not be able to invoice and receive the full amount of contract assets for our projects

Our data centre critical infrastructure integration projects recognise revenue based on the percentage of work completed or services performed. Depending on the terms of each contract, we typically submit progress claims and reports to our customers in accordance with the work's progress. These progress claims are subject to validation or certification by the customers or their representatives. Once validated or approved, we issue invoices for progress payments based on the approved claims, which correspond to the percentage of work completed.

Our contract assets represent the value of work performed that has not yet reached the point where we can invoice our customers for the completed work. There is generally a timing difference between the completion of contract work, the submission of our payment application, the issuance of payment certificates by our customers, and the subsequent issuance of invoices and receipt of payment from our customers. Our contract assets were RM53.57 million, RM63.39 million, RM154.13 million, and RM147.47 million as at FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

The value of contract assets may fluctuate from period to period due to the timing differences between the completion of each stage or milestone of work and the subsequent certification of the completed work by our customers. During the Financial Periods Under Review, there were no impairments of contract assets, as we are able to invoice the full amount of such contract assets. There is no assurance that we will be able to bill and receive the full amount of contract assets, as disagreements may arise with our customers regarding the value of work completed. If we are unable to bill and collect the full amount of contract assets, our financial performance, position, and liquidity could be materially and adversely affected.

Additionally, if our customers experience financial distress and are unable to meet their payment obligations, we may not be able to recover the full potential value of our contract assets, which could negatively impact our financial performance.

9.1.6 We face the risk of cost overruns for our integration projects as they are based on a fixed lump sum contract, which typically takes 12 months and up to 36 months to complete

Our projects are based on a fixed lump sum contract. In the event of unanticipated cost increases during project implementation and execution that we are unable to pass on to our customers, this would adversely affect our financial performance. Some of these unanticipated cost overruns may arise from increases in the prices of specialised equipment such as computer room air conditioning units, UPS and pumps or from increases in the cost of subcontracted services during periods where there is a shortage of workers.

Unanticipated cost arises due to the requirement to estimate the project cost for submission in tenders and proposals, where the awarding of the tenders or contracts may be several months later, and the duration of some projects may take up to 36 months to complete. During the Financial Periods Under Review, we have not encountered any material unanticipated cost increases in the ordinary course of our project execution and implementation. While we are experienced in estimating costs for the submission of tenders or proposals, there is no assurance that we will not encounter unanticipated cost increases or estimation errors, which may adversely impact our financial performance.

9. RISK FACTORS

9.1.7 Our business operations are subject to operational risks such as accidents, a shortage of labour, and other operational incidents

As our work scope involves handling bulky systems and heavy equipment, we face inherent occupational hazards, such as the risk of bodily injuries resulting from the manual handling of large equipment and accidents related to the storage and movement of equipment. We are required to comply with all applicable health, safety, and environmental (HSE) laws and regulations governing our project worksites. These laws are designed to protect the health and safety of our employees and subcontractors, as well as mitigate the environmental impact of our activities.

In the event of an accident or breach of applicable HSE regulations, our work at a specific site may be suspended or restricted. Such incidents could also lead to legal or administrative actions taken by the relevant authorities, our customers, or other affected parties. While we strive to comply with all HSE requirements, there is no assurance that we will not face incidents involving workplace accidents, injuries to employees or subcontractors, or non-compliance with HSE laws and regulations in the future, which could adversely affect our operations and reputation.

Our projects rely heavily on both our employees and the workers of our subcontractors for successful implementation. Moreover, any changes in government policies or regulations, such as a freeze on foreign worker quotas, may impact the availability of resources and disrupt the project implementation. As such, labour shortages or labour disputes could lead to interruptions or delays in our projects. These disruptions could result in missed deadlines or even the inability to complete projects on time, potentially harming our financial performance and reputation.

During the Financial Periods Under Review and up to the LPD, we have not encountered any labour shortages or disputes that have resulted in material delays in project implementation or completion. However, there can be no assurance that we will not face such challenges in the future.

9.1.8 We may be subject to defect liability and warranty claims from our customers

Our integration of MEPF projects for data centres typically include a defect liability period (DLP) ranging from 12 months to 27 months from a specific completion date, such as the issuance of a certificate of practical completion (CPC), CCC, taking over certificate, or actual completion. We are responsible for rectifying any defects, at our expense, that arise during the DLP or project warranty period. While we have back-to-back arrangements with equipment manufacturers to replace faulty equipment at no cost to us, we would be required to bear the costs of physically transporting and replacing the affected equipment.

In the event that the project implementation is delayed for any reason and the equipment breaks down during the DLP, but after the product warranty has expired, we will be responsible for the cost of repairing or replacing the equipment. This may harm our financial performance. Conversely, if the equipment breaks down after the DLP period but within the product warranty period, the equipment supplier will be responsible for the costs of repairing or replacing the equipment, and we will not be liable.

During the Financial Periods Under Review and up to the LPD, we have experienced a material descoping for a project in Cyberjaya, as discussed in **Section 9.1.4** of the Prospectus.

Save for the above, we have not experienced any material claims from our customers. Nevertheless, there is no assurance that we will not experience any warranty or defect liability claims in the future.

9. RISK FACTORS

9.1.9 Our growth prospects may be limited if we are unable to execute some of our business strategies and plans effectively

Our business strategies and plans are focused on leveraging our key strengths and capitalising on our core competencies in the integration of MEPF for data centres. Part of our strategy is to strengthen our operational capabilities and resources, as well as to enhance our digital transformation and enhancement. For further details on our business strategies and plans, please refer to **Section 7.22** of this Prospectus.

The prospects and future growth of our business may be limited if we are unable to implement and execute our strategies and plans on schedule and/or budget, and we cannot guarantee that they will be commercially successful. Furthermore, we cannot foresee all potential business and operational risks associated with them. Factors that may affect our ability to execute our business strategy and plans include, but are not limited to, our ability to generate sufficient funds or secure bank loans, limitations in human resources and experience, regulatory changes, economic conditions, international trade practices, and unforeseen delays.

The prospects and future growth of our business are dependent on our ability to implement and execute our strategies and plans effectively and on time. If any delays or failures occur in executing our business strategies or plans effectively, our future business growth and financial prospects may be adversely affected.

9.1.10 Shortcomings in the work that our subcontractors carry out may subject us to the risk of penalties and damage our market reputation

We engage subcontractors to support the implementation of our integrated MEPF system and subsystem projects, where subcontractors are employed to carry out the physical electrical and installation works, other-equipment related works, and associated fit-out works, including interior renovation or fit-out works, installation of raised floor systems, partitions for insulation to house the containment systems, installation of cabinets and racking, as well as finishing works such as painting and cleaning services.

Our purchase of input materials and services from subcontractors accounted for 96.31%, 95.24%, 97.94% and 98.87% of our total purchases of input materials and services for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. Please refer to **Section 7.20** of this Prospectus for further details on subcontracted costs.

If our subcontractors fail to carry out the required works effectively and efficiently, or if the works and/or input materials that they provide to us are substandard, then the services and/or products that we provide to our customers might not meet their specifications, which could lead to penalties being imposed on us and damage our market reputation. If our subcontractors are unable to complete the required services promptly, we may experience delays in completing our projects. The penalties may take the form of, among others, LAD, requests to rectify defects during the DLP, and warranty claims, depending on the nature of the defect and our contract and purchase order with the customer.

During the Financial Periods Under Review and up to the LPD, we have not encountered any claims from our customers that resulted from the shortcomings of our subcontractors. Nevertheless, there is no assurance that we will not be subject to any penalties or other negative repercussions resulting from the shortcomings in the performance of our subcontractors in the future.

9. RISK FACTORS

9.1.11 We are dependent on our Key Senior Management team, and the loss of services without timely replacement would adversely affect our business operations and financial performance

Our business is highly dependent on the experience, knowledge, and skills of our Key Senior Management team headed by our CEO, Ow Yong Hoong Peen, who has approximately over 26 years of experience in the data centre industry. Our CEO, plays a pivotal role in shaping the strategic direction of the business and overseeing its overall operations, including business and financial performance. He is supported by our Key Senior Management team, which includes:

- Ng Gek Khoon, our Key Accounts Director, has over 32 years of experience in M&E system design, installation and maintenance within the MEPF industry;
- Datin Kwan Siew Peng, our Human Resource and Finance Director, has over 36 years of experience in accounting, financial management, and human resources;
- Hon Mau Hoong, our Project and Sales Director, has over 23 years of experience in project acquisition and implementation areas within the MEPF industry;
- Lee Kok Sang, our Engineering Director, has over 29 years of experience in engineering aspects within the MEPF industry;
- Wong Yoke Fang, our Finance Manager, has over 19 years of experience in accounting and finance-related matters; and
- Rohaizad Bin Othman, our Project Manager, has over 17 years of experience in project management.

Each of these individuals brings valuable expertise and experience in their respective areas of responsibility, including finance, technical knowledge, and project management. The detailed profiles of our Key Senior Management team can be found in **Sections 5.1.3** and **5.4.2** of this Prospectus.

However, there is no assurance that we will be able to retain our Key Senior Management team, nor can we assure a smooth transition in the event of any material changes to the management team in the future. Such changes could have a significant impact on our business operations and performance.

9.1.12 Our insurance coverage may not fully cover the losses and liabilities that may arise from our business operations

Our business operations at worksites involve various risks and hazards, including but not limited to workplace accidents, fires, floods, and other natural disasters. We maintain a certain level of insurance to protect us against losses and liabilities, including workmen's compensation and contractor's all-risk insurance for each of our ongoing projects.

All of our insurance policies are subject to periodic renewal, which may result in adjustments to the insurance terms. A significant reduction in claim limits and/or a significant increase in deductibles or premiums could result in higher costs to keep the same level of coverage or necessitate a decrease in coverage. If these insurance policies do not sufficiently cover all the risks associated with our business operations and/or any losses or damages in excess of our sum insured limits or in areas not covered under the insurance policies, this could adversely affect our business operations and financial performance.

The contractors' all risks and workmen's compensation insurance policies are dependent upon our contract requirements. Although we have insurance coverage for various aspects of our business, there is no guarantee that our insurance is sufficient to cover all potential losses, damages, or liabilities that we may incur in the course of our business operations. During the Financial Periods Under Review and up to the LPD, we did not experience any events that were claimable against our insurance policies.

9. RISK FACTORS

9.2 RISKS RELATING TO OUR INDUSTRY

9.2.1 We face competition from other operators that provide similar services

We face significant competition from other operators involved in integrating MEPF systems for data centres, as well as general building M&E integrators. As of 9 October 2026, there were 11,046 mechanical and electrical (M&E) contractors registered as Grade 7 with the CIDB, of which 5,873 are located in Selangor and Kuala Lumpur *(Source: IMR Report)*.

Competition in this sector is driven by several factors, including, among others, track record, market reputation, technical expertise, the ability to meet stringent customer specifications, the range of services offered, and the ability to deliver projects on time and at competitive prices.

There is no assurance that competition from both new and existing operators will not negatively impact our business and financial performance. Increased competition could put pressure on our margins, reduce our market share, or limit our ability to secure new contracts, all of which could adversely affect our operations.

9.2.2 We are subject to risks related to changes in conditions in Malaysia as well as global events

Changes in the political, social, economic, and regulatory conditions in Malaysia may adversely affect our business operations and financial performance. Some of the examples of changes include changes in political leadership, geopolitical events, wars, acts of terrorism, riots, economic policies such as expropriation, nationalisation, fiscal and monetary policies such as changes in interest rates, methods of taxation, tax policies, and foreign worker policies and levy, changes in international relationships and other matters that may influence consumer and business confidence and spending.

In addition, our business may be impacted by global events, including but not limited to geopolitical tensions, financial crises, trade conflicts and sanctions, the imposition of tariffs, restrictions on the import of advanced technologies such as AI, machine learning processors, and integrated circuits like graphics processing units (GPUs), as well as the emergence of new epidemics or pandemics.

As our business is subject to changes in political, social, economic, and regulatory conditions in Malaysia, as well as global events beyond our control, there can be no assurance that such changes or events will not have a material adverse effect on our future operations and financial performance.

9. RISK FACTORS

9.3 RISKS RELATING TO OUR SHARES AND OUR LISTING

9.3.1 There is no prior market for our Shares

Prior to our IPO, there has been no public market for our Shares. Accordingly, there can be no assurance that an active market for our Shares will develop upon our Listing or, if developed, that such market will be sustained.

Furthermore, notwithstanding that our IPO Price was determined after taking into consideration a number of factors including but not limited to our historical earnings, prospects and future plans and our financial and operating history, we cannot assure you that our IPO Price will correspond to the price at which our Shares will be traded on the ACE Market upon or subsequent to our Listing and that the market price of our Shares will not decline below the IPO Price or that an active market for our Shares will develop and continue upon or subsequent to our Listing.

9.3.2 Our Share price and trading volume may be volatile

The market price of our Shares may be highly volatile and could be subject to wide fluctuations in response to, among others, the following factors, some of which are beyond our control:

(i) variation in our operating results;

(ii) success or failure of our management in implementing business and growth strategies;

(iii) changes in securities analysts' recommendations, perceptions or estimates of our financial performance;

(iv) changes in conditions affecting the industry, general economic conditions or stock market sentiments or other events or factors;

(v) changes in market valuations and share prices of companies with similar businesses to our Company that may be listed in Malaysia or anywhere else in the world;

(vi) additions or departures of key management;

(vii) fluctuations in stock market prices and volume;

(viii) involvement in litigation;

(ix) changes in government policy, legislation or regulation; or

(x) natural disasters, health epidemics and outbreaks of contagious diseases.

The performance of Bursa Securities is also affected by external factors such as the performance of the regional and global stock exchanges, inflow or outflow of foreign funds. Sentiment is also largely driven by internal factors such as economic and political conditions of the country as well as the growth potential of the various sectors of the economy. These factors invariably contribute to the volatility of trading volumes on Bursa Securities, thus adding risks to the market price of our Shares.

9. RISK FACTORS

9.3.3 Our Listing is exposed to risk that it may be aborted or delayed

Our Listing may be aborted or delayed due to possible occurrences of certain events, which include the following:

(i) the selected investors fail to subscribe for their portion of our IPO Shares;

(ii) our Underwriter exercising its rights under the Underwriting Agreement to discharge itself of its obligations under such agreement;

(iii) we are unable to meet the minimum public shareholding spread requirement under the Listing Requirements of having at least 25.00% of the total number of our Shares for which our Listing is sought being in the hands of a minimum number of 200 public shareholders holding not less than 100 Shares each at the point of our Listing;

(iv) the occurrence of any event or circumstance beyond the control of our Group; and/or

(v) the revocation of the approvals from the relevant authorities for our Listing for whatever reason.

Where prior to the issuance and allotment of our IPO Shares:

(i) the SC issues a stop order pursuant to Section 245(1) of the CMSA, the applications shall be deemed to be withdrawn and cancelled. Our Company and Offerors, shall repay all monies paid in respect of the applications for our IPO Shares within 14 days of the stop order, failing which our Company and Offerors shall be liable to return such monies with interest at the rate of 10% per annum or at such other rate specified by the SC pursuant to Section 245(7)(a) of the CMSA; or

(ii) our Listing is aborted, investors will not receive any of our IPO Shares and all monies paid in respect of applications for our IPO Shares will be refunded free of interest.

Where subsequent to the issuance and allotment of our IPO Shares:

(i) the SC issues a stop order pursuant to Section 245(1) of the CMSA, any issue of our IPO Shares shall be deemed to be void and all monies received from the applicants shall be forthwith repaid and if any such money is not repaid within 14 days of the date of service of the stop order, our Company and Offerors shall be liable to return such monies with interest at the rate of 10% per annum or at such other rate specified by the SC pursuant to Section 245(7)(b) of the CMSA; or

(ii) our Listing is aborted other than pursuant to a stop order by the SC under Section 245(1) of the CMSA, a return of monies to our shareholders could only be achieved by way of a cancellation of share capital as provided under the Act and its related rules. Such cancellation can be implemented by either:

   (a) the sanction of our shareholders by special resolution in a general meeting, consent by our creditors (unless dispensation with such consent has been granted by the High Court of Malaya) and the confirmation of the High Court of Malaya, in which case, there can be no assurance that such monies can be returned within a short period of time or at all under such circumstances; or

   (b) the sanction of our shareholders by special resolution in a general meeting supported by a solvency statement from the directors.

Nonetheless, our Board will endeavour to ensure compliance with the various requirements for our Listing.

9. RISK FACTORS

9.3.4 The sale, or the possible sale, of a substantial number of our Shares in the public market following our Listing could adversely affect the price of our Shares

Following our Listing, we will have in issue 1,794,000,000 Shares, of which up to 480,000,000 Shares, will be held by investors participating in our Listing (representing approximately 26.76% of our enlarged share capital) and approximately 68.48% will be held by our Promoters and substantial shareholders via their direct interests in our Company.

Our Promoters and substantial shareholders could dispose of some or all of our Shares that they hold after the moratorium period pursuant to their own investment objectives. If our Promoters and substantial shareholders sell, or are perceived as intending to sell, a substantial amount of our Shares that they hold, the market price for our Shares could be adversely affected.

9.3.5 Our future fund raising exercise may result in dilution of your shareholdings

Our capital requirements are dependent on, amongst others, our business, the availability of our resources for attracting, maintaining and enlarging our client base and the need to maintain and expand our service offering. Thus, we may need additional capital expenditure for future expansions and/or investments. An issue of new Shares or other securities to raise funds will dilute shareholders' equity interest and may, in case of a rights issue, require additional investments by shareholders.

9.3.6 There is no assurance of payment of dividends to our shareholders

We are a holding company and we conduct all our operations through our Subsidiary. Accordingly, our main source of income, which is an important factor in our ability to pay dividends to our shareholders, is the receipt of dividends and other distributions to us from our Subsidiaries.

However, our Group's ability to distribute dividends or make other distributions to our shareholders is subject to various factors, such as profits recorded, excess of funds not required to be retained for working capital for our business, capital expenditure and other investment plans.

There can be no assurance that dividends will be paid out in the future or on timing of any dividends that are to be paid in the future. If we do not pay dividends or pay dividends at levels lower than that anticipated by investors, the market price of our Shares may be negatively affected.

9.3.7 Our Promoters and substantial shareholders will be able to exert significant influence over our Company and the interest of our Promoters and substantial shareholders who control our Company may not be aligned with the interest of our other shareholders

Our Promoters and substantial shareholders will collectively hold approximately 68.48% of our enlarged number of issued Shares upon our Listing. As a result, they will be able to effectively control the business direction and management of our Group including the election of Directors, the timing and payment of dividends as well as having substantial voting control and as such, will likely influence the outcome of certain matters requiring the vote of our shareholders, unless they and persons connected with them are required to abstain from voting either by law, relevant guidelines or regulations. Therefore, there is a risk of non-alignment of interests by our Promoters and substantial shareholders with those of our other shareholders.

10. RELATED PARTY TRANSACTIONS

Pursuant to the Listing Requirements, subject to the exemptions, generally a "related party transaction" is a transaction entered into by a listed corporation or its subsidiary which involves the interest, direct or indirect, of a related party. A "related party" is defined as a director, major shareholder or person connected with such director or major shareholder (including, a director or major shareholder within the preceding 6 months before the transaction was entered into) as per Rule 10.02 of the Listing Requirements. "Major shareholder" means a shareholder with a shareholding of 10% or more (or 5% or more where such person is the largest shareholder in the company) of all the voting shares in the company as per Rule 1.01 of the Listing Requirements.

Upon our Listing, we may be required to seek our shareholders' approval each time we enter into a material related party transaction in accordance with Rule 10.08 of the Listing Requirements. However, if the related party transactions are deemed as recurrent related party transactions, we may seek a general mandate from our shareholders to enter into these transactions without having to seek separate shareholders' approval each time we wish to enter into such related party transactions during the validity period of the mandate and the interested person shall abstain from voting on resolution(s) pertaining to the respective transaction.

Under the Listing Requirements, related party transactions may be aggregated to determine its materiality if the transactions occurred within a 12-month period, are entered into with the same party or with parties related to one another or if the transactions involved the acquisition or disposal of securities or interests in one corporation/asset or of various parcels of land contiguous to each other.

10.1 RELATED PARTY TRANSACTIONS

Save for the Acquisition of DCD Technology, and as disclosed below, there are no other material related party transactions, existing or proposed, entered or to be entered into by our Group which involve the interests, direct or indirect, of our Directors, major shareholders and/or persons connected with them for the Financial Periods Under Review and up to the LPD:

No.	Transacting parties	Interested persons and nature of relationship	Nature of transaction	Transaction value				
				FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000	1 July 2026 and up to the LPD RM'000
1.	DCD Technology and ITP Cjaya	**Ng Gek Khoon** Ng Gek Khoon is our Promoter, substantial shareholder and key senior management as well as the director of DCD Technology. He is also a major shareholder (11.00%) of ITP Cjaya.	Provision of MEPF works as well as maintenance services by DCD Technology for an office building and data centre located at Cyberjaya, Selangor(1)	-	449 (0.25% of our Group's revenue)	9,528 (2.56% of our Group's revenue)	189 (0.03% of our Group's revenue)	535

10. RELATED PARTY TRANSACTIONS

No.	Transacting parties	Interested persons and nature of relationship	Nature of transaction	Transaction value				
				FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000	1 July 2026 and up to the LPD RM'000
		Ng Kok Hoong Ng Kok Hoong is our Promoter and substantial shareholder. He is also a substantial shareholder (7.17%) of ITP Cjaya. **Ow Yong Min Che** Ow Yong Min Che is our Non-Independent Non-Executive Chairman. He is also the spouse of Lim Eng Nee, who is a major shareholder (32.33%) of ITP Cjaya. **Ow Yong Hoong Peen** Ow Yong Hoong Peen is our CEO. He is also the son of Lim Eng Nee, who is a major shareholder (32.33%) of ITP Cjaya.	Rental deposit (one-off) and rental of DCD's Office and a storage space from ITP Cjaya for our Group's business operations(1)	-	-	1,650 (15.19% of our Group's administrative expenses)	1,902 (13.70% of our Group's administrative expenses)	477

10. RELATED PARTY TRANSACTIONS

No.	Transacting parties	Interested persons and nature of relationship	Nature of transaction	Transaction value				
				FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000	1 July 2026 and up to the LPD RM'000
		Lim Eng Nee Lim Eng Nee is a major shareholder (32.33%) of ITP Cjaya. She is also the spouse of Ow Yong Min Che who is our Non-Independent Non-Executive Chairman of the Company and the mother of Ow Yong Hoong Peen who is the CEO of our Group.						
2.	DCD Technology and SSL Dev	**Mohd Hashim Bin Abdullah** Mohd Hashim Bin Abdullah is our substantial shareholder, Non-Independent Non-Executive Director and director of DCD Technology. He is also a director and major shareholder (50.00%) of SSL Dev.	Provision of MEPF works as well as maintenance services by DCD Technology as a subcontractor to SSL Dev(1)	3,408 (1.83% of our Group's revenue)	3,761 (2.08% of our Group's revenue)	2,283 (0.61% of our Group's revenue)	2,620 (0.39% of our Group's revenue)	535

10. RELATED PARTY TRANSACTIONS

Note:

(1) These transactions were conducted on arm's length basis and on normal commercial terms which were not unfavourable to our Group. For provision of MEPF works, the transactions were carried out in our Group's ordinary course of business in line with our Group's pricing strategy for services offered or costing strategy for services procured.

For rental of DCD's Office and a storage space, the tenancy agreement is based on terms which are commonly adopted by tenancy arrangement of a similar nature and the rental rate is in line with those office space within the vicinity.

Save for the following transactions ("**Continuing RPT**"), there are no subsisting material transactions with the related parties after our Listing:

(i) Transaction 1, in relation to the provision of MEPF works and maintenance services by DCD Technology to ITP Cjaya as well as rental of DCD's Office and a storage space from ITP Cjaya; and

(ii) Transaction 2, in relation to the provision of MEPF works as well as maintenance services by DCD Technology to SSL Dev.

After our Listing, the terms of the Continuing RPT will be reviewed by our ARMC and our Board shall seek the relevant approvals from our shareholders to enter into such recurrent related party transactions at a general meeting, if required under the Listing Requirements. As at the LPD, our Board has confirmed that there are no other material related party transactions entered into but not yet effected.

Upon our Listing, our ARMC will review the terms of any related party transactions and ensure that any related party transactions (including any recurrent related party transactions) are conducted on an arm's length basis and on terms not more favourable to the related parties than those generally available to the public and are not detrimental to our minority shareholders. We will make disclosures in our annual report of the aggregate value of recurrent related party transactions entered into by us based on the nature of transactions made, names of the related parties involved and their relationship with our Group during the financial year and in the annual reports for the subsequent financial years.

10. RELATED PARTY TRANSACTIONS

10.2 OTHER TRANSACTIONS

10.2.1 Transactions which are unusual in their nature or conditions

There were no transactions that are unusual in nature or conditions, involving goods, services, tangible or intangible assets, to which our Group was a party during the Financial Periods Under Review and up to the LPD.

10.2.2 Outstanding loans and/or financial assistance made to or for the benefit of related parties

There are no outstanding loans and/or financial assistance (including guarantees of any kind) made by our Group to or for the benefit of the related parties for the Financial Periods Under Review and up to the LPD.

10.2.3 Loans and/or financial assistance from related parties to our Group

Save for the following, there are no outstanding loans and/or financial assistance (including guarantees of any kind) received by our Group from any related parties during the Financial Periods Under Review and up to the LPD.

Financier	Details of facility	Guarantor	Guaranteed amount RM'000	Outstanding balance as at the LPD RM'000
Hong Leong Bank Berhad	Banking facilities comprising bank overdraft and bank guarantee for the following purposes: (i) Working capital; and (ii) Issuance of tender or performance guarantee and/or guarantees in favour of relevant government authorities and public utilities providers in connection with our Group's business operations.	Ng Gek Khoon, Datin Kwan Siew Peng and Mohd Hashim Bin Abdullah They have given a joint and several guarantee for the principal sum of RM3.60 million in favour of Hong Leong Bank Berhad for banking facilities granted to DCD Technology. Ow Yong Min Che He has given a personal guarantee for the principal sum of RM6.60 million in favour of Hong Leong Bank Berhad for banking facilities granted to DCD Technology.	6,600	-

10. RELATED PARTY TRANSACTIONS

Financier	Details of facility	Guarantor	Guaranteed amount RM'000	Outstanding balance as at the LPD RM'000
		Atlas CSF Services Sdn Bhd It has provided a third-party legal charge over a parcel of leasehold land with a 1 unit of 4-storey terrace shop office located at Kuala Lumpur owned by Atlas CSF Services Sdn Bhd in favour of Hong Leong Bank Berhad for banking facilities granted to DCD Technology.		
Hong Leong Islamic Bank Berhad	Hire purchase of 1 motor vehicle	Ng Gek Khoon He has given a personal guarantee in favour of Hong Leong Islamic Bank Berhad for hire purchase facilities granted to DCD Technology.	250	89

In conjunction with our Listing, we have applied to the respective financiers for their approval to release and/or discharge of the existing guarantees as well as the third-party legal charge by replacing / substituting the same with a corporate guarantee from our Company and/or other securities from our Group acceptable to the financiers.

As at the LPD, the third-party legal charged over the leasehold land owned by Atlas CSF Services Sdn Bhd in favour of Hong Leong Bank Berhad has been discharged.

As at the LPD, we received conditional approvals from all the financiers, to discharge the above guarantees provided under the banking and hire purchase facilities granted to DCD Technology, upon the successful implementation of our Listing and substituting the guarantees with a corporate guarantee from our Company and/or other securities from us acceptable to the financial institution.

Furthermore, no further loans or financial assistance will be provided to any related parties and/or third parties by our Group unless such loans are permitted under the applicable laws and the Listing Requirements and brought to our ARMC and our Board for deliberation and approval.

10. RELATED PARTY TRANSACTIONS

10.3 MONITORING AND OVERSIGHT OF RELATED PARTY TRANSACTIONS

10.3.1 Audit and Risk Management Committee review

Our ARMC reviews related party transactions and conflicts of interest situations that may arise within our Company or our Group including any transaction, procedures or course of conduct that raises questions of management integrity. It also maintains and periodically reviews the adequacy of the procedures and processes established by our Company to monitor related party transactions and conflicts of interest. It also sets the procedures and processes to ensure that transactions are carried out in the best interest of our Company on normal commercial terms that are industry norms and not more favourable to the related party than those generally available to third parties dealing at arm's length, and are not to the detriment of the interest of our Company's minority shareholders. Among others, the related parties and parties who are in a position of conflict with the interest of our Group will be required to abstain from deliberations on the transactions.

All reviews by our ARMC will be reported to our Board for its further action.

10.3.2 Our Group's policy on related party transactions

Related party transactions by their nature, involve conflict of interest between our Group and the related parties with whom our Group has entered into such transactions. Any such related party transactions may individually and in aggregate have conflicts of interest.

Any related party transactions shall be reviewed by our ARMC to ensure that they are carried out on normal commercial terms which are not more favourable to the related parties than those available to the public and these terms which are not more favourable to the related parties than those generally available to the public dealing at arm's length with our Group and are not detrimental to our minority shareholders. The related parties and parties who are in a position of conflict with the interest of our Group will be required to abstain from deliberations and voting on resolutions pertaining to the matters and/or transactions where a conflict of interest may arise.

In addition, we have adopted a comprehensive corporate governance framework that meets best practice principles to mitigate any potential conflict of interest situation, and intend for the framework to be guided by the Listing Requirements and MCCG upon our Listing. The procedures which may form part of the framework include, amongst other things, the following:

(i) our Board shall ensure that at least half of our Board members are independent directors and will undertake an annual assessment on our independent directors;

(ii) our Directors will be required to immediately make full disclosure of any direct/indirect interest that they may have in any business enterprise that is engaged in or proposed to be engaged in a transaction with our Group, whether or not they believe it is a material transaction. Upon such disclosure, the interested director shall be required to abstain from deliberation and voting on any resolution related to the related party transaction; and

(iii) all existing or potential related party transactions would have to be disclosed by the interested party for management reporting. Our management will propose the transaction to our ARMC for evaluation and assessment who would in turn, make a recommendation to our Board for deliberation and approval.

11. CONFLICT OF INTERESTS

11.1 INTEREST IN SIMILAR BUSINESS AND IN BUSINESSES OF OUR CUSTOMERS OR SUPPLIERS

As at the LPD, save as disclosed below, none of our Directors (including director of our Subsidiary) and/or substantial shareholders have any interest, direct or indirect, in any businesses or corporations which are carrying on a similar trade as our Group or which are customers and/or suppliers of our Group.

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
1.	UAP Solutions	**Datin Kwan Siew Peng** Datin Kwan Siew Peng is our Promoter, substantial shareholder and key senior management as well as the director of DCD Technology. She is also a director and major shareholder (36.33%) of UAP Solutions. **Hon Mau Hoong** Hon Mau Hoong is our key senior management and the shareholder of our Company. He is also a director and major shareholder (41.00%) of UAP Solutions.	UAP Solutions is principally involved in supplying data centre facility equipment and providing its related technical and maintenance services, with a focus on mechanical ventilation and cooling systems. UAP Solutions is also a supplier of our Group, supplying cooling and water leaking solutions.	Notwithstanding that UAP Solutions is a supplier of our Group, the potential conflict of interest situation has been mitigated in view of the following: (i) UAP Solutions is not involved in business activities that are similar to, or which may otherwise compete with the existing business of our Group. UAP Solutions distributes equipment including mechanical ventilation and cooling systems. The company does not tender or participate in projects relating to the integration of MEPF systems for data centres;

11. CONFLICT OF INTERESTS

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
				(ii) Datin Kwan Siew Peng and Hon Mau Hoong have provided a confirmation that: (a) UAP Solutions has its own management team; and (b) they are not, and will not be involved in the day-to-day operations of UAP Solutions as long as they serve as the key senior management of our Group; and (iii) the transactions between DCD Technology and UAP Solutions, if any, will be reviewed by our ARMC to ensure that such transactions are conducted on an arm's length basis moving forward.

11. CONFLICT OF INTERESTS

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
2.	SSL Dev	**Mohd Hashim Bin Abdullah** Mohd Hashim Bin Abdullah our substantial shareholder, Non-Independent Non-Executive Director and the director of DCD Technology. He is also a director and major shareholder (50.00%) of SSL Dev.	SSL Dev is principally involved as a contractor for supply and installation of electrical systems for various kinds of construction projects. SSL Dev is also a customer of DCD Technology, where it engages DCD Technology for MEPF works as well as maintenance services for data centre projects.	Notwithstanding that SSL Dev is a customer of our Group, the potential conflict of interest situation has been mitigated in view of the following: (i) SSL Dev is not involved in business activities that are similar to, or which may otherwise compete with the existing business of our Group. SSL Dev is only involved in the provision of electrical systems but not the integration of MEPF systems where the Group is operated in. SSL Dev undertake various kind of construction projects while DCD Technology is only focus on data centre projects. Notwithstanding this, SSL Dev has participated in tenders for data centre projects, however it does not undertake integration of MEPF work itself, but engages subcontractors like DCD Technology to undertake the integration of MEPF works.

11. CONFLICT OF INTERESTS

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
				(ii) SSL Dev had provided the following undertaking: (a) SSL Dev will not directly undertake or perform the integration of MEPF systems and related services for data centre projects in Malaysia in its own capacity; (b) SSL Dev will not establish, expand into or hold itself out as carrying on the business of providing standalone MEPF integration or related services for data centre projects in Malaysia in competition with the Group; and (c) Where SSL Dev is awarded a data centre project in Malaysia which require integration of MEPF works, SSL Dev shall first offer DCD Technology the opportunity to undertake such MEPF integration works as subcontractor;

11. CONFLICT OF INTERESTS

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
				(iii) Mohd Hashim Bin Abdullah does not assume any executive role in our Group, and hence, he does not participate in, nor have any influence in the management and operational decisions of our Group; and (iv) the transactions between DCD Technology and SSL Dev, if any, will be reviewed by our ARMC to ensure that such transactions are conducted on an arm's length basis moving forward, as detailed in **Section 10** of this Prospectus.

11. CONFLICT OF INTERESTS

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
3.	MyMeta Solutions	**Hon Mau Hoong** Hon Mau Hoong is our key senior management and the shareholder of our Company. He is also a director and major shareholder (50.00%) of MyMeta Solutions.	MyMeta Solutions is principally involved in providing expertise in extra low voltage services such as data network, CCTV, fire alarm system, public address system, audio / video solutions, access control system, intrusion detection system etc, including systems integration, project management etc. MyMeta Solutions is also a supplier of our Group, providing extra low voltage services as well as system integration.	Notwithstanding that MyMeta Solutions is a supplier of our Group, the potential conflict of interest situation has been mitigated in view of the following: (i) MyMeta Solutions is not involved in business activities that are similar to, or which may otherwise compete with the existing business of our Group. MyMeta Solutions is only involved in providing expertise in extra low voltage services but not the integration of MEPF systems where our Group is operated in. In addition, the company does not tender or participate in projects relating to the integration of MEPF systems for data centres; (ii) Hon Mau Hoong has provided a confirmation that: (a) MyMeta Solutions has its own management team; and (b) he is not, and will not be involved in the day-to-day operations of MyMeta Solutions as long as he serves as the key senior management of our Group; and

11. CONFLICT OF INTERESTS

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
				(iii) the transactions between DCD Technology and MyMeta Solutions, if any, will be reviewed by our ARMC to ensure that such transactions are conducted on an arm's length basis moving forward.
4.	ITP Cjaya	**Ng Gek Khoon** Ng Gek Khoon is our Promoter, substantial shareholder and key senior management as well as the director of DCD Technology. He is also a major shareholder (11.00%) of ITP Cjaya. **Ng Kok Hoong** Ng Kok Hoong is our Promoter and substantial shareholder. He is also a substantial shareholder (7.17%) of ITP Cjaya. **Ow Yong Min Che** Ow Yong Min Che is our Non-Independent Non-Executive Chairman. He is also the spouse of Lim Eng Nee, who is a major shareholder (32.33%) of ITP Cjaya.	ITP Cjaya is principally involved in investment in properties and rental of properties. ITP Cjaya is a customer of our Group. Our Group was engaged as a contractor for MEPF works for the Data Centre CJ11 Integrated Project as well as the ongoing Data Centre CJ11 Integrated Project 2. In addition, our Group is presently renting DCD's Office and a storage space from ITP Cjaya for our business operations.	Notwithstanding that ITP Cjaya was a customer of our Group, as well as a supplier of our Group for the provision of office unit and storage space, the potential conflict of interest situation has been mitigated in view of the following: (i) ITP Cjaya is not involved in business activities that are similar to, or which may otherwise compete with the existing business of our Group; (ii) the key senior management of our Group, namely Ng Gek Khoon and Ow Yong Hoong Peen have provided a confirmation that: (a) ITP Cjaya has its own management team; and (b) they are not, and will not be involved in the day-to-day operations of ITP Cjaya as long as they serve as the key senior management of our Group; and

11. CONFLICT OF INTERESTS

No.	Company	Parties to the conflicts	Nature of the conflict of interests	Mitigating measures
		Ow Yong Hoong Peen Ow Yong Hoong Peen is our CEO. He is also the son of Lim Eng Nee, who is a major shareholder (32.33%) of ITP Cjaya. **Lim Eng Nee** Lim Eng Nee is a major shareholder (32.33%) of ITP Cjaya. She is also the spouse of Ow Yong Min Che who is our Non-Independent Non-Executive Chairman and the parent of Ow Yong Hoong Peen who is our CEO.		(iii) the transactions between DCD Technology and ITP Cjaya, will be reviewed by our ARMC to ensure that such transactions are conducted on an arm's length basis moving forward, as detailed in **Section 10** of this Prospectus.

11. CONFLICT OF INTERESTS

Pursuant to the mitigating measures set out above, our Board is of the view that all the potential conflict of interests situation have been resolved, eliminated or mitigated.

Moving forward, our ARMC will supervise any actual conflict of interest or potential conflict of interest situations.

In order to mitigate any possible conflict of interest situation, our Directors will declare to our ARMC and our Board of their interests in other companies at the onset and as and when there are changes in their respective interests in companies outside our Group.

Our ARMC will then evaluate if such Director's involvement give rise to an actual or potential conflict of interest with our Group's business based on the disclosure provided by such Director. After a determination has been made on whether there is an actual or potential conflict of interest of a Director, our ARMC will then report its findings to our Board. Our Board upon reviewing the recommendation by our ARMC, will engage in deliberation, review the matter and decide on the next course of action. When a potential conflict of interest is disclosed, our ARMC and Board will carefully evaluate the situation and may consider various feedback and actions to address the matter.

Where a Director has disclosed a conflict of interest, the conflicted Director shall abstain from any discussion of our Board and Board committees relating to the subject of the conflict of interest and the conflicted Director shall not vote or in any way attempt to influence the discussion of, or voting on, the matter at issue. The conflicted Director, may however at the request of the Chairman of the Board and Board committees, be present at our Board and Board committees' meeting for the purposes of answering any questions.

In circumstances where a Director is determined to have a significant, ongoing and irreconcilable conflict of interest with our Group, and where such conflict of interest significantly impedes the Director's ability to carry out his fiduciary responsibility to our Group, our ARMC may take necessary disciplinary actions, such as reassignment, termination, or other appropriate measures.

11.2 DECLARATION BY THE ADVISERS

(i) TA Securities has confirmed that there is no existing or potential conflict of interest in its capacity as the Principal Adviser, Sponsor, Underwriter and Placement Agent in respect of our IPO;

(ii) Ong Eu Jin Partnership has confirmed that there is no existing or potential conflict of interest in its capacity as the Solicitors to our Company in respect of our IPO;

(iii) Moore Stephens Associates PLT has confirmed that there is no existing or potential conflict of interest in its capacity as the Auditors and Reporting Accountants in respect of our IPO; and

(iv) Vital Factor has confirmed that there is no existing or potential conflict of interest in its capacity as the Independent Business and Market Research Consultants in respect of our IPO.

12. FINANCIAL INFORMATION

12.1 HISTORICAL FINANCIAL INFORMATION

The combined financial statements of our Group consist of the financial statements of MyDCD and our Subsidiary (i.e. DCD Technology), which are prepared in accordance with MFRS.

12.1.1 Historical combined statements of profit or loss and other comprehensive income

The following table sets out a summary of our combined statements of profit or loss and other comprehensive income for the Financial Periods Under Review, which was extracted from the Accountants' Report set out in **Section 13** of this Prospectus. The historical combined statements of profit or loss and other comprehensive income have been prepared in accordance with MFRS.

The following financial information should be read in conjunction with the Management's Discussion and Analysis of Financial Condition and Results of Operations as set out in **Section 12.3** of this Prospectus and the Accountants' Report and accompanying notes set out in **Section 13** of this Prospectus.

	Audited			
	FYE 2023	**FYE 2024**	**FYE 2025**	**FYE 2026**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Revenue	186,684	180,907	371,985	666,029
Cost of sales	(155,256)	(145,053)	(310,959)	(566,182)
GP	**31,428**	**35,854**	**61,026**	**99,847**
Other income	443	787	(1)3,711	(2)4,418
Selling and distribution expenses	(678)	(726)	(710)	(1,033)
Administrative expenses	(8,575)	(9,013)	(10,861)	(13,884)
Other expenses	(214)	(87)	(515)	*
Profit from operations	**22,404**	**26,815**	**52,651**	**89,348**
Finance costs	(150)	(51)	(452)	(589)
Share of result in an associate(3)	9	(2)	3	-
PBT	**22,263**	**26,762**	**52,202**	**88,759**
Taxation	(5,483)	(6,741)	(12,716)	(21,963)
PAT / Total comprehensive income attributable to owners of the Company	**16,780**	**20,021**	**39,486**	**66,796**
EBITDA(4)	22,771	27,003	52,788	90,542
GP margin(5) (%)	16.83	19.82	16.41	14.99
PBT margin(6) (%)	11.93	14.79	14.03	13.33
PAT margin(7) (%)	8.99	11.07	10.61	10.03
Number of Shares assumed in issue(8) ('000)	1,794,000	1,794,000	1,794,000	1,794,000
Basic / Diluted EPS(9) (sen)	0.94	1.12	2.20	3.72

12. FINANCIAL INFORMATION

Notes:

* Less than RM1,000

(1) Include RM3.61 million of interest income and RM0.11 million of gains on disposal of fixed assets. The interest income was mainly arising from accretion of interest on a deferred payment arrangement with a customer, as well as the interest income from deposits placed with licensed banks.

(2) Include RM1.85 million of interest income mainly arising from interest income from deposits placed with licensed banks as well as accretion of interest on a deferred payment arrangement with a customer. It also comprised RM2.16 million of gain on remeasurement of trade receivable, as the customer settled the outstanding balance earlier than the contractual repayment schedule. The gain arose as the outstanding receivable was previously recorded at a discounted value to reflect the extended payment period, whereas the early settlement resulted in the remaining unamortised discount being recognised as income. Please refer to Note 4(c) of the Accountants' Report as set out in **Section 13** of this Prospectus for further details.

(3) Represents the share of result in a 40%-owned associate, D2 Dynamique (S) Pte Ltd ("**D2 Dynamique**"). DCD Technology had in August 2025, disposed the aforesaid associate to the other existing shareholder of D2 Dynamique, who is not a related party. The disposal was mainly driven by a commercial management decision following the adverse impact of political instability on D2 Dynamique's operations in Myanmar.

(4) The table below sets forth a reconciliation of our PBT to EBITDA.

	Audited			
	FYE 2023	**FYE 2024**	**FYE 2025**	**FYE 2026**
	RM'000	**RM'000**	**RM'000**	**RM'000**
PBT	**22,263**	**26,762**	**52,202**	**88,759**
Add:				
Finance costs	150	51	452	589
Amortisation and depreciation	801	773	1,301	1,710
Less:				
Interest income	(443)	(583)	(1,167)	(516)
EBITDA	**22,771**	**27,003**	**52,788**	**90,542**

(5) GP margin is computed based on our GP over revenue.

(6) PBT margin is computed based on our PBT over revenue.

(7) PAT margin is computed based on our PAT over revenue.

(8) Based on the enlarged total number of 1,794,000,000 Shares in issue after our IPO.

(9) Computed based on the PAT attributable to owners of the Company over the enlarged total number of 1,794,000,000 Shares in issue upon Listing. The diluted EPS is equivalent to the basic EPS as the Company does not have any outstanding convertible securities.

12. FINANCIAL INFORMATION

12.1.2 Historical combined statements of financial position

The following table sets out a summary of our combined statements of financial positions for the Financial Periods Under Review, which was extracted from the Accountants' Report set out in **Section 13** of this Prospectus.

The following financial information should be read in conjunction with the Management's Discussion and Analysis of Financial Condition and Results of Operations set out in **Section 12.3** of this Prospectus and the Accountants' Report and accompanying notes set out in **Section 13** of this Prospectus.

	Audited			
	FYE 2023	**FYE 2024**	**FYE 2025**	**FYE 2026**
	RM'000	**RM'000**	**RM'000**	**RM'000**
ASSETS				
Non-current assets				
Plant and equipment	257	196	152	159
Right-of-use assets	912	472	8,196	6,578
Investment in an associate	514	511	42	-
Deferred tax assets	-	250	-	-
	1,683	**1,429**	**8,390**	**6,737**
Current assets				
Inventories	497	1,866	1,733	101
Trade receivables	31,052	66,785	153,697	192,469
Other receivables	2,897	939	1,825	4,873
Contract assets	53,568	63,389	154,131	147,468
Fixed deposits with licensed banks	12,708	28,321	2,247	2,808
Cash and bank balances	24,462	25,308	19,722	27,694
	125,184	**186,608**	**333,355**	**375,415**
TOTAL ASSETS	**126,867**	**188,037**	**341,745**	**382,152**
EQUITY AND LIABILITIES				
Equity				
Share capital	-	-	-	445
Invested equity	1,000	1,000	1,000	1,000
Retained earnings	67,437	87,458	71,943	138,740
NA	**68,437**	**88,458**	**72,943**	**140,185**
LIABILITIES				
Non-current liabilities				
Lease liabilities	183	194	6,834	5,414
Deferred tax liabilities	156	-	2,377	1,560
	339	**194**	**9,211**	**6,974**
Current liabilities				
Trade payables	37,542	77,144	171,007	204,845
Other payables	13,631	4,725	20,291	5,921
Contract liabilities	4,034	13,179	64,206	12,333
Lease liabilities	560	139	1,342	1,326
Tax payables	2,324	4,198	2,745	10,568
	58,091	**99,385**	**259,591**	**234,993**
TOTAL LIABILITIES	**58,430**	**99,579**	**268,802**	**241,967**
TOTAL EQUITY AND LIABILITIES	**126,867**	**188,037**	**341,745**	**382,152**

12. FINANCIAL INFORMATION

12.1.3 Historical combined statements of cash flows

The following table sets out our combined statements of cash flows for the Financial Periods Under Review, which have been extracted from the Accountants' Report set out in **Section 13** of this Prospectus. The following financial information should be read in conjunction with the Management's Discussion and Analysis of Financial Condition and Results of Operations set out in **Section 12.3** of this Prospectus and the Accountants' Report and accompanying notes set out in **Section 13** of this Prospectus.

	Audited			
	FYE 2023	**FYE 2024**	**FYE 2025**	**FYE 2026**
	RM'000	**RM'000**	**RM'000**	**RM'000**
CASH FLOWS FROM OPERATING ACTIVITIES				
PBT	22,263	26,762	52,202	88,759
Adjustments for:				
Depreciation of				
- plant and equipment	104	94	103	92
- right-of-use assets	697	679	1,198	1,617
Gain on remeasurement of trade receivable	-	-	-	(2,157)
Written-off of:				
- other receivable	47	-	-	-
- plant and equipment	-	-	41	-
- inventories	-	31	80	-
Impairment loss on investment in an associate	-	-	473	-
Interest income	(443)	(583)	(1,167)	(516)
Accretion of interest	-	(205)	(2,438)	(1,336)
Interest expenses	150	51	452	589
Share of result of an associate	(9)	2	(3)	-
Loss/(gain) on disposal of right-of-use assets	25	50	(106)	-
Operating profit before changes in working capital	**22,834**	**26,881**	**50,835**	**87,048**
Changes in working capital:				
Contract assets	(31,091)	(9,617)	(88,304)	10,157
Receivables	53,620	(34,597)	(88,073)	(77,062)
Payables	(26,210)	39,675	94,936	33,992
Contract liabilities	3,683	9,146	51,027	(16,873)
Inventories	84	(1,401)	54	1,632
Cash generated from operations	**22,920**	**30,087**	**20,475**	**38,894**
Income tax paid	(6,232)	(5,273)	(11,542)	(15,330)
Income tax refund	-	-	-	373
Interest received	443	583	1,167	516
Interest paid	(150)	(51)	(452)	(589)
Net cash from operating activities	**16,981**	**25,346**	**9,648**	**23,864**

12. FINANCIAL INFORMATION

	Audited			
	FYE 2023	FYE 2024	FYE 2025	FYE 2026
	RM'000	RM'000	RM'000	RM'000
CASH FLOWS FROM INVESTING ACTIVITIES				
Acquisition of plant and equipment	(216)	(33)	(101)	(98)
Proceeds from disposal of investment in an associate	-	-	-	42
Repayment from related parties	243	720	275	241
Proceeds from disposal of right-of-use assets	159	65	164	-
Net cash from investing activities	**186**	**752**	**338**	**185**
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of lease liabilities	(706)	(660)	(1,139)	(1,436)
Dividend paid to ordinary shareholders	-	-	(55,000)	-
Increase in fixed deposits pledged	(37)	(50)	(52)	(561)
Proceeds from issuance of ordinary shares	-	-	-	445
Advances from/(repayment to) Directors	-	-	14,500	(14,500)
Advances from/(repayment to) related parties	11	21	(7)	(24)
Advances from/(repayment to) third party	9,000	(9,000)	-	-
Net cash from/(used in) financing activities	**8,268**	**(9,689)**	**(41,698)**	**(16,076)**
Net increase/(decrease) in cash and cash equivalents	**25,435**	**16,409**	**(31,712)**	**7,973**
Cash and cash equivalents at beginning of the financial year	**9,589**	**35,024**	**51,433**	**19,721**
Cash and cash equivalents at end of the financial year	**35,024**	**51,433**	**19,721**	**27,694**

12. FINANCIAL INFORMATION

12.2 CAPITALISATION AND INDEBTEDNESS

The following table sets out our Group's capitalisation and indebtedness based on our unaudited financial information as at 31 August 2026 and after adjusting for the effects of our Public Issue and utilisation of proceeds from our Public Issue.

	Unaudited as at 31 August 2026	(I) After Public Issue	(II) After (I) and utilisation of proceeds
	RM'000	RM'000	RM'000
Capitalisation			
Share capital	73,373	260,973	257,283
Total capitalisation	**73,373**	**260,973**	**257,283**
Indebtedness			
Current			
Secured and guaranteed			
Lease liabilities (under hire purchase agreement)	52	52	52
Secured and unguaranteed			
Lease liabilities (under hire purchase agreement)	40	40	40
Unsecured and unguaranteed			
Lease liabilities (rentals)	1,345	1,345	1,345
Non-current			
Secured and guaranteed			
Lease liabilities (under hire purchase agreement)	46	46	46
Secured and unguaranteed			
Lease liabilities (under hire purchase agreement)	92	92	92
Unsecured and unguaranteed			
Lease liabilities (rentals)	5,029	5,029	5,029
Total indebtedness	**6,604**	**6,604**	**6,604**
Total capitalisation and indebtedness	**79,977**	**267,577**	**263,887**
Gearing ratio[(1)] (times)	0.09	0.03	0.03

Note:
(1) Computed based on total indebtedness divided by total capitalisation.

As at the LPD, there is no indirect and/or material contingent liabilities incurred by our Group which may have a substantial impact on the financial position of our Group.

12. FINANCIAL INFORMATION

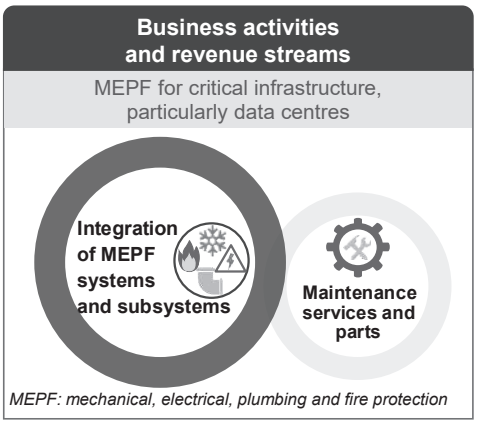
12.3 MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion and analysis of our financial condition and results of operations is based on our combined financial information with respect to the FYE 2023, FYE 2024, FYE 2025, and FYE 2026 which have been derived from the Accountants' Report as set out in **Section 13** of this Prospectus.

12.3.1 Overview of our business operations

We specialise in integrating mechanical, electrical, plumbing, and fire protection (MEPF) systems and subsystems for critical infrastructure, with a particular focus on data centres. In addition to our integration expertise, we offer both corrective and preventive maintenance services, as well as supply parts.

We mainly operate in Peninsular Malaysia with our head office located in Cyberjaya. For the Financial Periods Under Review, our projects were primarily located within the Klang Valley, comprising Selangor and Kuala Lumpur.

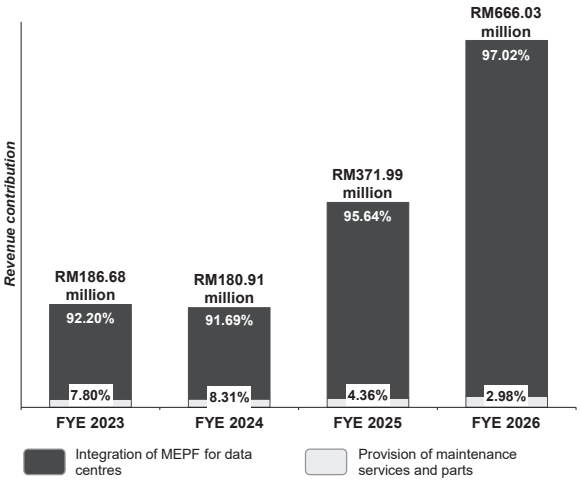


For the Financial Periods Under Review, our sales to customers are denominated in RM. Please refer to **Section 7** of this Prospectus for further information on our business operations.

12.3.2 Overview of our financial results

Our total revenue increased from RM186.68 million in FYE 2023 to RM666.03 million in FYE 2026, representing a CAGR of 52.80%.

During the Financial Periods Under Review, our main revenue contribution was derived from the integration of MEPF for data centres, which accounted for 92.20%, 91.69%, 95.64% and 97.02% of our total revenue in FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. The remainder of the revenue was derived from the provision of maintenance services and parts, which accounted for 7.80%, 8.31%, 4.36% and 2.98% of our total revenue in FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.



Revenue	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Integration of MEPF for data centres	**172,115**	**165,873**	**355,760**	**646,182**
• *Integrated systems*	*155,165*	*155,353*	*330,864*	*619,761*
• *Subsystems*	*16,950*	*10,520*	*24,896*	*26,421*
Provision of maintenance services and parts	**14,569**	**15,034**	**16,225**	**19,847**
Total revenue	**186,684**	**180,907**	**371,985**	**666,029**

The revenue from the integration of MEPF for data centres, as well as the provision of maintenance services and parts, is recognised over time as and when the services are provided. In some cases, our provision of maintenance services and parts includes the supply of related products, and the revenue from these products is recognised at the point in time when the hardware and software have been delivered and accepted by the customer.

12. FINANCIAL INFORMATION

For the Financial Periods Under Review, our revenue was mainly derived from customers in Peninsular Malaysia, which accounted for 99.84%, 99.85%, 99.95% and 99.92% of our total revenue in FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. The remaining 0.16%, 0.15%, 0.05% and 0.08% of our total revenue in FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively were contributed by customers in East Malaysia.

12.3.3 Segmental analysis by revenue

(i) Revenue by business activities

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Integration of MEPF for data centres	**172,115**	**92.20**	**165,873**	**91.69**	**355,760**	**95.64**	**646,182**	**97.02**
Integrated systems	155,165	83.12	155,353	85.87	330,864	88.95	619,761	93.05
Subsystems	16,950	9.08	10,520	5.82	24,896	6.69	26,421	3.97
Provision of maintenance services and parts	**14,569**	**7.80**	**15,034**	**8.31**	**16,225**	**4.36**	**19,847**	**2.98**
Total	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

(ii) Revenue by project locations

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Peninsular Malaysia	**186,384**	**99.84**	**180,641**	**99.85**	**371,768**	**99.95**	**665,489**	**99.92**
Klang Valley	185,408	99.32	180,033	99.52	371,386	99.84	665,184	99.87
Other regions	976	0.52	608	0.33	382	0.11	305	0.05
East Malaysia	**300**	**0.16**	**266**	**0.15**	**217**	**0.05**	**540**	**0.08**
Total	**186,684**	**100.00**	**180,907**	**100.00**	**371,985**	**100.00**	**666,029**	**100.00**

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(iii) Number of projects

	Number of projects[1]			
	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Integration of MEPF for data centres	**58**	**81**	**72**	**74**
Integrated systems	13	19	21	17
Subsystems	45	62	51	57
Provision of maintenance services and parts	**102**	**99**	**101**	**100**

Note:
(1) Comprised ongoing and completed projects which contributed to the revenue during the respective FYEs.

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Comparison between FYE 2023 and FYE 2024

Our total revenue decreased by RM5.78 million or 3.09% to RM180.91 million in FYE 2024 (FYE 2023: RM186.68 million), primarily contributed by the decrease in revenue from the integration of MEPF for the data centres segment.

(a) Integration of MEPF for data centres segment

Revenue from the integration of MEPF for data centres segment decreased by RM6.24 million or 3.63% to RM165.87 million in FYE 2024 (FYE 2023: RM172.12 million), mainly attributed to the decrease in revenue from the subsystems segment.

Integrated systems

The decrease in revenue from the integration of MEPF for data centres segment was partially moderated by the increase in revenue from the integrated systems segment, which increased by RM0.19 million or 0.12% to RM155.35 million in FYE 2024 (FYE 2023: RM155.17 million). This was mainly attributed to the following:

- revenue contribution from the commencement of six projects for data centres in FYE 2024, which collectively amounted to RM77.41 million in FYE 2024.

- increase in revenue contribution attributed to a higher work progress from the Data Centre A2 and A3 Integrated Project 2 for the fit-out works of data centres following the completion of preliminary works in FYE 2024, which increased by RM22.49 million to RM22.60 million in FYE 2024 (FYE 2023: RM0.12 million).

The increase in revenue was partially offset by the decrease in revenue contribution from multiple completed projects in Cyberjaya during the FYE 2024, including the Data Centre B5 Integrated Project 1, Data Centre A2 and A3 Integrated Project 1, and Data Centre CBJ6 Integrated Project, as well as the completion of installation works for Data Centre A3 Integrated Project during the FYE 2023. The revenue contribution from these four projects collectively decreased by RM100.59 million to RM49.02 million in FYE 2024 (FYE 2023: RM149.60 million).

Subsystems

Revenue from the subsystems segment decreased by RM6.43 million or 37.94% to RM10.52 million in FYE 2024 (FYE 2023: RM16.95 million), due to the lower revenue contribution from the IT Enterprise Data Centre 1 Subsystem Project for a data centre following the near completion of the installation works during the financial year, where the revenue contribution from this project decreased by RM8.77 million to RM0.52 million in FYE 2024 (FYE 2023: RM9.28 million).

The decrease in revenue from the subsystems segment was partially moderated by revenue contribution of RM2.30 million from the commencement of the IT Enterprise Data Centre 2 Subsystem Project 1 for a data centre in May 2023.

(b) Provision of maintenance services and parts

Revenue from the provision of maintenance services and parts segment increased by RM0.47 million or 3.19% to RM15.03 million in FYE 2024 (FYE 2023: RM14.57 million). This was mainly arising from higher preventive maintenance services rendered to financial institution customers and data centre operators during FYE 2024.

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Comparison between FYE 2024 and FYE 2025

Our total revenue increased by RM191.08 million or 105.62% to RM371.99 million in FYE 2025 (FYE 2024: RM180.91 million). This was primarily contributed by the increase in revenue from the integration of MEPF for data centre segment, and the provision of maintenance services and parts segment.

(a) Integration of MEPF for data centre segment

Revenue from the integration of MEPF for data centres segment increased by RM189.89 million or 114.48% to RM355.76 million in FYE 2025 (FYE 2024: RM165.87 million), mainly attributed to the increase in revenue from the integrated systems and subsystems segments.

Integrated systems

Revenue from the integrated systems segment increased by RM175.51 million or 112.98% to RM330.86 million in FYE 2025 (FYE 2024: RM155.35 million), which mainly attributed to the following projects:

- higher revenue contribution from the Data Centre EX1 and EX2 Integrated Project for the fit-out works following the higher work progress for completing the installation works in FYE 2025, which increased by RM210.78 million to RM218.45 million in FYE 2025 (FYE 2024: RM7.68 million).

- revenue of RM22.06 million was generated from the commencement of the Data Centre B6 Integrated Project 2 in December 2024.

The increase in revenue was partially offset by the following projects:

- absence of revenue from the Data Centre A2 and A3 Integrated Project 1 in FYE 2025, as the integration works were completed in the previous financial year (FYE 2024: RM30.45 million).

- lower revenue contribution from a completed project, namely Data Centre B6 Integrated Project 1, where the revenue contribution from this project decreased by RM24.67 million to RM20.92 million in FYE 2025 (FYE 2024: RM45.59 million).

Subsystems

The increase in revenue was also contributed by higher revenue from the subsystems segment, which increased by RM14.38 million or 136.65% to RM24.90 million in FYE 2025 (FYE 2024: RM10.52 million). This was contributed by the following projects:

- revenue contribution from a project that was commenced and completed during FYE 2025, namely IT Enterprise Data Centre 2 Subsystem Project 4 for the installation of UPS and power conditioning systems in a data centre. The revenue contribution from this project amounted to RM7.90 million in FYE 2025.

- revenue contribution from the commencement of four projects for data centres in FYE 2025, which collectively amounted to RM7.50 million in FYE 2025.

The increase in revenue from the subsystems segment was partially moderated by the decrease in revenue contribution from the following projects:

- lower revenue contribution from the IT Enterprise Data Centre 2 Subsystem Project 1 for a data centre following the near completion of the installation works during the financial year, where the revenue contribution from this project decreased by RM2.28 million to RM0.03 million in FYE 2025 (FYE 2024: RM2.30 million).

- absence of revenue from the Data Centre B4 Subsystem Project 2 in FYE 2025, as the integration works were completed in the previous financial year (FYE 2024: RM1.84 million).

(b) Provision of maintenance services and parts

Revenue from the provision of maintenance services and parts segment increased by RM1.19 million or 7.92% to RM16.23 million in FYE 2025 (FYE 2024: RM15.03 million). This was mainly attributed to the higher maintenance services rendered to a major customer, comprising preventive and corrective maintenance services, where the revenue contribution from the maintenance services for a major customer increased by RM2.82 million to RM8.57 million in FYE 2025 (FYE 2024: RM5.74 million).

Comparison between FYE 2025 and FYE 2026

Our total revenue increased by RM294.04 million or 79.05% to RM666.03 million in FYE 2026 (FYE 2025: RM371.99 million). This was mainly contributed by the increase in revenue from the integration of MEPF for data centre segment.

(a) Integration of MEPF for data centre segment

Revenue from the integration of MEPF for data centres segment increased by RM290.42 million or 81.63% to RM646.18 million in FYE 2026 (FYE 2025: RM355.76 million), mainly attributed to the increase in revenue from the integrated systems segment.

Integrated systems

Revenue from the integrated systems segment increased by RM288.90 million or 87.32% to RM619.76 million in FYE 2026 (FYE 2025: RM330.86 million), which was mainly attributed to the higher revenue contribution from the Data Centre CJ12 Integrated Project following the higher work progress in FYE 2026, coupled with the commencement of the Data Centre CJ12 Integrated Project 2 in February 2026. Revenue contribution from these two projects collectively increased by RM350.54 million to RM359.27 million in FYE 2026 (FYE 2025: RM8.73 million).

The increase in revenue was partially offset by the lower revenue contribution from the Data Centre EX1 and EX2 Integrated Project, following the near completion of the installation works during the financial year, where the revenue contribution from this project decreased by RM130.97 million to RM87.48 million in FYE 2026 (FYE 2025: RM218.45 million).

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Subsystems

Revenue from subsystems segment increased by RM1.53 million or 6.13% to RM26.42 million in FYE 2026 (FYE 2025: RM24.90 million). This was contributed by the increase in revenue contribution from Data Centre B1 Subsystem Project and Hyperscale Data Centre Subsystem Project on the back of higher work progress, which collectively increased by RM15.41 million to RM17.20 million in FYE 2026 (FYE 2025: RM1.79 million).

The increase in revenue from subsystems segment was partially moderated by the absence of revenue from four projects which were completed in FYE 2025 and contributed revenue of RM13.49 million in FYE 2025.

(b) Provision of maintenance services and parts

Revenue from the provision of maintenance services and parts segment increased by RM3.62 million or 22.32% to RM19.85 million in FYE 2026 (FYE 2025: RM16.23 million). This was mainly attributed to the following:

- revenue contribution of RM1.30 million for a new contract secured for the maintenance of the data centre;

- higher maintenance services rendered to a major customer, comprising preventive and corrective maintenance services, where the revenue contribution from the maintenance services for this major customer increased by RM1.23 million to RM9.80 million in FYE 2026 (FYE 2025: RM8.57 million).

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12.3.4 Cost of sales

(i) Cost of sales by cost components

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Subcontracted costs[1]	148,644	95.74	134,514	92.73	301,264	96.88	558,406	98.63
- Electrical works[2]	65,758	42.35	57,636	39.73	146,447	47.09	307,299	54.27
- Other equipment-related works[3]	53,519	34.47	43,218	29.79	131,064	42.15	221,523	39.13
- Subcontracted services and others[4]	13,461	8.67	21,350	14.72	14,198	4.57	24,108	4.26
- Fit-out works[5]	15,906	10.25	12,310	8.49	9,555	3.07	5,476	0.97
Input materials	2,236	1.44	3,070	2.12	3,152	1.01	4,147	0.73
Staff costs	4,358	2.81	5,192	3.58	6,211	2.00	5,549	0.98
Others[6][7]	18	0.01	2,277	1.57	332	0.11	(1,920)	(0.34)
Total	**155,256**	**100.00**	**145,053**	**100.00**	**310,959**	**100.00**	**566,182**	**100.00**

Notes:

(1) Refers to third-party subcontractors that we engage for the supply and installation of MEPF equipment, and to carry out related construction activities and specialised services.

(2) Electrical works mainly include the supply and installation of electrical systems such as power distribution equipment, power generation units, extra low voltage systems and components, and cables and wires.

(3) Other equipment-related works include the supply and installation of mechanical systems, fire protection systems, piping systems, supporting systems, as well as UPS and battery banks.

(4) Subcontracted services and others mainly include testing services, cleaning services, specialised equipment maintenance and services, technical support services, consultancy services for data centre designs, and subcontracted labour supply services.

(5) Fit-out works mainly include interior renovation or fit-out works, installation of raised floor systems and partitions for insulation to house the containment systems, and installation of cabinets and racking.

(6) Other cost of sales mainly includes provisional costs relating to the integration of MEPF for data centres, tender fees, transportation handling charges, and phone charges.

(7) Mainly attributed to RM2.23 million of provisional costs relating to the integration of MEPF for data centres for FYE 2024, and reversal of provisional costs amounting to RM1.96 million relating to the integration of MEPF for data centres for FYE 2026.

(ii) Cost of sales by business activities

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Integration of MEPF for data centres	**146,038**	**94.07**	**133,939**	**92.34**	**299,849**	**96.43**	**554,863**	**98.00**
Integrated MEPF systems	131,495	84.70	127,527	87.92	286,042	91.99	535,566	94.59
MEPF subsystems	14,543	9.37	6,412	4.42	13,807	4.44	19,297	3.41
Provision of maintenance services and parts	**9,218**	**5.93**	**11,114**	**7.66**	**11,110**	**3.57**	**11,319**	**2.00**
Total	**155,256**	**100.00**	**145,053**	**100.00**	**310,959**	**100.00**	**566,182**	**100.00**

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Our cost of sales mainly consists of the following:

(a) Subcontracted costs

Our subcontracted costs mainly comprised the following:

- electrical works including supply and installation of power distribution equipment, power generation units, extra low voltage systems and components, and cables and wires;
- other equipment-related works including the supply and installation of the mechanical systems, plumbing systems, fire protection systems, supporting systems, as well as UPS and battery banks;
- fit-out works mainly include interior renovation or fit-out works, installation of raised floor systems and partitions for insulation to house the containment systems, and installation of cabinets and racking; and
- subcontracted services and others for our integration of MEPF for data centres and provision of maintenance services and parts segments, including testing services, cleaning services, specialised equipment maintenance and services, technical support services, consultancy services for data centre designs, and subcontracted labour supply.

Subcontracted costs accounted for 95.74%, 92.73%, 96.88% and 98.63% of our total cost of sales for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively.

In FYE 2024, subcontracted costs decreased by RM14.13 million or 9.51% to RM134.52 million (FYE 2023: RM148.64 million). This was mainly contributed to the decrease in subcontracted costs for our integration of MEPF for data centres following the completion of installation works for multiple projects for subsystems and integrated systems during the FYE 2023. This was also reflected in the decrease in revenue by 3.63% for the integration of MEPF for data centres segment during FYE 2024.

In FYE 2025, subcontracted costs increased by RM166.75 million or 123.96% to RM301.26 million (FYE 2024: RM134.52 million). This was mainly attributed to the increase in subcontracted costs for our integration of MEPF for data centres, primarily arising from the higher work progress for integrated systems during FYE 2025. This was also reflected in the increase in revenue by 112.98% for the integrated systems segment during the FYE 2025.

In FYE 2026, subcontracted costs increased by RM257.14 million or 85.35% to RM558.41 million (FYE 2025: RM301.26 million). This was mainly attributed to the increase in subcontracted costs for our integration of MEPF for data centres, primarily arising from the higher work progress for integrated systems during FYE 2026. This was also reflected in the increase in revenue by 87.32% for the integrated systems segment during the FYE 2026.

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(b) Input materials

During the Financial Periods Under Review, we procure input materials for our maintenance services and parts operations. This primarily includes cooling and ventilation systems, UPS, battery banks, power distribution equipment and related components, extra low voltage systems and components, gas, fire protection systems, and cables and wires.

In FYE 2024, input material costs increased by RM0.83 million or 37.30% to RM3.07 million (FYE 2023: RM2.24 million), mainly due to the increase in the purchase of cooling systems, and extra low voltage systems and components.

In FYE 2025, input material costs increased by RM0.08 million or 2.67% to RM3.15 million (FYE 2024: RM3.07 million), mainly due to the increase in the purchase of ventilation systems.

In FYE 2026, input material costs increased by RM1.00 million or 31.57% to RM4.15 million (FYE 2025: RM3.15 million), primarily attributed to the use of filter kits purchased previously.

(c) Staff costs

Staff costs comprised salaries, bonuses, allowances, and employee contribution plans for our project managers and technical personnel, who are directly involved in the operations of our Group.

In FYE 2024, staff costs increased by RM0.83 million or 19.14% to RM5.19 million (FYE 2023: RM4.36 million). This was mainly contributed by the increase in salaries, as well as the increase in the number of technical personnel from 45 personnel as at 30 June 2023 to 51 personnel as at 30 June 2024.

In FYE 2025, staff costs increased by RM1.02 million or 19.63% to RM6.21 million (FYE 2024: RM5.19 million). This was mainly contributed by the increase in salaries, as well as the increase in the number of technical personnel from 51 personnel as at 30 June 2024 to 59 technical personnel as at 30 June 2025.

In FYE 2026, staff costs decreased by RM0.66 million or 10.66% to RM5.55 million (FYE 2025: RM6.21 million). This was mainly due to the decrease in the number of technical personnel from 59 technical personnel as at 30 June 2025 to 51 technical personnel as at 30 June 2026.

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(d) Other costs

Our other costs mainly comprised project-related costs, comprising provisional costs relating to the integration of MEPF for data centres, tender fees, transportation handling charges, and phone charges.

In FYE 2024, other costs increased by RM2.26 million to RM2.28 million (FYE 2023: approximately RM18,000), mainly due to the provisional costs relating to Data Centre A2 and A3 Integrated Project 1 and Data Centre B5 Integrated Project 1.

In FYE 2025, other costs decreased by RM1.94 million or 85.41% to RM0.33 million (FYE 2024: RM2.28 million), mainly due to the reversal of provisional costs relating to Data Centre A2 and A3 Integrated Project 1 and Data Centre B5 Integrated Project 1 upon the conclusion of the defect liability or warranty periods.

In FYE 2026, other costs decreased by RM2.25 million primarily due to the reversal of provisional costs mainly relating to Data Centre A3 Integrated Project and Data Centre EX1 and EX2 Integrated Project upon the conclusion of the defect liability or warranty periods.

12. FINANCIAL INFORMATION

12.3.5 GP and GP margin by business activities

	FYE 2023			FYE 2024			FYE 2025		
	RM'000	%	GP margin (%)	RM'000	%	GP margin (%)	RM'000	%	GP margin (%)
Integration of MEPF for data centres[(1)]	**26,077**	**82.98**	**15.15**	**31,934**	**89.07**	**19.25**	**55,911**	**91.62**	**15.72**
Integrated systems	23,670	75.32	15.25	27,826	77.61	17.91	44,822	73.45	13.55
Subsystems	2,407	7.66	14.20	4,108	11.46	39.05	11,089	18.17	44.54
Provision of maintenance services and parts	**5,351**	**17.02**	**36.73**	**3,920**	**10.93**	**26.07**	**5,115**	**8.38**	**31.53**
Total GP / GP Margin	**31,428**	**100.00**	**16.83**	**35,854**	**100.00**	**19.82**	**61,026**	**100.00**	**16.41**

	FYE 2026		
	RM'000	%	GP margin (%)
Integration of MEPF for data centres[(1)]	**91,319**	**91.46**	**14.13**
Integrated systems	84,195	84.33	13.59
Subsystems	7,124	7.13	26.96
Provision of maintenance services and parts	**8,528**	**8.54**	**42.97**
Total GP / GP Margin	**99,847**	**100.00**	**14.99**

12. FINANCIAL INFORMATION

Note:

(1) For the FYE 2024, FYE 2025 and FYE 2026, the GP margin for subsystems segment was higher than the integrated systems segment, mainly due to lower costs incurred in view of the scope of works which are narrower as compared to integrated systems projects. Generally, integrated systems projects involve a broader scope covering the end-to-end integration of MEPF systems where we are involved in the management of the entire process including engineering support, supply and installation, as well as testing and commissioning. In this respect, this may involve higher costs for the project implementation, including manpower resources, site-related expenses, as well as testing and commissioning costs.

Comparison between FYE 2023 and FYE 2024

Our total GP increased by RM4.43 million or 14.08% to RM35.85 million in FYE 2024 (FYE 2023: RM31.43 million), while our total GP margin improved from 16.83% in FYE 2023 to 19.82% in FYE 2024.

(a) Integration of MEPF for data centres segment

GP from the integration of MEPF for data centres segment increased by RM5.86 million or 22.46% to RM31.93 million in FYE 2024 (FYE 2023: RM26.08 million), while our GP margin from this segment improved from 15.15% in FYE 2023 to 19.25% in FYE 2024.

Integrated systems

GP from the integrated systems segment increased by RM4.16 million or 17.56% to RM27.83 million in FYE 2024 (FYE 2023: RM23.67 million). This was mainly driven by the GP contribution from the commencement of six projects for data centres, and also an increase in GP contributions attributed to higher work progress from the Data Centre A2 and A3 Integrated Project 2 during the financial year.

The GP margin from the integrated systems segment improved from 15.25% in FYE 2023 to 17.91% in FYE 2024, mainly driven by the contribution of higher GP margin projects for data centre operators in Cyberjaya, including Data Centre B5 Integrated Project 3 and Data Centre B6 Integrated Project 1.

Subsystems

The increase in GP was also contributed by the increase in GP from the subsystems segment, which increased by RM1.70 million or 70.67% to RM4.11 million in FYE 2024 (FYE 2023: RM2.41 million). The increase was mainly driven by the GP contribution from the IT Enterprise Data Centre 2 Subsystem Project 1 following the installation of the cooling systems, and the Data Centre B4 Subsystem Project 2 following the delivery and installation of UPS in FYE 2024.

The GP margin from the subsystems segment improved from 14.20% in FYE 2023 to 39.05% in FYE 2024. This was mainly driven by higher work progress for projects with higher GP margins, including the IT Enterprise Data Centre 2 Subsystem Project 1 and Data Centre B4 Subsystem Project 2.

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(b) Provision of maintenance services and parts

GP from the provision of maintenance services and parts segment decreased by RM1.43 million or 26.74% to RM3.92 million in FYE 2024 (FYE 2023: RM5.35 million). The decrease was mainly attributed to higher part replacement costs on certain comprehensive maintenance projects.

Our GP margin from this segment decreased from 36.73% in FYE 2023 to 26.07% in FYE 2024, mainly arising from the higher part replacement costs on certain comprehensive maintenance projects, where the costs were borne by us under the terms of the arrangement. This was reflected in the higher proportion of maintenance services and parts cost against revenue in FYE 2024 at 73.93% (FYE 2023: 63.27%).

Comparison between FYE 2024 and FYE 2025

Our total GP increased by RM25.17 million or 70.21% to RM61.03 million in FYE 2025 (FYE 2024: RM35.85 million), while our total GP margin decreased from 19.82% in FYE 2024 to 16.41% in FYE 2025.

(a) Integration of MEPF for data centres segment

GP from the integration of MEPF for data centres segment increased by RM23.98 million or 75.08% to RM55.91 million in FYE 2025 (FYE 2024: RM31.93 million), while our GP margin from this segment decreased from 19.25% in FYE 2024 to 15.72% in FYE 2025.

Integrated systems

GP from the integrated systems segment increased by RM17.00 million or 61.08% to RM44.82 million in FYE 2025 (FYE 2024: RM27.83 million). This was mainly driven by the higher GP contribution from the Data Centre EX1 and EX2 Integrated Project, which increased by RM39.72 million to RM40.09 million in FYE 2025 (FYE 2024: RM0.37 million), following the higher work progress for completing the installation works in FYE 2025.

The increase was partially offset by lower GP contributions from several projects, including the absence of GP contribution from Data Centre A2 and A3 Integrated Project 1, as the integration works were completed in the previous financial year.

The GP margin from the integrated systems segment decreased from 17.91% in FYE 2024 to 13.55% in FYE 2025, primarily attributed to gross loss from certain projects, mainly arising from the project descoping, resulting from certain areas of the project not meeting the customer's expectations. Following the scope adjustments, the proposed adjusted contract value is RM87.20 million, compared to the original RM111.21 million.

Subsystems

The increase in GP from the integration of MEPF for data centres segment was also contributed by the increase in GP from the subsystems segment, which increased by RM6.98 million or 169.94% to RM11.09 million in FYE 2025 (FYE 2024: RM4.11 million). The increase was mainly driven by the GP contribution from IT Enterprise Data Centre 2 Subsystem Project 4, which was commenced in June 2024 and completed in May 2025.

The GP margin from the subsystems segment improved from 39.05% in FYE 2024 to 44.54% in FYE 2025, mainly driven by the better pricing negotiation with a customer for IT Enterprise Data Centre 2 Subsystem Project 4, involving the installation of UPS and power conditioning systems, which was required to be delivered within a shorter timeframe.

(b) Provision of maintenance services and parts

GP from the provision of maintenance services and parts segment increased by RM1.20 million or 30.48% to RM5.12 million in FYE 2025 (FYE 2024: RM3.92 million). The increase was mainly attributed to the higher GP contribution from the corrective maintenance services rendered to a data centre operator in Cyberjaya, as well as higher preventive maintenance services rendered from the new maintenance contracts secured for maintaining the data centres following the completion of integration previously in FYE 2024.

Our GP margin from this segment improved from 26.07% in FYE 2024 to 31.53% in FYE 2025. This was attributed to the higher GP margin from the provision of corrective maintenance rendered for a data centre operator in Cyberjaya, with a GP margin of 49.56% in FYE 2025 (FYE 2024: 30.66%).

Comparison between FYE 2025 and FYE 2026

Our total GP increased by RM38.82 million or 63.61% to RM99.85 million in FYE 2026 (FYE 2025: RM61.03 million), while our total GP margin decreased from 16.41% in FYE 2025 to 14.99% in FYE 2026.

(a) Integration of MEPF for data centre segment

GP from the integration of MEPF for data centres segment increased by RM35.41 million or 63.33% to RM91.32 million in FYE 2026 (FYE 2025: RM55.91 million), while our GP margin from this segment decreased from 15.72% in FYE 2025 to 14.13% in FYE 2026.

Integrated systems

GP from the integrated systems segment increased by RM39.37 million or 87.84% to RM84.20 million in FYE 2026 (FYE 2025: RM44.82 million). This was mainly driven by the higher GP contribution from the Data Centre CJ12 Integrated Project and Data Centre CJ12 Integrated Project 2, which increased by RM34.37 million to RM35.61 million in FYE 2026 (FYE 2025: RM1.23 million), following higher work progress during FYE 2026.

The GP margin from the integrated systems segment remained relatively consistent at 13.55% in FYE 2025 and 13.59% in FYE 2026.

12. FINANCIAL INFORMATION

Subsystems

GP from subsystems segment decreased by RM3.97 million or 35.76% to RM7.12 million in FYE 2026 (FYE 2025: RM11.09 million), and GP margin decreased from 44.54% in FYE 2025 to 26.96% in FYE 2026. The decrease in GP and GP margin was mainly due to the completion of the higher margin projects in FYE 2025, which contributed GP of RM6.85 million in FYE 2025.

The decrease in GP was partially offset by the increase in GP from Data Centre B1 Subsystem Project and Hyperscale Data Centre Subsystem Project, which collectively increased by RM3.29 million in FYE 2026.

(b) Provision of maintenance services and parts

GP from the provision of maintenance services and parts increased by RM3.41 million or 66.73% to RM8.53 million in FYE 2026 (FYE 2025: RM5.12 million). GP margin from this segment increased from 31.53% in FYE 2025 to 42.97% in FYE 2026. The increase was mainly attributed to the higher GP contribution from preventive and corrective maintenance services to a major customer, with improved GP margin from 45.37% in FYE 2025 to 52.45% in FYE 2026. The increase was also partly attributed to the GP contribution of RM0.55 million from the new contract secured in FYE 2026 with a GP margin of 42.74% in FYE 2026.

12. FINANCIAL INFORMATION

12.3.6 Other income

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Interest income	443	100.00	787	100.00	3,605	97.14	1,853	41.94
- Interest income from deposits placed with licensed banks	443	100.00	583	74.08	1,167	31.45	516	11.68
- Accretion of interest	-	-	204	25.92	2,438	65.69	1,337	30.26
Gain on remeasurement of trade receivable	-	-	-	-	-	-	2,157	48.82
Reversal of overaccrued income tax penalty	-	-	-	-	-	-	209	4.73
Administrative income	-	-	-	-	-	-	160	3.62
Gain on foreign exchange	-	-	-	-	-	-	39	0.89
Gain on disposal of fixed assets	-	-	-	-	106	2.86	-	-
Total	**443**	**100.00**	**787**	**100.00**	**3,711**	**100.00**	**4,418**	**100.00**

Comparison between FYE 2023 and FYE 2024

Our other income increased by RM0.34 million or 77.65% to RM0.79 million for the FYE 2024 (FYE 2023: RM0.44 million). This was mainly attributed to the increase in interest income from deposits placed with licensed banks, as well as the interest income arising from accretion of interest on a deferred payment arrangement. The deferred payment arrangement was provided to a customer of an integrated systems project where the payments are split into 3 scheduled payments.

Comparison between FYE 2024 and FYE 2025

Our other income increased by RM2.92 million or 371.54% to RM3.71 million for the FYE 2025 (FYE 2024: RM0.79 million). This was mainly attributed to the interest income arising from accretion of interest on a deferred payment arrangement, as well as the increase in interest income from deposits placed with licensed banks.

12. FINANCIAL INFORMATION

Comparison between FYE 2025 and FYE 2026

Our other income increased by RM0.71 million or 19.05% to RM4.42 million for the FYE 2026 (FYE 2025: RM3.71 million). This was mainly attributed to the gain on remeasurement of trade receivables of RM2.16 million, as the customer settled the outstanding balance earlier than the contractual repayment schedule under the deferred payment arrangement mentioned above. The gain arose as the outstanding receivable was previously recorded at a discounted value to reflect the extended payment period, whereas the early settlement resulted in the remaining unamortised discount being recognised as income.

The increase in other income was partially offset by a decrease of RM1.75 million in interest income due to lower accretion of interest, as well as lower interest income from deposits placed with licensed banks.

12.3.7 Selling and distribution expenses

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Staff costs	593	87.46	627	86.36	501	70.56	743	71.93
Commission	82	12.09	92	12.67	200	28.17	284	27.49
Advertising expenses	3	0.45	7	0.97	9	1.27	6	0.58
Total	**678**	**100.00**	**726**	**100.00**	**710**	**100.00**	**1,033**	**100.00**

Comparison between FYE 2023 and FYE 2024

Our selling and distribution expenses increased by RM0.05 million or 7.08% to RM0.73 million for the FYE 2024 (FYE 2023: RM0.68 million). This was mainly attributed to the higher staff costs for the sales and marketing department arising from the increase in the number of sales and marketing personnel from 3 personnel as at 30 June 2023 to 4 personnel as at 30 June 2024.

Comparison between FYE 2024 and FYE 2025

Our selling and distribution expenses decreased by RM0.02 million or 2.20% to RM0.71 million for the FYE 2025 (FYE 2024: RM0.73 million). This was mainly attributed to the lower staff costs for the sales and marketing department following the reclassification of a sales director's remuneration from selling and distribution expenses to administrative expenses in FYE 2025.

12. FINANCIAL INFORMATION

Comparison between FYE 2025 and FYE 2026

Our selling and distribution expenses increased by RM0.32 million or 45.49% to RM1.03 million for the FYE 2026 (FYE 2025: RM0.71 million). This was mainly attributed to the higher staff costs due to general increment.

12.3.8 Administrative expenses

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Staff costs	4,556	53.13	4,794	53.19	6,294	57.95	7,800	56.18
Directors' remuneration	2,142	24.98	2,235	24.80	1,671	15.39	1,102	7.94
Depreciation	801	9.34	773	8.58	1,301	11.98	1,710	12.32
Travelling expenses	425	4.96	527	5.85	514	4.73	535	3.85
Others(1)	651	7.59	684	7.58	1,081	9.95	2,737	19.71
Total	**8,575**	**100.00**	**9,013**	**100.00**	**10,861**	**100.00**	**13,884**	**100.00**

Note:
(1) Comprises mainly professional fees, office expenses, insurance, as well as upkeep and maintenance costs.

Comparison between FYE 2023 and FYE 2024

Our administrative expenses increased by RM0.44 million or 5.11% to RM9.01 million for the FYE 2024 (FYE 2023: RM8.58 million). This was mainly attributed to the higher staff costs for the administrative department arising from higher bonuses.

12. FINANCIAL INFORMATION

Comparison between FYE 2024 and FYE 2025

Our administrative expenses increased by RM1.85 million or 20.50% to RM10.86 million for the FYE 2025 (FYE 2024: RM9.01 million). This was mainly attributed to the higher staff costs for the administrative department arising from the higher bonuses.

Comparison between FYE 2025 and FYE 2026

Our administrative expenses increased by RM3.02 million or 27.83% to RM13.88 million for the FYE 2026 (FYE 2025: RM10.86 million). This was mainly attributed to the higher staff costs for the administrative department arising from general increment and higher bonuses. The increase was also contributed by the increase in other administrative expenses mainly for the engagement of tax agent to undertake a tax review in relation to the Customs Compliance Verification Audit Programme.

12.3.9 Other expenses

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Impairment loss on investment in an associate[(1)]	-	-	-	-	473	91.84	-	-
Plant and equipment written off	-	-	-	-	42	8.16	*	100.00
Goods and services tax payable	47	21.96	-	-	-	-	-	-
Loss on foreign exchange	-	-	5	5.75	*	#	-	-
Tax penalty	142	66.36	32	36.78	-	-	-	-
Loss on disposal of fixed assets	25	11.68	50	57.47	-	-	-	-
Total	**214**	**100.00**	**87**	**100.00**	**515**	**100.00**	*	**100.00**

12. FINANCIAL INFORMATION

Notes:

* Less than RM1,000

\# Less than 0.01%

(1) The impairment loss arising from the investment in an associate, namely D2 Dynamique (S) Pte Ltd, to reflect the associate's fair value less cost to sell. Please refer to Note 9 of the Accountants' Report as set out in **Section 13** of this Prospectus for further details.

Comparison between FYE 2023 and FYE 2024

Our other expenses decreased by RM0.13 million or 59.35% to RM0.09 million for the FYE 2024 (FYE 2023: RM0.21 million). This was mainly attributed to the tax penalty of RM0.14 million during FYE 2023 as compared to RM0.03 million during FYE 2024. Both tax penalties were imposed primarily arising from a timing difference in the revenue recognition method.

Comparison between FYE 2024 and FYE 2025

Our other expenses increased by RM0.43 million or 491.95% to RM0.52 million for the FYE 2025 (FYE 2024: RM0.09 million). This was mainly attributed to the impairment loss arising from the investment in an associate, namely D2 Dynamique (S) Pte Ltd.

Comparison between FYE 2025 and FYE 2026

Our other expenses of approximately RM28 for the FYE 2026 comprised plant and equipment written off.

12. FINANCIAL INFORMATION

12.3.10 Finance costs

	Audited							
	FYE 2023		FYE 2024		FYE 2025		FYE 2026	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Interest expense on:								
Lease liabilities	46	30.67	17	33.33	434	96.02	573	97.28
Hire purchase	21	14.00	22	43.14	16	3.54	13	2.21
Bank guarantee	83	55.33	12	23.53	2	0.44	3	0.51
Bank overdraft	*	#	-	-	-	-	-	-
Total	**150**	**100.00**	**51**	**100.00**	**452**	**100.00**	**589**	**100.00**

Notes:
* Less than RM1,000

\# Less than 0.01%

Comparison between FYE 2023 and FYE 2024

Our finance costs decreased by RM0.10 million or 66.00% to RM0.05 million for the FYE 2024 (FYE 2023: RM0.15 million). This was mainly attributed to the decrease in interest expense on bank guarantees related to the performance bond provided to customers as security for construction and engineering contracts.

Comparison between FYE 2024 and FYE 2025

Our finance costs increased by RM0.40 million or 786.27% to RM0.45 million for the FYE 2025 (FYE 2024: RM0.05 million). This was mainly attributed to the increase in interest expense on lease liabilities arising from the renting of our office in the CJ11 Centre.

12. FINANCIAL INFORMATION

Comparison between FYE 2025 and FYE 2026

Our finance costs increased by RM0.14 million or 30.31% to RM0.59 million for the FYE 2026 (FYE 2025: RM0.45 million). This was mainly attributed to the increase in interest expense on lease liabilities arising from the renting of our office in the CJ11 Centre.

12.3.11 PBT, taxation and PAT

	Audited			
	FYE 2023	FYE 2024	FYE 2025	FYE 2026
PBT (RM'000)	22,263	26,762	52,202	88,759
PBT margin (%)	11.93	14.79	14.03	13.33
Taxation (RM'000)	5,483	6,741	12,716	21,963
Effective tax rate (%)	24.63	25.19	24.36	24.74
Statutory tax rate (%)	24.00	24.00	24.00	24.00
PAT (RM'000)	16,780	20,021	39,486	66,796
PAT margin (%)	8.99	11.07	10.61	10.03

Comparison between FYE 2023 and FYE 2024

Our PBT increased by RM4.50 million or 20.21% to RM26.76 million in FYE 2024 (FYE 2023: RM22.26 million), and PAT increased by RM3.24 million or 19.31% to RM20.02 million in FYE 2024 (FYE 2023: RM16.78 million). The increase was mainly contributed by the increase in GP by 14.08% in FYE 2024.

Our PBT margin increased from 11.93% in FYE 2023 to 14.79% in FYE 2024, and similarly PAT margin also increased from 8.99% in FYE 2023 to 11.07% in FYE 2024. This was in line with the increase in our GP margin, which increased from 16.83% in FYE 2023 to 19.82% in FYE 2024.

For the FYE 2023, our effective tax rate was 24.63% which was higher than the statutory tax rate of 24.00%. This was mainly due to the tax effects of non-deductible expenses mainly depreciation and entertainment expenses.

For the FYE 2024, our effective tax rate was 25.19% which was higher than the statutory tax rate of 24.00%. This was mainly due to the tax effects of non-deductible expenses.

12. FINANCIAL INFORMATION

Comparison between FYE 2024 and FYE 2025

Our PBT increased by RM25.44 million or 95.06% to RM52.20 million in FYE 2025 (FYE 2024: RM26.76 million), and PAT increased by RM19.47 million or 97.22% to RM39.49 million in FYE 2025 (FYE 2024: RM20.02 million). The increase was mainly contributed by the increase in GP by 70.21% in FYE 2025.

Our PBT margin decreased from 14.79% in FYE 2024 to 14.03% in FYE 2025, and similarly PAT margin also decreased from 11.07% in FYE 2024 to 10.61% in FYE 2025. This was in line with the decrease in our GP margin, which decreased from 19.82% in FYE 2024 to 16.41% in FYE 2025.

For the FYE 2025, our effective tax rate was 24.36% which was higher than the statutory tax rate of 24.00%. This was mainly due to the tax effects of non-deductible expenses.

Comparison between FYE 2025 and FYE 2026

Our PBT increased by RM36.56 million or 70.03% to RM88.76 million in FYE 2026 (FYE 2025: RM52.20 million), and PAT increased by RM27.31 million or 69.16% to RM66.80 million in FYE 2026 (FYE 2025: RM39.49 million). The increase was mainly contributed by the increase in GP by 63.61% in FYE 2026.

Our PBT margin decreased from 14.03% in FYE 2025 to 13.33% in FYE 2026, and similarly PAT margin also decreased from 10.61% in FYE 2025 to 10.03% in FYE 2026. This was in line with the decrease in our GP margin, which decreased from 16.41% in FYE 2025 to 14.99% in FYE 2026.

For the FYE 2026, our effective tax rate was 24.74% which was higher than the statutory tax rate of 24.00%. This was mainly due to the tax effects of non-deductible expenses, coupled with underprovision of deferred tax and income tax in prior year.

12. FINANCIAL INFORMATION

12.4 SIGNIFICANT FACTORS MATERIALLY AFFECTING OUR OPERATIONS

Our business operations and financial conditions have been and will continue to be affected by factors including, but not limited to, the following:

(i) Our revenue contribution and profitability performance could vary from year to year or quarter to quarter, and this is dependent on our ability to secure new contracts and the timing of revenue recognition

Our revenue contribution and profitability performance could vary from year to year or quarter to quarter, reflecting the stage of completion of ongoing projects, the number of projects in progress, and the timing of new project commencements, as well as fulfilment of orders. The integration projects are primarily based on fixed lump sum contracts. In this respect, our financial performance is dependent on our ability to continually secure new projects and orders as well as to deliver the projects and orders on time.

Our projects are typically awarded based on competitive bidding or submission of proposals. As such, we have to submit bids and proposals to compete against other service providers to continually secure new projects. There is a risk that we may not be able to secure sufficient new projects to sustain our business, which would materially affect our future financial performance.

(ii) Our business and financial performance may be affected in the event of any delivery delays, significant reductions in the scope of our projects, or termination or suspension of contracts/projects

Adherence to project implementation timelines and the achievement of completion date targets stipulated within our contracts and purchase orders are important. Delays in project implementation or the fulfilment of orders may result in adverse consequences, including cost overruns, delays in revenue recognition, a reduction in our scope of work, or the suspension or termination of the contract or work order.

Furthermore, certain of our contracts and purchase orders include provisions for LAD as a provision for penalties. These provisions entitle customers to lodge a claim against us in the event of our failure to meet the stipulated project completion or delivery date, or any mutually agreed extension thereof, where such delay is attributable to us. Subject to the specific terms of the applicable LAD clause, the penalty may be a fixed sum or a percentage of the contract value per day of delay, with an upper limit on the total LAD liability. Our financial performance could be negatively impacted should customers pursue LAD claims against us. Moreover, any failure to meet project completion or delivery dates has the potential to damage our relationships with the affected customers, potentially impairing our ability to secure future engagements with them and harming our reputation. These factors may collectively undermine our business sustainability and future financial performance.

In addition to delays, we may also encounter significant reductions in the scope of our projects, or face early termination or suspension of work due to unforeseen circumstances before we complete our scope of work. These reasons could include non-performance by either party, insolvency, payment defaults, economic downturns, changes in customer plans, or regulatory changes.

During the Financial Periods Under Review and up to the LPD, we have experienced a material descoping for a project in Cyberjaya, resulting from certain areas of the project not meeting the customer's expectations. Following the scope adjustments, the proposed adjusted contract value is RM87.20 million, compared to the original RM111.21 million.

Save for the above, we did not encounter any material delays in the implementation and completion of our projects and purchase orders, nor did we incur any LAD. Nevertheless, there can be no assurance that we will not experience delays in project implementation and completion, or that we will not incur LAD in the future.

12. FINANCIAL INFORMATION

(iii) Our business is relying on certain major customers, and the loss of one or more customers may affect the financial performance

We are dependent on certain major customers, namely Customer A Group, Customer B Group and Binastra Builders Sdn Bhd by virtue of their revenue contribution for the Financial Periods Under Review. Revenue contribution from Customer A Group accounted for 52.23% (RM97.51 million), 38.69% (RM69.99 million) and 9.77% (RM36.35 million) of our total revenue for the FYE 2023, FYE 2024 and FYE 2025 respectively. We started dealing with Customer A Group since 2011 for the integration of MEPF for data centres. The revenue contribution from Customer A Group has reduced over the Financial Periods Under Review, and our Group did not secure any new projects from Customer A Group during the FYE 2026 and up to the LPD. As for Customer B Group, the revenue contribution accounted for 8.23% (RM15.36 million), 42.85% (RM77.53 million),17.31% (RM64.40 million) and 5.37% (RM35.79 million) of our total revenue for the FYE 2023, FYE 2024, FYE 2025 and FYE 2026 respectively. Customer B Group has been our customer for the integration of MEPF for data centres since 2011. As for Binastra Builders Sdn Bhd, the revenue contribution accounted for 4.24% (RM7.68 million), 61.68% (RM229.46 million) and 85.36% (RM568.52 million) of our total revenue for the FYE 2024, FYE 2025 and FYE 2026, respectively. We started dealing with Binastra Builders Sdn Bhd in 2023 for the integration of MEPF for data centres. As at the LPD, we have 3 ongoing projects with Binastra Builders Sdn Bhd for the integration of MEPF systems for data centres. The aggregate project value of these projects amounted to RM1.10 billion, with order book of RM822.34 million as at the LPD. As these projects are expected to be completed between FYE 2027 and FYE 2028, the order book from these projects will be recognised as revenue in FYE 2027 and FYE 2028 as and when the services are provided.

Please refer to **Section 9.1.3** of this Prospectus for further details on dependency on certain major customers.

In the event that the contracts from these customers are reduced, suspended, or terminated and not replaced promptly, it will adversely affect our profitability and financial performance. We have experienced a material descoping for a project from Customer A Group in Cyberjaya during the Financial Periods Under Review, as discussed above.

(iv) Unanticipated increase in project cost and delay in completion

Due to the nature of our project, we are subject to project management risks such as cost risk, schedule risk, performance, and operational risk, which would typically give rise to an unanticipated increase in project cost or cost overrun and delay in completion of projects. Such risks can be due to poor project cost estimation, change of scope of work and design, poor project administration in terms of procurement and communication, poor project site management in terms of installation and coordination works as well as factors beyond our control such as weather, fluctuation in the price of materials and equipment, fluctuation in foreign currency exchange, delay or disruption in the supply of materials or contracting services from third parties, untimely receipts of relevant licences, regulatory approvals and permits, availability of financing and accessibility to project sites.

Our Group's revenue and profitability are subject to our ability to compete and deliver our projects in accordance with the project milestones stated in the contracts and within our project budget. We are experienced in estimating costs for tender or proposal submissions. Nonetheless, there is no assurance that we may not face any unanticipated cost increases, which may adversely affect our financial performance.

Please refer to **Section 9.1.6** of this Prospectus for further details.

12. FINANCIAL INFORMATION

(v) Potential defect liability claims and warranties

As an integrator of critical data centre infrastructure for MEPF projects, we are exposed to the risk of defect liability claims by our customers as a result of the defects in our supply and installation works during the defect liability period. For our integration projects, we commonly provide limited warranties for system installation, and we have back-to-back arrangements with equipment manufacturers to replace faulty equipment at no cost to us, but we are required to bear the costs of physically replacing the affected equipment.

Generally, we are not legally and financially responsible for claims against manufacturers of the products that we use, as such warranties will be covered by the product manufacturers. Please refer to **Section 9.1.8** of this Prospectus for further details on the risk factor in relation to the defect liability and warranty claims.

(vi) We may not be able to collect the full amount from customers to whom we have extended credit or fail to invoice the full amount of contract assets for our projects

We are exposed to credit risk as there is a possibility that we may not be able to collect the full amount from customers to whom we have extended credit. During the FYE 2026, the normal credit terms granted to our customers are 30 to 120 days (FYE 2023 to FYE 2025: 30 to 90 days), with other terms assessed and approved on a case-by-case basis. Our average trade receivables turnover periods decreased from 121 days as at 30 June 2023 to 101 days as at 30 June 2024, and increased to 136 days as at 30 June 2025. This was mainly attributed to higher outstanding past due trade receivables at the end of FYE 2025, and higher billings issued during the last quarter of FYE 2025. Subsequently, our average trade receivables turnover period declined to 89 days as at 30 June 2026.

If a customer fails to pay within the stipulated credit terms, we may need to make allowances for impairment losses on trade receivables or write off bad debts, which could negatively impact our financial performance. There is no provision of impairment loss during the Financial Periods Under Review.

Our contract assets represent the value of work performed that has not yet reached the point where we can invoice our customers for the completed work. There is generally a timing difference between the completion of contract work, the submission of our payment application, the issuance of payment certificates by our customers, and the subsequent issuance of invoices and receipt of payment from our customers. Our contract assets were RM53.57 million, RM63.39 million, RM154.13 million and RM147.47 million as at FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. The value of contract assets may fluctuate from period to period due to the timing differences between the completion of each stage or milestone of work and the subsequent certification of the completed work by our customers. There is no assurance that we will be able to bill and receive the full amount of contract assets, as disagreements may arise with our customers regarding the value of work completed. If we are unable to bill and collect the full amount of contract assets, our financial performance, position, and liquidity could be materially and adversely affected.

(vii) Impact of inflation

Our financial performance for the Financial Periods Under Review was not materially affected by inflation. However, there can be no assurance that future inflation will not have an impact on our business and financial performance.

(viii) Impact of government/economic/fiscal/monetary policies

Our business is subject to the risks relating to government, economic, fiscal or monetary policies. Any unfavourable changes in the government policies, economic conditions or fiscal or monetary policies may materially affect our operations in Malaysia. For further details, please refer to **Section 9.2.2** of this Prospectus.

12. FINANCIAL INFORMATION

12.5 LIQUIDITY AND CAPITAL RESOURCES

12.5.1 Working Capital

Our business is financed by both internal and external sources of funds. Our internal sources of funds comprise cash generated from our business operations and shareholders' equity while our external sources of funds mainly consist of banking facilities from financial institutions. These funds are mainly used to finance our business operations and growth.

Based on our audited combined statements of financial position as at 30 June 2026, we have:

(i) cash and bank balances of RM27.69 million; and

(ii) working capital of RM140.42 million, being the difference between current assets of RM375.41 million and current liabilities of RM234.99 million.

Our Directors are of the opinion that, after taking into consideration our cash and cash equivalents, cash generated from our business operations, the amount of our banking facilities and proceeds to be raised from the Public Issue, we will have adequate working capital to meet our present and foreseeable requirements for at least 12 months from the date of this Prospectus.

12.5.2 Cash flow

The table below sets out the summary of our combined statements of cash flows for the Financial Periods Under Review and should be read in conjunction with the Accountants' Report as set out in **Section 13** of this Prospectus.

	FYE 2023 RM'000	**FYE 2024 RM'000**	**FYE 2025 RM'000**	**FYE 2026 RM'000**
Net cash from operating activities	16,981	25,346	9,648	23,864
Net cash from investing activities	186	752	338	185
Net cash from/(used in) financing activities	8,268	(9,689)	(41,698)	(16,076)
Net increase/(decrease) in cash and cash equivalents	**25,435**	**16,409**	**(31,712)**	**7,973**
Cash and cash equivalents at the beginning of the financial year	**9,589**	**35,024**	**51,433**	**19,721**
Cash and cash equivalents at the end of the financial year	**35,024**	**51,433**	**19,721**	**27,694**

Our cash and cash equivalents are held in RM. There are no legal, financial or economic restrictions on our Subsidiary's ability to transfer funds to our Company in the form of cash dividends, subject to the availability of distributable profits and reserves, and any applicable financial covenants.

12. FINANCIAL INFORMATION

(i) Net cash generated from operating activities

FYE 2023

For FYE 2023, our net cash from operating activities was RM16.98 million after taking into account the following:

- decrease of RM53.62 million in receivables, mainly attributed to timely collections from trade receivables.

  In addition, there were lower outstanding amounts of other receivables at RM2.90 million for FYE 2023 (opening balance of FYE 2023: RM15.68 million), attributed to the settlement of advances to trade receivables.

- increase of RM31.09 million in contract assets mainly attributed to active progress of work done for certain projects, while the corresponding billings to customers have not been billed as at 30 June 2023. This mainly includes Data Centre A2 and A3 Integrated Project 1, as well as Data Centre A3 Integrated Project.

- decrease of RM26.21 million in payables mainly attributed to payments made to trade payables, including subcontractors for electrical works performed for various projects.

- increase of RM3.68 million in contract liabilities mainly related to billings issued for works yet to be performed or still in progress as at year-end, and upfront payments received for projects secured during the financial year, including Data Centre CBJ6 Integrated Project and Data Centre B5 Integrated Project 1.

- tax payments of RM6.23 million made for the FYE 2023.

- net interest received of RM0.29 million.

FYE 2024

For FYE 2024, our net cash from operating activities was RM25.35 million after taking into account the following:

- increase of RM39.67 million in payables, mainly attributed to higher outstanding trade payables from increased billings by subcontractors for equipment delivered and works performed for various projects during the last quarter of the financial year. The trade payables were higher at RM77.14 million as at 30 June 2024 (as at 30 June 2023: RM37.54 million).

- increase of RM34.60 million in receivables was attributed to higher outstanding trade receivables following higher billings issued for various projects in the second half of the financial year. The trade receivables were higher at RM66.79 million as at 30 June 2024 (as at 30 June 2023: RM31.05 million).

- increase of RM9.62 million in contract assets, mainly attributed to active progress of work done for certain projects, while the corresponding billings to customers have not been billed as at 30 June 2024.

- increase of RM9.15 million in contract liabilities mainly related to payments received from customers upon billings issued for works yet to be performed or still in progress as at year-end, and upfront payments received for projects secured during the financial year. This mainly includes IT Enterprise Data Centre 2 Subsystem 4, Data Centre B5 Integrated Project 3, and Data Centre EX1 and EX2 Integrated Project.

- increase of RM1.40 million in inventories mainly attributed to purchases of power electronic equipment as replacement parts for our maintenance operations.

- tax payments of RM5.27 million made for the FYE 2024.

- net interest received of RM0.53 million.

FYE 2025

For FYE 2025, our net cash from operating activities was RM9.65 million after taking into account the following:

- increase of RM94.94 million in payables, mainly attributed to higher outstanding trade payables arising from increased billings by subcontractors for electrical services and equipment for various integration projects. The trade payables were higher at RM171.01 million as at 30 June 2025 (as at 30 June 2024: RM77.14 million).

- increase of RM88.30 million in contract assets, mainly attributed to active progress of work done for certain projects, while the corresponding billings to customers have not been billed at the end of the financial year. This mainly includes Data Centre EX1 and EX2 Integrated Project, Data Centre A2 and A3 Integrated Project 2, as well as Data Centre A3 Integrated Project.

- increase of RM88.07 million in receivables, mainly attributed to higher past due trade receivables at the end of FYE 2025, as well as higher outstanding trade receivables following higher billings issued for various projects in the second half of the financial year. The trade receivables were higher at RM153.70 million as at 30 June 2025 (as at 30 June 2024: RM66.79 million).

- increase of RM51.03 million in contract liabilities mainly related to payments received from customers upon billings issued for works yet to be performed or still in progress as at year-end, and upfront payments received for projects secured during the financial year. This mainly includes Data Centre B6 Integrated Project 2 and Data Centre CJ12 Integrated Project.

- tax payments of RM11.54 million made for the FYE 2025.

- net interest received of RM0.72 million.

FYE 2026

For FYE 2026, our net cash from operating activities was RM23.86 million after taking into account the following:

- increase of RM77.06 million in receivables mainly attributed to higher outstanding trade receivables following higher billings issued for various projects in the last quarter of FYE 2026. The trade receivables (including retention sum) were higher at RM192.47 million as at 30 June 2026 (as at 30 June 2025: RM153.70 million).

- increase of RM33.99 million in payables, mainly attributed to higher outstanding trade payables arising from increased billings by subcontractors for electrical services and equipment for various integration projects. The trade payables were higher at RM204.84 million as at 30 June 2026 (30 June 2025: RM171.01 million).

- decrease of RM16.87 million in contract liabilities following the recognition of revenue during the FYE 2026 for work completed on projects for which upfront payments had been received. This mainly includes Data Centre B6 Integrated Project 2 and Data Centre CJ12 Integrated Project.

- decrease of RM10.16 million in contract assets following the issuance of progress billings to customers for various projects. This mainly includes Data Centre EX1 and EX2 Integrated Project, Data Centre A2 and A3 Integrated Project 2, as well as Data Centre A3 Integrated Project.

- net tax payments of RM14.96 million made for the FYE 2026.

(ii) Net cash generated from investing activities

FYE 2023

For FYE 2023, our net cash from investing activities was RM0.19 million mainly attributed to the following:

- RM0.24 million of repayments collected from related parties in relation to earlier advances provided for working capital purposes. As at the LPD, the outstanding has been settled; and

- RM0.16 million of sales proceeds from the disposal of right-of-use assets in relation to motor vehicles.

This was partially offset by the RM0.22 million used for the purchase of plant and equipment comprising motor vehicles, office equipment and furniture.

FYE 2024

For FYE 2024, our net cash from investing activities was RM0.75 million mainly attributed to RM0.72 million of repayments collected from related parties in relation to earlier advances provided for working capital purposes.

FYE 2025

For FYE 2025, our net cash from investing activities was RM0.34 million, mainly attributed to the following:

- RM0.27 million of repayments collected from related parties in relation to earlier advances provided for working capital purposes; and

- RM0.16 million of sales proceeds from disposal of right-of-use assets in relation to motor vehicle.

This was partially offset by the RM0.10 million used for the purchase of plant and equipment comprising office equipment and furniture.

FYE 2026

For FYE 2026, our net cash from investing activities was RM0.19 million, mainly attributed to the following:

- RM0.24 million of repayments collected from related parties in relation to earlier advances provided for working capital purposes; and

- RM0.04 million of proceeds from the disposal of investment in an associate.

This was partially offset by the RM0.10 million used for the purchase of plant and equipment comprising maintenance tools as well as office equipment and furniture.

12. FINANCIAL INFORMATION

(iii) Net cash generated from/(used in) financing activities

FYE 2023

For FYE 2023, our net cash from financing activities was RM8.27 million. This was mainly attributed to RM9.00 million of advances from a third party for working capital purposes, and this was subsequently settled in FYE 2024.

This was partially offset by the repayment of lease liabilities of RM0.71 million, mainly including the rental payments for our office premises and repayments of hire purchase facilities.

FYE 2024

For FYE 2024, our net cash used in financing activities was RM9.69 million, mainly attributed to a repayment of RM9.00 million in relation to advances from a third party as mentioned above.

This was also contributed by the RM0.66 million of repayment of lease liabilities, mainly including the rental payments for our office premises and repayments of hire purchase facilities.

FYE 2025

For FYE 2025, our net cash used in financing activities was RM41.70 million, mainly attributed to RM55.00 million of dividend payments and RM1.14 million of repayment of lease liabilities, including rental payments for our office premises and the repayments of hire purchase facilities.

This was partially offset by RM14.50 million of advances from directors for working capital purposes, and the advances have been settled as at the LPD.

FYE 2026

For FYE 2026, our net cash used in financing activities was RM16.08 million, mainly attributed to RM14.50 million used for the repayment of advances from directors for working capital purposes, and RM1.44 million of repayment of lease liabilities, including rental payments for our office premises and the repayments of hire purchase facilities.

12.5.3 Borrowings

As at 30 June 2026, our total bank borrowings are set out below:

	As at 30 June 2026		
Type of bank borrowings	**Payable within 12 months RM'000**	**Payable after 12 months RM'000**	**Total RM'000**
Lease liabilities (hire purchase)(1)	92	153	245
Total	**92**	**153**	**245**
Gearing ratio(2)			**#**

Notes:
The gearing ratio was insignificant at 0.002 times.

(1) Hire purchase facilities for the purchase of motor vehicles.

(2) Calculated based on total borrowings divided by total equity.

12. FINANCIAL INFORMATION

As at 30 June 2026, all of our total bank borrowings are fixed-rate borrowings. As at the LPD, our Group has available banking facilities namely bank overdraft amounting to RM1.25 million, which are yet to be utilised.

The maturity profile of the bank borrowings as at 30 June 2026 is set out below:

	Contractual interest rates %	Less than 1 year RM'000	More than 1 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Lease liabilities (hire purchase)	4.33% - 4.50%	92	153	-	245
Total		92	153	**-**	245

Our Group has not defaulted on any payment of either principal sums and/or interest in relation to the borrowings during the Financial Periods Under Review, and up to the LPD.

As at the LPD, our Group is not in breach of any terms and conditions or covenants associated with the credit arrangements or bank loans, which can materially affect the financial position and results of business operations.

12.6 TYPES OF FINANCIAL INSTRUMENTS USED, TREASURY POLICIES AND OBJECTIVES

As at the LPD, save as disclosed in **Section 12.5.3** of this Prospectus, we did not use any other financial instruments.

Our Group has been funding our operations from a combination of internal sources comprising existing cash and bank balance (including fixed deposits with licensed banks), credit terms granted by our suppliers and cash generated from our operations as well as external sources. Our external sources of funds mainly comprise banking facilities from financial institutions and hire purchases.

Our main treasury policy and objective is to maintain sufficient working capital or liquidity and cash and cash equivalents to finance our operations, coupled with adequate credit facilities to meet estimated commitments arising from our operational expenditure and financial liabilities.

12. FINANCIAL INFORMATION

12.7 MATERIAL CAPITAL COMMITMENTS

As at the LPD, our Group's material capital commitments are summarised as follows:

	Capital commitment RM'000	Source of funds	
		Internally generated funds/ bank borrowings RM'000	IPO proceeds RM'000
Establishment of new office	6,000	-	6,000
Enhancement of ERP system	3,000	-	3,000
Upgrade of ICT infrastructure	2,000	-	2,000
Total	**11,000**	**-**	**11,000**

12.8 MATERIAL LITIGATION, CONTINGENT LIABILITIES AND FINANCIAL GUARANTEES

(i) Material Litigation

We are not engaged in any other material litigation, claim or arbitration either as plaintiff or defendant and do not know of any proceedings pending or threatened or of any fact likely to give rise to any proceedings which might materially or adversely affect our position or business as at the LPD.

(ii) Contingent Liabilities

As at the LPD, we do not have any contingent liabilities, which upon becoming enforceable, may have a material adverse impact on our results of operations or financial position.

(iii) Financial Guarantees

As at the LPD, our Group does not have any financial guarantees.

12.9 MATERIAL INVESTMENT AND DIVESTITURE

(i) Material investment

Our Group did not incur any material investments during the Financial Periods Under Review and up to the LPD.

(ii) Material divestitures

Our Group did not incur any material divestitures during the Financial Periods Under Review and up to the LPD.

12. FINANCIAL INFORMATION

12.10 KEY FINANCIAL RATIOS

Our key financial ratios for the Financial Periods Under Review are as follows:

	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Average trade receivable turnover period (days)[(1)]	121	101	136	89
Average trade payable turnover period (days)[(2)]	118	131	130	108
Average inventory turnover period (days)[(3)]	21	39	59	30
Current ratio (times)[(4)]	2.15	1.88	1.28	1.60
Gearing ratio (times)[(5)]	#	#	#	#

Notes:

(1) Computed based on average trade receivables over progress billing and multiplied by 365/366 days. Average trade receivables are calculated by adding the closing balance of trade receivables of the financial year with that of the previous financial year, and dividing the total by 2.

(2) Computed based on average trade payables over total cost of sales and multiplied by 365/366 days. Average trade payables are calculated by adding the closing balance of trade payables of the financial year with that of the previous financial year, and dividing the total by 2.

(3) Computed based on average inventories over total cost of sales for the provision of maintenance services and parts segment for the respective financial year end and multiplied by 365/366 days. Average trade inventories are calculated by adding the closing balance of inventories of the financial year with that of the previous financial year, and dividing the total by 2.

(4) Computed based on the current assets over the current liabilities as at the respective financial year.

(5) Computed based on the total bank borrowings (including lease liabilities in relation to the hire purchase facilities) over the total equity as at the respective financial year.

The gearing ratio was insignificant and was less than 0.01 time during the Financial Periods Under Review.

12. FINANCIAL INFORMATION

12.10.1 Trade receivables turnover period

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Average trade receivables[(1)]	51,616	48,919	110,241	159,264
Progress billing	156,228	177,474	296,181	656,402
Average trade receivable turnover period (days)[(2)]	121	101	136	89

Notes:

(1) Average trade receivables are calculated by adding the closing balance of trade receivables of the financial year with that of the previous financial year, and dividing the total by 2.

The computation of average trade receivables is set out below:

Trade receivables	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Trade receivables - third parties	71,555	30,436	66,218	153,202
Trade receivables - related parties	624	616	567	495
Opening balance:	**72,179**	**31,052**	**66,785**	**153,697**
Trade receivables - third parties	30,436	66,218	153,202	163,347
Trade receivables - related parties	616	567	495	1,484
Closing balance:	**31,052**	**66,785**	**153,697**	**164,831**
Average trade receivables	**51,616**	**48,919**	**110,241**	**159,264**

(2) Computed based on average trade receivables over progress billing and multiplied by 365/366 days.

We deal with our customers on credit terms, and the credit terms that we generally grant to our customers are 30 to 120 days (FYE 2023 to FYE 2025: 30 to 90 days).

Our average trade receivables turnover period decreased from 121 days as at FYE 2023 to 101 days as at FYE 2024. This was mainly attributed to improved collections from our customers.

Our average trade receivables turnover period increased from 101 days as at FYE 2024 to 136 days as at FYE 2025. This was mainly attributed to higher outstanding past due trade receivables at the end of FYE 2025, and higher billings issued during the last quarter of FYE 2025. The higher outstanding past due trade receivables was mainly contributed by the slow payments from certain major customers.

Our average trade receivables turnover period decreased from 136 days as at FYE 2025 to 89 days as at FYE 2026. This was mainly attributed to improved collections from our customers.

12. FINANCIAL INFORMATION

The ageing analysis of our trade receivables as at 30 June 2026 is as follows:

	Trade receivables as at 30 June 2026		Subsequent collections as at the LPD		Net trade receivables after subsequent collections as at the LPD	
	A	A / total of A	B	B / A	C = A - B	C / A
	RM'000	%	RM'000	%	RM'000	%
Not past due	162,185	98.40	121,800	75.10	40,385	24.90
Past due:						
1 – 30 days	1,306	0.79	1,275	97.63	31	2.37
31 – 60 days	1,293	0.78	1,155	89.33	138	10.67
61 – 90 days	2	*	2	100.00	-	-
91 – 270 days	45	0.03	45	100.00	-	-
	164,831	**100.00**	**124,277**	**75.40**	**40,554**	**24.60**

Note:
* Less than 0.01%.

As at the LPD, we have collected approximately RM124.28 million or 75.40% of the total trade receivables which were outstanding as at 30 June 2026. The remaining outstanding trade receivables as at the LPD were mainly from a major customer.

12. FINANCIAL INFORMATION

12.10.2 Trade payables turnover period

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Average trade payables[(1)]	50,242	52,017	110,520	167,631
Cost of sales	155,256	145,053	310,959	566,182
Average trade payable turnover period (days)[(2)]	118	131	130	108

Notes:

(1) Average trade payables are calculated by adding the closing balance of trade payables of the financial year with that of the previous financial year, and dividing the total by 2. The computation of average trade payables is set out below:

Trade payables	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Trade payables - third parties	62,994	37,490	65,819	152,554
Trade payables - related parties	-	-	725	1,942
Opening balance:	**62,994**	**37,490**	**66,544**	**154,496**
Trade payables - third parties	37,490	65,819	152,554	177,306
Trade payables - related parties	-	725	1,942	3,459
Closing balance:	**37,490**	**66,544**	**154,496**	**180,765**
Average trade payables (excluding trade accruals)	50,242	52,017	110,520	167,631

(2) Computed based on average trade payables over the total cost of sales and multiplied by 365/366 days

We deal with our suppliers on credit terms, and the credit terms granted to us are 30 to 150 days (FYE 2023 to FYE 2025: 30 to 75 days).

Our average trade payables turnover period increased from 118 days as at FYE 2023 to 131 days as at FYE 2024. This was attributed to higher outstanding trade payables from increased billings by suppliers and subcontractors for equipment delivered and works performed for various projects during the last quarter of the FYE 2024, which were mainly not yet past due at the financial year end. This was reflected in the higher not past due trade payables, which accounted for 68.20% of total trade payables as at 30 June 2024 (As at 30 June 2023: 44.26%).

Our average trade payables turnover period remained relatively consistent at 131 days as at FYE 2024 and 130 days as at FYE 2025. As part of our cash flow management, our payment to our suppliers exceeded the credit terms given there were slower receipts from certain major customers for integrated system projects.

Our average trade payables turnover period decreased from 130 days as at FYE 2025 to 108 days as at FYE 2026. This was mainly attributed to improvements in payments to our suppliers.

During the Financial Periods Under Review and up to the LPD, we have not encountered any dispute with our suppliers.

12. FINANCIAL INFORMATION

The ageing analysis of our trade payables as at 30 June 2026 is as follows:

	Trade payables as at 30 June 2026		Subsequent payments as at the LPD		Net trade payables after subsequent payments up to the LPD	
	A	A / total of A	B	B / A	C = A - B	C / A
	RM'000	%	RM'000	%	RM'000	%
Not past due	113,951	63.04	35,110	30.81	78,841	69.19
Past due:						
1 – 30 days	40,732	22.53	35,760	87.79	4,972	12.21
31 – 60 days	1,083	0.60	1,083	100.00	-	-
61 – 90 days	23,216	12.84	20,486	88.24	2,730	11.76
91 – 270 days	1,783	0.99	1,783	100.00	-	-
	180,765	**100.00**	**94,222**	**52.12**	**86,543**	**47.88**

As at the LPD, we have settled approximately RM94.22 million or 52.12% of the total trade payables which were outstanding as at 30 June 2026.

12.10.3 Inventory turnover period

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Average inventories	539	1,182	1,800	917
Cost of sales for the provision of maintenance services and parts	9,218	11,114	11,110	11,319
Average inventory turnover period (days)[(1)]	21	39	59	30

Note:

(1) Computed based on average inventories over the total cost of sales for the provision of maintenance services and parts segment for the respective financial year end, and multiplied by 365/366 days. Average trade inventories are calculated by adding the closing balance of inventories for the current financial year to that of the previous financial year, and then dividing the total by 2.

Our inventory mainly consists of replacement parts for our maintenance operations. As at the LPD, our inventories mainly comprise replacement parts such as power modules, sensors, compressors, controllers, UPS units, and filter kits. These items are maintained for use in equipment repairs or as loaner units for temporary deployment in the event of a breakdown.

Our average inventory turnover period increased from 21 days as at FYE 2023 to 39 days as at FYE 2024, and further increased to 59 days as at FYE 2025. The increase was mainly due to the additional purchases of filter kits intended for the upcoming projects.

Our average inventory turnover period decreased from 59 days as at FYE 2025 to 30 days as at FYE 2026. This was mainly due to lower inventories as at FYE 2026 following the utilisation of filter kits during the FYE 2026.

12. FINANCIAL INFORMATION

12.10.4 Current ratio

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Current assets	125,184	186,608	333,355	375,415
Current liabilities	58,091	99,385	259,591	234,993
Current ratio (times)(1)	2.15	1.88	1.28	1.60

Note:
(1) Computed based on the current assets over the current liabilities as at the respective financial year.

Our current ratio decreased from 2.15 times as at FYE 2023 to 1.88 times as at FYE 2024. This was mainly attributed to higher outstanding trade payables arising from increased billings by suppliers and subcontractors for equipment delivered and works performed for various projects during the last quarter of the FYE 2024.

Our current ratio decreased from 1.88 times as at FYE 2024 to 1.28 times as at FYE 2025. This was mainly attributed to higher outstanding trade payables arising from increased billings by subcontractors for electrical services and equipment for various integration projects during the FYE 2025. The decrease in current ratio was also partly due to lower cash and bank balances following the dividend declared and paid during the FYE 2025.

Our current ratio increased from 1.28 times as at FYE 2025 to 1.60 times as at FYE 2026. This was mainly attributed to higher outstanding trade receivables as at FYE 2026 arising from higher billings issued for various projects in the last quarter of FYE 2026, as well as lower current liabilities on the back of lower contract liabilities following the recognition of revenue during the FYE 2026 for work completed on projects for which upfront payments had been received.

12.10.5 Gearing ratio

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Bank borrowings (including lease liabilities in relation to the hire purchase facilities)	304	334	360	245
Total equity	68,437	88,458	72,943	140,185
Gearing ratio (times)(1)	#	#	#	#

Notes:
The gearing ratio was insignificant and was less than 0.01 time during the Financial Periods Under Review.

(1) Computed based on the total bank borrowings (including lease liabilities in relation to hire purchase facilities) over the total equity as at the respective financial year.

Our gearing ratio was less than 0.01 times during the Financial Periods Under Review.

12. FINANCIAL INFORMATION

12.11 IMPACT OF INTEREST RATES, COMMODITY PRICES AND/OR FOREIGN EXCHANGE RATES ON OUR GROUP'S OPERATIONS

(i) Interest rate risk

As at 30 June 2026, our outstanding bank borrowings were RM0.25 million, which consists of trade facilities mainly hire purchase facilities. The total RM0.25 million of bank borrowings was based on fixed interest rates. Our finance cost pertaining to interest expense on hire purchase facilities increased by 4.76% to approximately RM22,000 in FYE 2024 (FYE 2023: approximately RM21,000), and subsequently decreased by 27.27% to approximately RM16,000 in FYE 2025, and further decreased by 18.75% to approximately RM13,000 in FYE 2026.

In this respect, any increases in interest rates may adversely affect our financial performance. For the Financial Periods Under Review, our financial performance was not materially affected by the fluctuations of interest rates.

(ii) Foreign exchange risk

Our Group primarily operates within the Malaysian market and engages in minimal foreign currency transactions, while we are still exposed to foreign currency fluctuation risk mainly SGD and USD, arising from our purchases of imported materials. Our purchases transacted in foreign currencies accounted for 0.14%, 0.15%, 0.04% and 0.50% of our total purchases of input materials and services for FYE 2023, FYE 2024, FYE 2025 and FYE 2026, respectively. In the event of any unfavourable exchange rates between RM and the affected foreign currencies would impact our financial performance.

As at the LPD, we do not have any foreign currency hedging facilities. However, as our exposure to foreign exchange fluctuations is limited, the direct impact on our financial results is relatively minimal. We will continue to monitor foreign currency movements closely to ensure that any potential impacts are identified and addressed promptly.

Details of our realised losses on foreign exchange for the Financial Periods Under Review are set out below:

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000
Realised loss on foreign exchange	-	5	#	-

Note:
Less than RM1,000

(iii) Commodity price fluctuation risk

Due to the nature of our business, we are not affected by fluctuations in commodity prices.

12. FINANCIAL INFORMATION

12.12 ORDER BOOK

In general, we secured orders for our products and services based on contracts and purchase orders. As at the LPD, we have a total order book of RM1.32 billion and the details are as follows:

	Outstanding order book as at the LPD (RM million)	Expected timeline to be recognised		
		FYE 2027 (RM million)	FYE 2028 (RM million)	FYE 2029 to FYE 2032 (RM million)
Integration of MEPF for data centres	1,266.52	502.50	764.02	-
Provision of maintenance services	53.08	12.87	18.09	22.12
Total	**1,319.60**	**515.37**	**782.11**	**22.12**

12.13 TREND INFORMATION

As at the LPD, save as disclosed in this Prospectus and to the best of our Board's knowledge and belief, our operations have not been and are not expected to be affected by any of the following:

(i) known trends, demands, commitments, events or uncertainties that have had or that we reasonably expect to have, a material favourable or unfavourable impact on our financial performance, position and operations other than those discussed in this section, **Section 7** and **Section 9** of this Prospectus;

(ii) material commitment for capital expenditure, save as disclosed in **Section 12.7** of this Prospectus;

(iii) unusual, infrequent events or transactions or any significant economic changes that have materially affected the financial performance, position and operations of our Group, save as disclosed in this section, **Section 7** and **Section 9** of this Prospectus;

(iv) known trends, demands, commitments, events or uncertainties that had resulted in a material impact on our Group revenue and/or profits save for those that have been disclosed in this section, **Section 7** and **Section 9** of this Prospectus;

(v) known trends, demands, commitments, events or uncertainties that are reasonably likely to make our Group's historical financial statements not indicative of the future financial performance and position other than those disclosed in this section, **Section 7** and **Section 9** of this Prospectus; and

(vi) known trends, demands, commitments, events or uncertainties that have had or that we reasonably expect to have, a material favourable or unfavourable impact on our Group's liquidity and capital resources, other than those discussed in this section, **Section 7** and **Section 9** of this Prospectus.

12. FINANCIAL INFORMATION

12.14 SIGNIFICANT CHANGES

There are no significant changes that have occurred, which may have a material effect on our financial position and results subsequent to the FYE 2026 and up to the LPD.

12.15 ACCOUNTING POLICIES AND AUDIT QUALIFICATION

There are no accounting policies which are peculiar to our Group because of the nature of the business and industry which we are involved in. For further details on the significant accounting policies of our Group, please refer to Note 2 of the Accountants' Report as set out in **Section 13** of this Prospectus. The Accountants' Report does not contain any audit qualification for the Financial Periods Under Review.

12.16 DIVIDEND POLICY

No inference should be made from any of the foregoing statements as to our actual future profitability or our ability to pay dividends in the future. The actual dividend that our Board may recommend or declare in any particular financial year or period will be subject to the factors outlined below as well as any other factors deemed relevant by our Board.

In considering the level of dividend payments, if any, upon recommendation by our Board, we intend to consider various factors including:

(i) our level of cash, gearing and return on equity and retained earnings;

(ii) our expected financial performance;

(iii) our projected levels of capital expenditure and other investment plans;

(iv) our working capital requirements; and

(v) any contractual restrictions and/or commitments.

Notwithstanding the above, our Group presently does not have a fixed dividend policy. Our Group's ability to distribute dividends or make other distributions to our shareholders is subject to various factors, such as profits recorded and excess of funds not required to be retained for working capital of our business. As at the LPD, save for any applicable financial covenants and the Act, and subject to the availability of distributable profits and reserves, there are no dividend restrictions imposed on us or our Subsidiary.

Investors should note that this dividend policy merely describes our present intention and shall not constitute legally binding statements in respect of our future dividends which are subject to modifications (including non-declaration thereof) at our Board's discretion. We cannot assure you that we will be able to pay dividends or that our Board will declare dividends in the future. There can also be no assurance that future dividends declared by our Board, if any, will not differ materially from historical dividend levels. See **Section 9.3.6** of this Prospectus for factors which may affect or restrict our ability to pay dividends.

12. FINANCIAL INFORMATION

The following table sets out the dividends declared and/or paid by our Group for the Financial Periods Under Review and up to the LPD:

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000	FYE 2026 RM'000	1 July 2026 and up to the LPD RM'000
Dividends declared and paid[1]	-	-	55,000	-	-
PAT	16,780	20,021	39,486	66,796	-
Dividend payout ratio[2]	-	-	139.29%	-	-

Notes:
(1) The dividends were funded entirely from internally generated funds.

(2) Computed based on dividends declared divided by PAT.

The dividends above were satisfied via internal funds sourced from the cash and bank balances of the subsidiary. The dividends will not affect the execution and implementation of our future plans or business strategies. Together with the IPO proceeds, we believe that we have sufficient funding of cash from operations and bank borrowings for the funding requirement for our operations and our expansion plans.

Our Company does not intend to declare any further dividend prior to our Listing.

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
Registration No.: 202501030429 (1631841-A)
(Incorporated in Malaysia)

ACCOUNTANTS' REPORT ON THE COMBINED FINANCIAL STATEMENTS FOR THE FINANCIAL YEARS ENDED 30 JUNE 2023, 30 JUNE 2024, 30 JUNE 2025 AND 30 JUNE 2026

13. ACCOUNTANTS' REPORT

MOORE

Moore Stephens Associates PLT
[201304000972 (LLP0000963-LCA)]
Chartered Accountants [AF002096]
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THE BOARD OF DIRECTORS
MYDCD BERHAD
3rd Floor, CJ11 Centre
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63000 Cyberjaya
Selangor Darul Ehsan
Malaysia

Dear Sir

REPORTING ACCOUNTANTS' OPINION ON THE COMBINED FINANCIAL STATEMENTS CONTAINED IN THE ACCOUNTANTS' REPORT OF MYDCD BERHAD

Opinion

We have audited the combined financial statements of MyDCD Berhad ("the Company") and its combining entity ("the Group"), which comprise the combined statements of financial position as at 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026 and the combined statements of comprehensive income, combined statements of changes in equity and combined statements of cash flows for corresponding financial years then ended, and notes to the combined financial statements, including material accounting policies information as set out on pages 4 to 59.

The combined financial statements have been prepared for inclusion in the prospectus of MyDCD Berhad, in connection with the listing and quotation of the entire enlarged issued share capital of MyDCD Berhad, on the ACE Market of Bursa Malaysia Securities Berhad ("Prospectus"). This report is required by the Prospectus Guidelines issued by the Securities Commission Malaysia ("the Guidelines") and is given for the purpose of complying with the Guidelines and for no other purposes.

In our opinion, the combined financial statements give a true and fair view of the combined financial position as at 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026, and the combined financial performance and combined cash flows for the corresponding financial years ("FYE") then ended in accordance with Malaysian Financial Reporting Standards and International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Reporting Accountants' Responsibilities for the Audit of the Combined Financial Statements section* of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

An independent member firm of Moore Global Network Limited.
Member firms in principal cities throughout the world.

13. ACCOUNTANTS' REPORT

MOORE

Responsibilities of the Directors for the Combined Financial Statements

The Board of Directors of the Company ("the Directors") are responsible for the preparation of combined financial statements of the Group that give a true and fair view in accordance with Malaysian Financial Reporting Standards and International Financial Reporting Standards. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of combined financial statements of the Group that are free from material misstatement, whether due to fraud or error.

In preparing the combined financial statements of the Group, the Directors are 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 the Directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Reporting Accountants' Responsibilities for the Audit of the Combined Financial Statements

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

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

(a) Identify and assess the risks of material misstatement of the combined financial statements of the Group, 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.

(b) 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.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the combined 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 report. However, future events or conditions may cause the Group to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the combined financial statements of the Group, including the disclosures, and whether the combined financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

13. ACCOUNTANTS' REPORT

MOORE

Reporting Accountants' Responsibilities for the Audit of the Combined Financial Statements (cont'd)

(f) 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 combined 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.

Restriction on Distribution and Use

This report is made solely for inclusion in the Prospectus. As such, this report should not be used for any other purpose without our prior written consent. We do not assume responsibility to any other person for the content of this report.

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)

TAN KEI HUI
03429/04/2027 J
Chartered Accountant

Petaling Jaya, Selangor
Date: 8 October 2026

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF COMPREHENSIVE INCOME

		<---------- Audited ---------->			
	Note	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Revenue	3	186,684,047	180,906,583	371,984,953	666,029,464
Cost of sales		(155,256,269)	(145,053,226)	(310,959,028)	(566,182,100)
Gross profit		31,427,778	35,853,357	61,025,925	99,847,364
Other income		443,411	787,112	3,711,230	4,417,600
Selling and distribution expenses		(677,881)	(725,828)	(710,237)	(1,033,237)
Administrative expenses		(8,574,686)	(9,013,042)	(10,861,457)	(13,883,474)
Other expenses		(214,412)	(86,725)	(514,887)	(28)
Profit from operations	4	22,404,210	26,814,874	52,650,574	89,348,225
Finance costs	5	(149,943)	(51,104)	(452,385)	(589,153)
Share of result in an associate	9	8,563	(2,428)	3,344	-
Profit before tax		22,262,830	26,761,342	52,201,533	88,759,072
Tax expense	6	(5,483,476)	(6,740,767)	(12,715,937)	(21,962,912)
Profit for the financial years, representing total comprehensive income for the financial years		16,779,354	20,020,575	39,485,596	66,796,160
Earnings per share					
Basic/diluted earnings per share (RM)	27	0.01	0.01	0.02	0.04

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF FINANCIAL POSITION

		<---------- Audited ---------->			
		As at 30 June			
	Note	2023 RM	2024 RM	2025 RM	2026 RM
ASSETS					
Non-current assets					
Plant and equipment	7	257,157	195,987	152,513	158,902
Right-of-use assets	8	911,932	471,742	8,195,887	6,578,526
Investment in an associate	9	514,117	511,689	42,000	-
Deferred tax assets	10	-	249,917	-	-
		1,683,206	1,429,335	8,390,400	6,737,428
Current assets					
Inventories	11	496,562	1,866,356	1,732,843	100,968
Trade receivables	12	31,051,644	66,785,157	153,697,318	192,469,468
Other receivables	13	2,897,964	938,726	1,824,537	4,873,528
Contract assets	14	53,568,135	63,389,271	154,131,374	147,468,291
Fixed deposits with licensed banks	15	12,707,777	28,321,319	2,246,983	2,807,860
Cash and bank balances		24,462,034	25,307,400	19,721,475	27,694,584
		125,184,116	186,608,229	333,354,530	375,414,699
TOTAL ASSETS		126,867,322	188,037,564	341,744,930	382,152,127
EQUITY AND LIABILITIES					
Equity					
Share capital	16	-	-	-	445,000
Invested equity	16	1,000,000	1,000,000	1,000,000	1,000,000
Retained earnings		67,437,313	87,457,888	71,943,484	138,739,644
TOTAL EQUITY		68,437,313	88,457,888	72,943,484	140,184,644
Non-current liabilities					
Lease liabilities	17	183,260	194,140	6,833,533	5,414,055
Deferred tax liabilities	10	155,966	-	2,377,020	1,560,053
		339,226	194,140	9,210,553	6,974,108

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF FINANCIAL POSITION (cont'd)

		<---------- Audited ---------->			
		As at 30 June			
	Note	2023 RM	2024 RM	2025 RM	2026 RM
EQUITY AND LIABILITIES (cont'd)					
Current liabilities					
Trade payables	18	37,542,238	77,144,048	171,006,757	204,844,510
Other payables	19	13,630,979	4,724,922	20,290,937	5,921,016
Contract liabilities	14	4,033,627	13,179,276	64,206,197	12,333,433
Lease liabilities	17	560,124	139,444	1,342,031	1,326,021
Tax payables		2,323,815	4,197,846	2,744,971	10,568,395
		58,090,783	99,385,536	259,590,893	234,993,375
TOTAL LIABILITIES		58,430,009	99,579,676	268,801,446	241,967,483
TOTAL EQUITY AND LIABILITIES		126,867,322	188,037,564	341,744,930	382,152,127

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF CHANGES IN EQUITY

	Share capital RM	Invested equity RM	Retained Earnings RM	Total Equity RM
At 1 July 2022	-	1,000,000	50,657,959	51,657,959
Profit net of tax, representing total comprehensive income for the financial year	-	-	16,779,354	16,779,354
At 30 June 2023/1 July 2023	-	1,000,000	67,437,313	68,437,313
Profit net of tax, representing total comprehensive income for the financial year	-	-	20,020,575	20,020,575
At 30 June 2024/1 July 2024	-	1,000,000	87,457,888	88,457,888
Profit net of tax, representing total comprehensive income for the financial year	-	-	39,485,596	39,485,596
Transaction with Owners of the Company				
Dividends (Note 20)	-	-	(55,000,000)	(55,000,000)
At 30 June 2025/1 July 2025	-	1,000,000	71,943,484	72,943,484
Profit net of tax, representing total comprehensive income for the financial year	-	-	66,796,160	66,796,160
Transaction with Owners of the Company				
Issuance of ordinary shares (Note 16)	445,000	-	-	445,000
At 30 June 2026	445,000	1,000,000	138,739,644	140,184,644

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF CASH FLOWS

	Note	<---------- Audited ----------> FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Cash Flows from Operating Activities					
Profit before tax		22,262,830	26,761,342	52,201,533	88,759,072
Adjustments for:					
Depreciation of					
- plant and equipment		103,469	93,963	103,156	92,150
- right-of-use assets		697,202	678,937	1,198,369	1,617,361
Gain on remeasurement of trade receivable		-	-	-	(2,157,535)
Impairment loss on investment in an associate		-	-	473,033	-
Interest income					
- accretion of interest		-	(204,493)	(2,437,842)	(1,336,512)
- fixed deposits		(443,411)	(582,619)	(1,167,491)	(515,989)
Interest expenses		149,943	51,104	452,385	589,153
Loss/(gain) on disposal of right-of-use assets		24,562	49,527	(105,897)	-
Share of result of an associate		(8,563)	2,428	(3,344)	-
Written-off of:					
- inventories		-	31,600	80,000	-
- other receivable		47,341	-	-	-
- plant and equipment		-	-	41,456	28
Operating profit before changes in working capital		22,833,373	26,881,789	50,835,358	87,047,728
Changes in working capital:					
Contract assets		(31,091,367)	(9,616,643)	(88,304,261)	10,157,130
Contract liabilities		3,682,987	9,145,649	51,026,921	(16,872,764)
Inventories		84,095	(1,401,394)	53,513	1,631,875
Payables		(26,209,858)	39,674,638	94,936,115	33,992,249
Receivables		53,619,965	(34,597,124)	(88,072,911)	(77,062,490)
Cash generated from operations		22,919,195	30,086,915	20,474,735	38,893,728

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF CASH FLOWS (cont'd)

	Note	<---------- Audited ----------> FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Cash Flows from Operating Activities (cont'd)					
Income tax paid		(6,232,119)	(5,272,619)	(11,541,875)	(15,329,493)
Income tax refund		-	-	-	373,038
Interest paid		(149,943)	(51,104)	(452,385)	(589,153)
Interest received		443,411	582,619	1,167,491	515,989
Net cash from operating activities		16,980,544	25,345,811	9,647,966	23,864,109
Cash Flows from Investing Activities					
Acquisition of plant and equipment		(215,750)	(32,793)	(101,138)	(98,567)
Proceeds from disposal of investment in an associates		-	-	-	42,000
Proceeds from disposal of right-of-use assets		158,696	65,010	164,000	-
Repayment from related parties		243,652	719,565	274,939	241,349
Net cash from investing activities		186,598	751,782	337,801	184,782
Cash Flows from Financing Activities					
Dividend paid to ordinary shareholders		-	-	(55,000,000)	-
Increase in fixed deposits pledged		(36,524)	(49,819)	(51,844)	(560,877)
Proceed from issuance of ordinary shares		-	-	-	445,000
Repayment of lease liabilities	(iii)	(706,441)	(659,800)	(1,138,637)	(1,435,488)
Advances from/ (repayment to) Directors		-	-	14,500,000	(14,500,000)
Advances from/ (repayment to) related parties		10,693	21,115	(7,391)	(24,417)
		(732,272)	(688,504)	(41,697,872)	(16,075,782)

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF CASH FLOWS (cont'd)

	Note	<---------- Audited ----------> FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Cash Flows from Financing Activities (cont'd)					
Advances from/ (repayment to) third parties		9,000,000	(9,000,000)	-	-
Net cash from/(used in) financing activities		8,267,728	(9,688,504)	(41,697,872)	(16,075,782)
Net increase/(decrease) in cash and cash equivalents		25,434,870	16,409,089	(31,712,105)	7,973,109
Cash and cash equivalents at beginning of the financial year		9,589,621	35,024,491	51,433,580	19,721,475
Cash and cash equivalents at end of the financial year		35,024,491	51,433,580	19,721,475	27,694,584

Notes:

(i) Cash and cash equivalents comprise:

	Note	<---------- Audited ----------> 2023 RM	2024 RM	2025 RM	2026 RM
Cash and bank balances		24,462,034	25,307,400	19,721,475	27,694,584
Fixed deposits placed with licensed banks	15	12,707,777	28,321,319	2,246,983	2,807,860
		37,169,811	53,628,719	21,968,458	30,502,444
Less: Fixed deposits pledged	15	(2,145,320)	(2,195,139)	(2,246,983)	(2,807,860)
		35,024,491	51,433,580	19,721,475	27,694,584

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF CASH FLOWS (cont'd)

Notes: (cont'd)

(i) Cash and cash equivalents comprise: (cont'd)

Cash and cash equivalents consist of cash at banks and on hand and fixed deposits with licensed banks that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. For the purposes of the combined statements of cash flows, cash and cash equivalents are presented net of fixed deposits pledged.

(ii) Cash outflows for leases as a lessee are as follows:

	<---------- Audited ---------->			
	FYE 2023 RM	**FYE 2024 RM**	**FYE 2025 RM**	**FYE 2026 RM**
Included in net cash from operating activities:				
Interest paid in relation to lease liabilities	(66,455)	(38,802)	(450,282)	(585,610)
Payment relating to short-term lease	-	-	(217,331)	-
Included in net cash from financing activities:				
Payment for the principal portion of lease liabilities	(706,441)	(659,800)	(1,138,637)	(1,435,488)
Total cash outflows for leases	(772,896)	(698,602)	(1,806,250)	(2,021,098)

(iii) Reconciliation of movements of liabilities to cash flows arising from financing activities:

	Lease liabilities RM
FYE 2023	
At beginning of the financial year	600,257
Repayment of principal, representing net changes from financing cash flows	(706,441)
Addition of new lease [Note 8(a)]	849,568
At end of the financial year	743,384

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

COMBINED STATEMENTS OF CASH FLOWS (cont'd)

Notes: (cont'd)

(iii) Reconciliation of movements of liabilities to cash flows arising from financing activities: (cont'd)

	Lease liabilities RM
FYE 2024	
At beginning of the financial year	743,384
Repayment of principal, representing net changes from financing cash flows	(659,800)
Addition of new lease [Note 8(a)]	250,000
At end of the financial year	333,584
FYE 2025	
At beginning of the financial year	333,584
Repayment of principal, representing net changes from financing cash flows	(1,138,637)
Addition of new lease [Note 8(a)]	8,980,617
At end of the financial year	8,175,564
FYE 2026	
At beginning of the financial year	8,175,564
Repayment of principal, representing net changes from financing cash flows	(1,435,488)
At end of the financial year	6,740,076

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

NOTES TO THE COMBINED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

The Company was incorporated in Malaysia under the Companies Act 2016 on 4 July 2025 as a private limited company with an issued and fully paid-up share capital of RM445,000 consisting of 445,000 ordinary shares.

The registered office of the Company is located at Third floor, No. 77, 79 & 81, Jalan SS21/60, Damansara Utama, 47400 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The principal place of business of the Company is located at 3rd Floor, CJ11 Centre, Jalan Impact, Cyber 6, 63000 Cyberjaya, Selangor Darul Ehsan, Malaysia.

The principal activity of the Company is investment holding. The principal activity and other information of the combining entity is as follows:

Combining Entity	Date of Incorporation	Principal place of business/ Country of Incorporation	Principal Activities
DCD Technology Sdn. Bhd. ("DCDTSB")	25 May 2010	Malaysia	Integration and maintenance of mechanical, electrical, plumbing, fire protection ("MEPF") systems, and related products and services for data centres

There have been no significant changes in the nature of the principal activities during these financial years under review.

As an integral part of listing the Company on ACE Market of Bursa Malaysia Securities Berhad, the Company entered into conditional share sale agreement with the existing shareholders of DCDTSB on 18 November 2025 to acquire the entire issued and paid-up share capital of DCDTSB, for a purchase consideration of RM72,927,750 to be fully satisfied via issuance and allotment of 1,458,555,000 new shares of the Company at an issue price of RM0.05 per share ("Acquisition"). The acquisition of DCDTSB was completed on 20 August 2026, resulting in DCDTSB becoming wholly-owned subsidiary of the Company.

13. ACCOUNTANTS' REPORT

2. BASIS OF PREPARATION

The combined financial statements have been prepared for inclusion in the Prospectus of the Company in connection with the proposed listing and quotation of the entire enlarged issued share capital of the Company on the ACE Market of Bursa Malaysia Securities Berhad and for no other purpose.

As the Acquisition was completed subsequent to the reporting date (i.e. 30 June 2026), there are no consolidated financial statements of the Group for the financial years ended 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026 have been prepared.

This Accountants' Report comprises the historical combined financial statements of MyDCD Berhad and the combining entity, which include the combined statements of financial position of the Group as at 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026, the combined statements of comprehensive income, combined statements of changes in equity and combined statements of cash flows for the FYE 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026 and notes to the combined financial statements, including material accounting policies information and other explanatory notes, as set out on pages 4 to 59.

The combined financial statements are prepared using the audited financial statements of the respective combining entities for the relevant financial years are as follows:

	FYE 30 June			
	2023	**2024**	**2025**	**2026**
Entities under common control:				
MyDCD Berhad	*	*	*	✓
DCD Technology Sdn. Bhd.	✓	✓	✓	✓

✓ The combined financial statements included the audited financial statements of this combining entity for the respective financial years, which were not subject to any qualification or modification.

* No financial statements are available for the Company as it was incorporated on 4 July 2025.

Entities under common control are entities which are ultimately controlled by the same parties and that control is not transitory. Control exists when the same parties have, as a result of common shareholders and contractual agreements, ultimate collective power to govern the financial and operating policies of each of the entities under common control so as to obtain benefits from their activities, and that ultimate collective power is not transitory. The financial statements of entities under common control are included in the combined financial statements from the day that control commences until the date that control ceases.

The combined financial statements of the Group for the relevant periods were prepared in a manner similar to the "pooling-of-interest" method, as if the entities under common control were operating as a single economic enterprise from the beginning of the earliest comparative period, i.e., 1 July 2022, covered by the relevant periods or the dates of incorporation of the entities, whichever is later. Such manner of preparation reflects the economic substance of the combining entities, which were under common control throughout the relevant periods.

The financial information presented in the combined financial statements may not correspond to those in the consolidated financial statements had the relevant proposed transactions to legally constitute a group been incorporated in the consolidated financial statements for the respective years. Such financial information in the combined financial statements does not purport to predict the financial position, results and the cash flows of the entities under common control for those financial years.

13. ACCOUNTANTS' REPORT

2. BASIS OF PREPARATION (cont'd)

The accounting policy for business combinations under common control is set out below:

Common control business combination

For such common control business combinations, the "pooling-of-interest" method is used to account for the assets, liabilities, results, equity changes and cash flows in the combined financial statements.

Under the "pooling-of-interest" method, the results of the Group are presented as if the "pooling-of-interest" had been affected throughout the current and previous years. The assets and liabilities combined are accounted for based on the carrying amounts from the perspective of the common control shareholders at the end of transfer of their shareholdings to MyDCD Berhad.

In a business combination under common control, any differences between the cost of the merger and share capital of the "acquired entity" are reflected within equity as merger reserve.

The combined statements of comprehensive income reflects the results of the combining entities for the full financial period and the comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The effect of all transactions and balances, and any unrealised income and expenses occurring between the combining entities are eliminated in preparing the combined financial statements.

(a) Statement of compliance

The combined financial statements for the FYE 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026 have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRSs") issued by the Malaysian Accounting Standards Board ("MASB"), International Financial Reporting Standards ("IFRSs") and the Guidance Note on "Combined Financial Statements" issued by the Malaysian Institute of Accountants on 28 November 2018.

Application of New Standards, Amendments and Interpretation

In the preparation of the combined financial statements, the Directors have applied consistently throughout the four FYE, a number of new accounting pronouncements that became effective mandatorily during the current financial year.

The Group has also considered the new accounting pronouncements in the preparation of the combined financial statements.

(i) Accounting pronouncement that is effective and adopted during the financial year ended 30 June 2026

Amendments to MFRS 121	Lack of Exchangeability

The adoption of the above accounting pronouncement did not have any significant effect on the combined financial statements.

13. ACCOUNTANTS' REPORT

2. BASIS OF PREPARATION (cont'd)

(a) Statement of compliance (cont'd)

(ii) Accounting pronouncements that are issued but not yet effective and have not been early adopted

The Group has not adopted the following new accounting pronouncements that have been issued as at the date of authorisation of these combined financial statements but are not yet effective for the Group for the financial years under review:-

Effective for financial periods beginning on or after 1 January 2026

Amendments to MFRS 9 and MFRS 7	Classification and Measurement of Financial Instrument
Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10, MFRS 107,	Annual Improvement to MFRS Accounting Standards – Volume 11
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity

Effective for financial periods beginning on or after 1 January 2027

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19 and Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency
Amendments to MFRS 128	Amendments to the Fair Value Option for Investments in Associates and Joint Ventures

Effective for financial periods beginning on or after 1 January 2029

MFRS 20	Regulatory Assets and Regulatory Liabilities

Effective date to be announced

Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The Group will adopt the above accounting pronouncements when they become effective in the respective financial periods. These accounting pronouncements are not expected to have any material effect to the combined financial statements of the Group upon their initial applications, except as described below:

13. ACCOUNTANTS' REPORT

2. BASIS OF PREPARATION (cont'd)

(a) Statement of compliance (cont'd)

(ii) Accounting pronouncements that are issued but not yet effective and have not been early adopted (cont'd)

MFRS 18, *Presentation and Disclosure in Financial Statements*

MFRS 18 will replace MFRS 101, *Presentation of Financial Statements* and applies for annual periods beginning on or after 1 January 2027. The new accounting standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal.
- Management-defined performance measures are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is currently assessing the impact of adopting MFRS 18.

(b) Basis of measurement

These combined financial statements have been prepared on the historical cost convention except for those disclosed in the accounting policy notes.

(c) Functional and presentation currency

The individual financial statements of each entity are measured using the currency of the primary economic environment in which they operate ("the functional currency"). The combined financial statements are presented in Ringgit Malaysia ("RM"), which is also the Group's functional currency, unless otherwise stated.

(d) Significant accounting estimates and judgements

The material accounting policies as described in the combined financial statements are essential to understand the Group's results of operations, financial position, cash flows and other disclosures. Certain of these accounting policies require critical accounting estimates that involve complex and subjective judgements and the use of assumptions, some of which may be for matters that are inherently uncertain and susceptible to change. Directors exercise their judgement in the process of applying the Group's accounting policies.

2. **BASIS OF PREPARATION** (cont'd)

(d) Significant accounting estimates and judgements (cont'd)

Estimates, assumptions concerning the future and judgements are made in the preparation of the combined financial statements. They affect the application of the Group's accounting policies and reported amounts of assets, liabilities, income and expenses, and disclosures made. Estimates and underlying assumptions are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. The actual results may differ from the judgements, estimates and assumptions made by management, and will seldom equal the estimated results.

The key assumptions concerning the future and other key sources of estimation or uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below.

(i) MEPF contracts

The Group measures the performance of construction work done by comparing the actual costs incurred with the estimated total costs required to complete the construction. Significant judgements are required to estimate the total costs to complete. In making estimates, management relies on professionals' estimates and also on past experience of completed projects. A change in estimates will directly affect the revenue to be recognised.

(ii) Impairment of financial assets

The Group assesses on a forward-looking basis the expected credit loss associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables and contract assets, the Group applies the simplified approach permitted by MFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the trade receivables and contract assets. For other receivables, the Group applies the approach permitted by MFRS 9, which requires the Group to measure the allowance for impairment loss for that financial asset at an amount based on the probability of default occurring within the next 12 months considering the loss given default of that financial asset.

(iii) Estimation of the incremental borrowing rate ("IBR")

For the purpose of calculating the right-of-use ("ROU") asset and lease liability, an entity applies the interest rate implicit in the lease ("IRIIL") and, if the IRIIL is not readily determinable, the entity uses its IBR applicable to the leased asset. The IBR is the rate of interest that the entity would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the ROU assets in a similar economic environment. For most of the leases whereby the Group is the lessee, the IRIIL is not readily determinable. Therefore, the Group estimates the IBR relevant to each lease asset by using observable inputs (such as market interest rate and asset yield when available), and then making certain lessee specific adjustments (such as an entity's credit rating). The carrying amounts of the Group's ROU assets and lease liabilities are disclosed in Notes 8 and 17, respectively.

13. ACCOUNTANTS' REPORT

2. BASIS OF PREPARATION (cont'd)

(d) Significant accounting estimates and judgements (cont'd)

(iv) Deferred tax assets and liabilities

Deferred tax implications arising from the changes in corporate income tax rates are measured with reference to the estimated realisation and settlement of temporary differences in the future periods in which the tax rates are expected to apply, based on the tax rates enacted or substantively enacted at the reporting date. While, management's estimates on the realisation and settlement of temporary differences are based on the available information at the reporting date, changes in business strategy, future operating performance and other factors could potentially impact on the actual timing and amount of temporary differences realised and settled. Any difference between the actual amount and the estimated amount would be recognised in the profit or loss in the period in which actual realisation and settlement occurs.

3. REVENUE

	<---------- Audited ---------->			
	FYE 2023 RM	**FYE 2024 RM**	**FYE 2025 RM**	**FYE 2026 RM**
MEPF contracts	172,115,405	165,873,172	355,760,030	646,182,126
Preventive maintenance services	11,413,782	11,934,754	12,698,221	16,935,796
Corrective maintenance services	3,154,860	3,098,657	3,526,702	2,911,542
	186,684,047	180,906,583	371,984,953	666,029,464
Timing of revenue recognition:				
- Point in time	3,154,860	3,098,657	3,526,702	2,911,542
- Overtime	183,529,187	177,807,926	368,458,251	663,117,922
	186,684,047	180,906,583	371,984,953	666,029,464

13. ACCOUNTANTS' REPORT

3. REVENUE (cont'd)

Unsatisfied long-term contracts

The following table shows the unsatisfied performance obligations resulting from MEPF contract revenue:

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Total MEPF contracts revenue	601,004,723	698,507,149	1,162,314,465	1,629,921,856
Less: Total MEPF contracts revenue for completed projects	(168,094,222)	(7,233,663)	(171,368,329)	(1,168,888,131)
Total ongoing MEPF contract revenue	432,910,501	691,273,486	990,946,136	461,033,725
Cumulative MEPF contracts revenue recognised	(498,797,453)	(496,576,403)	(845,102,770)	(1,319,916,567)
Less: Cumulative MEPF contracts revenue recognised for completed projects	168,094,222	7,233,663	171,368,329	1,168,888,131
Cumulative ongoing contract recognised	(330,703,231)	(489,342,740)	(673,734,441)	(151,028,436)
Aggregate amount of the transaction price allocated to MEPF contracts revenue that are partially or fully unsatisfied as at financial year	102,207,270	201,930,746	317,211,695	310,005,289

13. ACCOUNTANTS' REPORT

3. **REVENUE** (cont'd)

Unsatisfied long-term contracts (cont'd)

The remaining unsatisfied performance obligations are expected to be recognised as below:

	<---------- Audited ---------->			
	FYE 2023 RM	**FYE 2024 RM**	**FYE 2025 RM**	**FYE 2026 RM**
Within 1 year	53,982,771	170,501,503	268,636,194	309,478,289
Between 1 and 3 years	48,224,499	31,429,243	48,575,501	527,000
	102,207,270	201,930,746	317,211,695	310,005,289

Material accounting policy information

Revenue is recognised when or as a performance obligation ("PO") in the contract with customer is satisfied, i.e. when the "control" of the goods or services underlying the particular PO is transferred to the customer.

A PO is a promise to transfer a distinct good or service (or a series of distinct goods or services that are substantially the same and that have the same pattern of transfer) to the customer that is explicitly stated in the contract and implied in the Group's customary business practices.

The revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

(i) MEPF contracts

Contract revenue includes the initial amount agreed in the contract plus any variations in contract work and claims. Under the terms of the contracts, the Group has an enforceable right to payment for performance completed to date and that the customer controls the assets during the course of construction by the Group and that the construction services performed does not create an asset with an alternative use to the Group.

Revenue from MEPF contracts is recognised progressively over time based on the percentage of completion by using the cost-to-cost method ("input method"), based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs. The Directors consider that this input method is an appropriate measure of the progress towards complete satisfaction of these PO under MFRS 15. Work done is measured based on actual and expected cost incurred for project activities.

Each of the obligations are not distinct and is unable to be performed separately. Accordingly, contracts with respective customers are considered as a single PO and are not separately identifiable. The PO is satisfied upon the customer simultaneously receives and consumes the benefits provided by the Group's performance. The duration of the contract generally takes less than 1.5 years to complete. Payment is generally due within 30 - 120 (2025: 30 - 90 days; 2024: 30 - 90 days; 2023: 30 - 90 days) days upon issuance of progress billing and tax invoice to customer.

There is no significant financing component in MEPF contract with customers if the period between the recognition of revenue under the percentage of completion and the milestone payment is generally within the normal business operating cycle.

13. ACCOUNTANTS' REPORT

3. REVENUE (cont'd)

Material accounting policy information (cont'd)

(i) MEPF contracts (cont'd)

Where the timing of payments agreed with customers provides the customer with a significant benefit of financing, a significant financing component is deemed to exist. In such cases, the transaction price is adjusted for the time value of money to reflect the financing benefit provided to the customers. Where a contract with a customer includes a significant financing component, the Group determines a discount rate that reflects the rate applicable to a separate financing arrangement at the inception of the contract. The financing element is recognised as interest income over the financing period and presented separately from revenue under "other income" in the profit or loss.

(ii) Preventive maintenance services

Revenue is recognised over the period in which the services are rendered and payment is generally due within 30 - 90 days from the date of invoice issued.

(iii) Corrective maintenance services

Revenue is recognised at point in time upon completion of corrective maintenance services and installation of the replacement parts, where applicable, when control of the completed services and replacement parts has been transferred to the customer. The two components are accounted for as a single performance obligation as they are not distinct. Payment is generally due within 30 - 90 days from the date of invoice.

4. PROFIT FROM OPERATIONS

Profit from operations is arrived at after charging/(crediting):

		<---------- Audited ---------->			
		FYE 2023	FYE 2024	FYE 2025	FYE 2026
	Note	RM	RM	RM	RM
Auditors' remuneration					
- statutory audit		68,000	65,000	90,000	145,000
- overprovision in prior year		(10,000)	-	-	-
Service rendered by Auditors' affiliate					
- Tax agent fee		-	-	16,200	25,300
- Other service		-	-	-	1,052,243
Depreciation of:					
- plant and equipment		103,469	93,963	103,156	92,150
- right-of-use assets		697,202	678,937	1,198,369	1,617,361
Directors' remuneration	4(a)	2,142,389	2,234,510	1,670,781	1,101,762

13. ACCOUNTANTS' REPORT

4. PROFIT FROM OPERATIONS (cont'd)

Profit from operations is arrived at after charging/(crediting): (cont'd)

		<---------- Audited ---------->			
	Note	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Employee benefits expense	4(b)	8,985,969	10,088,317	12,483,604	13,480,528
Gain on remeasurement of trade receivable	4(c)	-	-	-	(2,157,535)
Impairment loss on investment in an associate		-	-	473,033	-
Interest income					
- accretion of interest	4(c)	-	(204,493)	(2,437,842)	(1,336,512)
- fixed deposits		(443,411)	(582,619)	(1,167,491)	(515,989)
Loss/(gain) on disposal of right-of-use assets		24,562	49,527	(105,897)	-
Short-term lease		-	-	217,331	-
Written-off of:					
- inventories		-	31,600	80,000	-
- other receivable		47,341	-	-	-
- plant and equipment		-	-	41,456	28

(a) Directors' remuneration

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Directors' remuneration				
Fees	600,000	600,000	-	-
Salaries and bonus	1,364,000	1,451,000	1,450,150	966,378
Contributions to defined contribution plan	163,680	168,720	174,010	112,886
Social security contributions	2,009	2,080	2,395	2,500
Other benefits	12,700	12,710	44,226	19,998
	2,142,389	2,234,510	1,670,781	1,101,762
Benefit-in-kind	41,350	60,150	53,463	45,075
	2,183,739	2,294,660	1,724,244	1,146,837

13. ACCOUNTANTS' REPORT

4. PROFIT FROM OPERATIONS (cont'd)

(b) Employee benefits expense

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Staff costs				
Salaries, overtime, allowances, and bonus	7,946,471	8,944,948	10,998,144	11,848,664
Contributions to defined contribution plan	913,836	1,000,199	1,313,139	1,445,203
Social security contributions	62,174	71,373	89,214	93,484
Other benefits	63,488	71,797	83,107	93,177
	8,985,969	10,088,317	12,483,604	13,480,528

- Included in cost of sales are staff costs amounting to RM5,548,799 (2025: RM6,211,246; 2024: RM5,192,593; 2023: RM4,357,144);

- Included in administrative expenses are staff costs amounting to RM7,188,952 (2025: RM5,771,414; 2024: RM4,268,859; 2023: RM4,036,111); and

- Included in selling and distribution expenses are staff costs amounting to RM742,777 (2025: RM500,944; 2024: RM626,865; 2023: RM592,714).

(c) Interest income arising from accretion of interest on a deferred payment arrangements of a MEPF contract amounted to RM36,860,000 given to a customer. During the financial year, the customer settled the outstanding balance earlier than the contractual repayment schedule, resulting in the recognition of a gain on remeasurement of trade receivable.

Material accounting policy information

Short term employee benefits

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

The expected cost of accumulating compensated absences is measured as additional amount expected to be paid as a result of the unused entitlement that has accumulated at the end of the reporting period.

Defined contribution plan

As required by law, companies in Malaysia make contributions to the state pension scheme, the Employees Provident Fund ("EPF"). Such contributions are recognised as an expense as incurred. Once the contributions have been paid, the Group has no further payment obligations.

13. ACCOUNTANTS' REPORT

5. FINANCE COSTS

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Interest expense on:				
- bank guarantee	83,340	12,302	2,103	3,543
- lease liabilities	66,455	38,802	450,282	585,610
- bank overdraft	148	-	-	-
	149,943	51,104	452,385	589,153

6. TAX EXPENSE

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Income tax:				
- Current year	6,515,354	7,146,650	10,089,000	22,636,463
- Underprovision in prior year	5,261	-	-	143,416
	6,520,615	7,146,650	10,089,000	22,779,879
Deferred tax (Note 10):				
- Relating to (reversal)/ origination of temporary differences	(1,037,469)	(410,601)	2,617,298	(994,508)
- Underprovision in prior year	330	4,718	9,639	177,541
	(1,037,139)	(405,883)	2,626,937	(816,967)
Tax expense for the financial year	5,483,476	6,740,767	12,715,937	21,962,912

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

13. ACCOUNTANTS' REPORT

6. TAX EXPENSE (cont'd)

The reconciliation from the tax amount at statutory income tax rate to the Group's tax expense is as follows:

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Profit before tax	22,262,830	26,761,342	52,201,533	88,759,072
Tax at the Malaysian statutory income tax rate of 24%	5,343,079	6,422,722	12,528,368	21,302,177
Income not subject to tax	(30,799)	(19,044)	(803)	(50,166)
Non-deductible expenses	165,605	332,371	178,733	389,944
Underprovision of income tax in prior year	5,261	-	-	143,416
Underprovision of deferred tax in prior year	330	4,718	9,639	177,541
Tax expense for the financial year	5,483,476	6,740,767	12,715,937	21,962,912

Material accounting policy information

Income tax expense includes both current and deferred taxes. Both current and deferred tax is recognised in profit or loss unless the item to which the tax relates was recognised outside profit or loss being other comprehensive income or equity. The tax associated with such an item is also recognised in other comprehensive income or equity respectively.

Current tax is the expected amount payable in respect of taxable income for the financial year, using tax rates that are applicable as at the reporting date, and any adjustments to the tax payables in respect of previous years.

Deferred tax balances are determined by calculating the temporary differences between the carrying amounts of assets and liabilities on the statement of financial position and their corresponding amounts for tax purposes. Deferred tax is measured at the tax rates that are expected to apply in the period in which the assets are realised or the liabilities are settled, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets are recognised only to the extent that there are sufficient taxable temporary differences relating to the same taxable entity and the same taxation authority to offset or when it is probable that future taxable profits will be available against which the assets can be utilised.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefits will be realised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will be available for the assets to be utilised.

13. ACCOUNTANTS' REPORT

7. PLANT AND EQUIPMENT

	Maintenance tools RM	Motor vehicles RM	Office equipment and furniture RM	Renovation RM	Total RM
Cost					
At 1 July 2022	126,365	110,124	355,826	29,486	621,801
Additions	-	134,592	81,158	-	215,750
At 30 June 2023 /1 July 2023	126,365	244,716	436,984	29,486	837,551
Additions	-	-	32,793	-	32,793
At 30 June 2024 /1 July 2024	126,365	244,716	469,777	29,486	870,344
Additions	-	-	101,138	-	101,138
Written off	(39,875)	-	(194,449)	(29,486)	(263,810)
At 30 June 2025 /1 July 2025	86,490	244,716	376,466	-	707,672
Additions	51,588	-	46,979	-	98,567
Written off	-	-	(39,936)	-	(39,936)
At 30 June 2026	138,078	244,716	383,509	-	766,303
Accumulated depreciation					
At 1 July 2022	96,901	110,124	252,209	17,691	476,925
Charge for the financial year	12,634	26,918	60,968	2,949	103,469
At 30 June 2023 /1 July 2023	109,535	137,042	313,177	20,640	580,394
Charge for the financial year	9,002	26,918	55,094	2,949	93,963
At 30 June 2024 /1 July 2024	118,537	163,960	368,271	23,589	674,357
Charge for the financial year	6,759	26,919	68,495	983	103,156
Written off	(39,708)	-	(158,074)	(24,572)	(222,354)
At 30 June 2025 /1 July 2025	85,588	190,879	278,692	-	555,159
Charge for the financial year	6,050	26,918	59,182	-	92,150
Written off	-	-	(39,908)	-	(39,908)
At 30 June 2026	91,638	217,797	297,966	-	607,401

13. ACCOUNTANTS' REPORT

7. PLANT AND EQUIPMENT (cont'd)

	Maintenance tools RM	Motor vehicles RM	Office equipment and furniture RM	Renovation RM	Total RM
Net carrying amount					
At 30 June 2023	16,830	107,674	123,807	8,846	257,157
At 30 June 2024	7,828	80,756	101,506	5,897	195,987
At 30 June 2025	902	53,837	97,774	-	152,513
At 30 June 2026	46,440	26,919	85,543	-	158,902

Material accounting policy information

(i) Recognition and measurement

Plant and equipment are stated at cost less accumulated depreciation and impairment losses. Plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses arising on the disposal of plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in the profit or loss.

The cost of replacing part of an item of plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its costs can be measured reliably. The costs of the day-to-day servicing of plant and equipment are recognised in the profit or loss as incurred.

(ii) Depreciation

Depreciation is recognised in the profit or loss on straight line basis over its estimated useful life of each component of an item of plant and equipment at the following annual rates:

Maintenance tools	10%
Motor vehicles	20%
Office equipment and furniture	10% - 33%
Renovation	20% or over the lease term, whichever is shorter

The Group determines the estimated useful lives and related depreciation charges for the Group's plant and equipment with reference to the estimated periods that the Group intends to derive future economic benefits from the use of these assets.

Management performs periodic review of the estimated useful lives of plant and equipment and will revise the depreciation charges where estimated useful lives are different than those previously estimated. The changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. Fully depreciated plant and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these plant and equipment.

13. ACCOUNTANTS' REPORT

7. PLANT AND EQUIPMENT (cont'd)

Material accounting policy information (cont'd)

(iii) Impairment of non-financial assets

The carrying amounts of non-financial assets (except for inventories and deferred tax assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised immediately in profit or loss, unless the asset is carried at a revalued amount, in which such impairment loss is recognised directly against any revaluation surplus of the assets to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same asset. A cash-generating unit is the smallest identifiable asset group that generates cash flow that largely are independent from other assets and groups.

The recoverable amount of an asset or cash-generating units is the greater of its value in use and its fair value less cost to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of time value of money and the risks specific to the asset.

Except for goodwill, assets that were previously impaired are reviewed for possible reversal of the impairment at the end of each reporting period. Any subsequent increase in recoverable amount is recognised in the profit or loss unless it reverses an impairment loss on a revalued asset in which case it is taken to revaluation reserve. Reversal of impairment loss is restricted by the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years.

An impairment loss is recognised for the amount by which the carrying amount of the subsidiary or associate exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and present value of the estimated future cash flows expected to be derived from the investment including the proceeds from its disposal. Any subsequent increase in recoverable amount is recognised in profit or loss.

13. ACCOUNTANTS' REPORT

8. RIGHT-OF-USE ASSETS

	Motor vehicles RM	Lease of premises RM	Total RM
Cost			
At 1 July 2022	1,362,092	1,147,222	2,509,314
Addition	-	849,568	849,568
Disposal	(366,516)	-	(366,516)
Expiry of lease	-	(1,147,222)	(1,147,222)
At 30 June 2023/1 July 2023	995,576	849,568	1,845,144
Addition	353,284	-	353,284
Disposal	(312,373)	-	(312,373)
Expiry of lease	-	(849,568)	(849,568)
At 30 June 2024/1 July 2024	1,036,487	-	1,036,487
Additions	399,175	8,581,442	8,980,617
Disposal	(316,924)	-	(316,924)
At 30 June 2025/1 July 2025/ 30 June 2026	1,118,738	8,581,442	9,700,180
Accumulated depreciation			
At 1 July 2022	419,268	1,147,222	1,566,490
Charge for the financial year	272,418	424,784	697,202
Disposal	(183,258)	-	(183,258)
Expiry of lease	-	(1,147,222)	(1,147,222)
At 30 June 2023/1 July 2023	508,428	424,784	933,212
Charge for the financial year	254,153	424,784	678,937
Disposal	(197,836)	-	(197,836)
Expiry of lease	-	(849,568)	(849,568)
At 30 June 2024/1 July 2024	564,745	-	564,745
Charge for the financial year	244,875	953,494	1,198,369
Disposal	(258,821)	-	(258,821)
At 30 June 2025/1 July 2025	550,799	953,494	1,504,293
Charge for the financial year	187,119	1,430,242	1,617,361
At 30 June 2026	737,918	2,383,736	3,121,654
Net carrying amount			
At 30 June 2023	487,148	424,784	911,932
At 30 June 2024	471,742	-	471,742
At 30 June 2025	567,939	7,627,948	8,195,887
At 30 June 2026	380,820	6,197,706	6,578,526

13. ACCOUNTANTS' REPORT

8. RIGHT-OF-USE ASSETS (cont'd)

(a) Addition of right-of-use ("ROU") assets

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Financed through lease arrangements	849,568	250,000	8,980,617	-
Deposits paid in prior year	-	103,284	-	-
	849,568	353,284	8,980,617	-

(b) The expenses charged to profit or loss during the financial year are as follows:

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Expenses relating to short-term lease	-	-	217,331	-
Depreciation of ROU assets	697,202	678,937	1,198,369	1,617,361
Interest expense on lease liabilities	66,455	38,802	450,282	585,610

(c) The Group's right-of-use assets included the lease of office premises for a period ranging from two (2) to three (3) years and contains renewal option of further three (3) years exercisable by the Group before the end of the lease period.

Material accounting policy information

The Group recognises a ROU asset and a lease liability at the lease commencement date. The ROU asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of dismantling or restoration costs, less any lease incentives received.

The ROU asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term, at the following annual rates:

Motor vehicles	20%
Lease of premises	Over the lease term

In addition, the ROU assets are periodically reduced by impairment losses, if any, and adjusted for certain remeasurement of the lease liabilities. The Group applies MFRS 136 to determine whether a ROU asset is impaired and accounts for any identified impairment loss (Note 7(iii)).

8. **RIGHT-OF-USE ASSETS** (cont'd)

Material accounting policy information (cont'd)

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, or if the Group changes their assessment of whether they will exercise an extension or termination option.

Modifications to lease agreements, extensions to existing lease agreements and changes to future lease payments relating to existing terms in the contract, including market rent assessment and index-based changes, are presented as remeasurements of the lease liabilities. The related ROU assets are also remeasured. If the modification results in reduction in scope of the lease, either through shortening the lease term or through disposing of part of the underlying asset, a gain or loss on disposal may arise relating to the difference between the lease liabilities and the ROU asset applicable to the reduction in scope.

Lease payments associated with short term leases and leases of low value assets are recognised on straight line basis as an expense in profit or loss. Short-term leases are leases with a lease of 12 months or less. Lease of low value assets are leases involving assets with an original value of less than RM2,000.

The Group's lease arrangements for premise generally include options to renew or extend the lease term.

At the lease commencement date, management assesses whether it is reasonably certain to exercise such renewal options in determining the lease term in accordance with MFRS 16 Leases.

In making this assessment, management considers all relevant facts and circumstances that create an economic incentive to renew, including contractual terms, asset-specific factors, business plans, and past leasing practices.

For certain leases, the Group has determined that it is reasonably certain to exercise the renewal options, as the leased premise is strategically important to the Group's operations or involve significant leasehold improvements. Accordingly, these renewal periods have been included in the measurement of the ROU assets and lease liabilities at the commencement date.

Conversely, for other lease, management has concluded that it is not reasonably certain to exercise the renewal options, primarily due to business relocation plans or the availability of alternative premises. Consequently, the potential extension periods have been excluded from the lease term and from the measurement of the related ROU assets and lease liabilities.

Management will reassess the lease term if there is a significant event or change in circumstances within the control of the Group that affects the assessment of whether it is reasonably certain to exercise renewal or termination options.

The Group assesses at lease commencement whether they are reasonably certain to exercise the extension options and reassess whether they are reasonably certain to exercise the options if there are significant events or significant changes in circumstances within its control.

13. ACCOUNTANTS' REPORT

9. INVESTMENT IN AN ASSOCIATE

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
Unquoted shares				
At cost				
At beginning of the financial year	174,906	174,906	174,906	174,906
Disposal	-	-	-	(174,906)
At end of the financial year	174,906	174,906	174,906	-
Add: Share of post-acquisition result				
At beginning of the financial year	330,648	339,211	336,783	340,127
Share of profit/(loss)	8,563	(2,428)	3,344	-
Disposal	-	-	-	(340,127)
At end of the financial year	339,211	336,783	340,127	-
Less: Allowance for impairment losses				
At beginning of the financial year	-	-	-	(473,033)
Addition	-	-	(473,033)	-
Disposal	-	-	-	473,033
At end of the financial year	-	-	(473,033)	-
Carrying amount at end of financial year	514,117	511,689	42,000	-

During the financial year ended 30 June 2025, the Group recognised an impairment loss of RM473,033 to write down the carrying amount of the investment in the associate to its fair value less costs of disposal. The fair value was determined with reference to the disposal consideration of USD10,000 pursuant to the disposal completed subsequent to the financial year ended 30 June 2025 (i.e. on 26 August 2025).

(a) Details of associate are as follows:

Name of Associate	Country of Incorporation/ Principal place of business	Principal Activities	Effective Equity Interest FYE 2023	FYE 2024	FYE 2025	FYE 2026
D2 Dynamique (S) Pte Ltd	Singapore	Sale, repair and maintenance of computer hardware	40%	40%	40%	0%

9. **INVESTMENT IN AN ASSOCIATE** (cont'd)

(b) The summarised financial information of the associate, not adjusted for the proportion of the ownership interest held by the Group is as follows:

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
Assets and liabilities				
Total assets	1,219,795	1,209,822	1,142,262	-
Total liabilities	41,275	23,520	6,910	-
Results				
Revenue	391,529	559,599	442,773	-
Profit for the financial year, representing total comprehensive income for the financial year	21,408	(6,070)	8,360	-

(c) The reconciliation of the associate's net assets to the carrying amount of the investment in an associate is as follows:

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
Reconciliation of net assets to carrying amount at the end of the financial year				
Group's share of net assets	471,408	474,521	454,141	-
Foreign exchange translation differences	42,709	37,168	60,892	-
Allowance for impairment losses	-	-	(473,033)	-
Carrying amount in the combined statements of financial position	514,117	511,689	42,000	-
Group's share of results for the financial year ended 30 June	8,563	(2,428)	3,344	-

10. DEFERRED TAX (ASSETS)/LIABILITIES

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
At beginning of the financial year	1,193,105	155,966	(249,917)	2,377,020
Recognised in profit or loss (Note 6)	(1,037,139)	(405,883)	2,626,937	(816,967)
At end of the financial year	155,966	(249,917)	2,377,020	1,560,053
Represented as:				
Deferred tax assets	(3,501)	(270,913)	(1,004,981)	(3,234,009)
Deferred tax liabilities	159,467	20,996	3,382,001	4,794,062
	155,966	(249,917)	2,377,020	1,560,053

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

	Plant and equipment RM	ROU assets & lease liabilities RM	Contract assets & contract liabilities RM	Others RM	Total RM
2023					
At beginning of the financial year	33,114	-	1,159,991	-	1,193,105
Recognised in profit or loss (Note 6)	(655)	(3,501)	(1,032,983)	-	(1,037,139)
At end of the financial year	32,459	(3,501)	127,008	-	155,966
2024					
At beginning of the financial year	32,459	(3,501)	127,008	-	155,966
Recognised in profit or loss (Note 6)	(11,463)	3,501	(397,921)	-	(405,883)
At end of the financial year	20,996	-	(270,913)	-	(249,917)

13. ACCOUNTANTS' REPORT

10. DEFERRED TAX (ASSETS)/LIABILITIES (cont'd)

	Plant and equipment RM	ROU assets & lease liabilities RM	Contract assets & contract liabilities RM	Others RM	Total RM
2025					
At beginning of the financial year	20,996	-	(270,913)	-	(249,917)
Recognised in profit or loss (Note 6)	(5,215)	(44,981)	3,637,133	(960,000)	2,626,937
At end of the financial year	15,781	(44,981)	3,366,220	(960,000)	2,377,020
2026					
At beginning of the financial year	15,781	(44,981)	3,366,220	(960,000)	2,377,020
Recognised in profit or loss (Note 6)	203	(26,431)	(528,466)	(262,273)	(816,967)
At end of the financial year	15,984	(71,412)	2,837,754	(1,222,273)	1,560,053

11. INVENTORIES

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
At cost:				
Replacement parts	496,562	1,866,356	1,732,843	100,968

During the financial year, the Group has recognised inventories as cost of sales amounted to RM1,631,875 (2025: RM133,513; 2024: RM70,206; 2023: RM84,095). During the financial year, the Group recognised inventories written off amounting to RM Nil (2025: RM80,000; 2024: RM31,600; 2023: RM Nil).

Material accounting policy information

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is measured based on first-in, first out ("FIFO") cost formula and included expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

13. ACCOUNTANTS' REPORT

12. TRADE RECEIVABLES

	Note	<---------- Audited ----------> 2023 RM	2024 RM	2025 RM	2026 RM
Third parties	(i)	30,435,681	66,217,619	153,202,454	163,346,980
Amounts due from related parties	(i)	615,963	567,538	494,864	1,484,200
		31,051,644	66,785,157	153,697,318	164,831,180
Retention sum	(ii)	-	-	-	27,638,288
		31,051,644	66,785,157	153,697,318	192,469,468

(i) The normal credit terms of trade receivables range from 30 - 120 days (2025: 30 - 90 days; 2024: 30 - 90 days; 2023: 30 - 90 days). Other credit terms are assessed and approved on case-by-case basis.

(ii) The retention sums are unsecured, interest free and are expected to be collectible in two stages, with the first half released upon the issuance of the Certificate of Practical Completion ("CPC") and the second half upon the issuance of the Certificate of Making Good Defects ("CMGD") and Final Certificate.

13. OTHER RECEIVABLES

	Note	<---------- Audited ----------> 2023 RM	2024 RM	2025 RM	2026 RM
Amount due from a related party	(i)	1,235,853	516,288	241,349	-
Other receivables		-	-	-	202,374
Deposits	(ii)	1,661,793	409,850	839,500	576,340
Prepayments	(iii)	318	12,588	743,688	4,094,814
		2,897,964	938,726	1,824,537	4,873,528

(i) This amount is non-trade in nature, unsecured, interest free advances and is collectible on demand.

(ii) Included in deposits of the Group are the following:

- amount of RM Nil (2025: RM Nil; 2024: RM Nil; 2023: RM1,115,830) which relates to performance bond paid for guarantee satisfactory completion of a project;
- amount of RM450,000 (2025: RM450,000; 2024: RM Nil; 2023: RM Nil) which relates to security deposit paid in advance for lease of office premises; and
- amount of RM Nil (2025: Nil; 2024: RM Nil, 2023: RM103,284) representing a down payment for the acquisition of a motor vehicle.

13. ACCOUNTANTS' REPORT

13. OTHER RECEIVABLES (cont'd)

(iii) Included in prepayments of the Group are the following:

- an amount of RM2,357,801 (2025: RM584,420; 2024: RM Nil; 2023: RM Nil) relating to professional and other fees incurred in connection with the proposed listing of the Company on the stock exchange;
- an amount of RM159,000 (2025: RM150,000; 2024: RM Nil; 2023: RM Nil) relating to advance lease payments made to related parties; and
- an amount of RM1,573,352 (2025: RM Nil; 2024: RM Nil; 2023: RM Nil) relating to preliminary costs incurred on a future secured project.

14. CONTRACT ASSETS/(LIABILITIES)

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
MEPF contracts	49,093,493	49,308,583	88,470,532	133,317,195
Maintenance services	441,015	901,412	1,454,645	1,817,663
	49,534,508	50,209,995	89,925,177	135,134,858
Presented as:				
Contract assets	53,568,135	63,389,271	154,131,374	147,468,291
Contract liabilities	(4,033,627)	(13,179,276)	(64,206,197)	(12,333,433)
	49,534,508	50,209,995	89,925,177	135,134,858

	Preventive Maintenance Services RM	MEPF Contracts RM	Total RM
2023			
At beginning of the financial year	1,198,211	20,927,917	22,126,128
Revenue recognised during the year (Note 3)	11,413,782	172,115,405	183,529,187
Consideration paid on behalf	107,109	-	107,109
Progress billing during the year	(12,278,087)	(143,949,829)	(156,227,916)
At end of the financial year	441,015	49,093,493	49,534,508
Represented as:			
Contract assets	826,065	52,742,070	53,568,135
Contract liabilities	(385,050)	(3,648,577)	(4,033,627)
	441,015	49,093,493	49,534,508

14. **CONTRACT ASSETS/(LIABILITIES)** (cont'd)

	Preventive Maintenance Services RM	MEPF Contracts RM	Total RM
2024			
At beginning of the financial year	441,015	49,093,493	49,534,508
Revenue recognised during the year (Note 3)	11,934,754	165,873,172	177,807,926
Consideration paid on behalf	137,003	-	137,003
Progress billing during the year	(11,611,360)	(165,862,575)	(177,473,935)
Accretion of interest	-	204,493	204,493
At end of the financial year	901,412	49,308,583	50,209,995
Represented as:			
Contract assets	1,798,707	61,590,564	63,389,271
Contract liabilities	(897,295)	(12,281,981)	(13,179,276)
	901,412	49,308,583	50,209,995
2025			
At beginning of the financial year	901,412	49,308,583	50,209,995
Revenue recognised during the year (Note 3)	12,698,221	355,760,030	368,458,251
Progress billing during the year	(12,144,988)	(284,035,923)	(296,180,911)
Accretion of interest	-	2,437,842	2,437,842
At end of the financial year	1,454,645	123,470,532	124,925,177
Less: Advance collection	-	(35,000,000)	(35,000,000)
	1,454,645	88,470,532	89,925,177
Represented as:			
Contract assets	2,343,378	151,787,996	154,131,374
Contract liabilities	(888,733)	(63,317,464)	(64,206,197)
	1,454,645	88,470,532	89,925,177
2026			
At beginning of the financial year	1,454,645	88,470,532	89,925,177
Revenue recognised during the year (Note 3)	16,935,796	646,182,126	663,117,922
Progress billing during the year	(16,572,778)	(639,829,510)	(656,402,288)
Accretion of interest	-	1,336,512	1,336,512
Gain on remeasurement	-	2,157,535	2,157,535
At end of the financial year	1,817,663	98,317,195	100,134,858
Add: Offset with trade receivables	-	35,000,000	35,000,000
	1,817,663	133,317,195	135,134,858
Represented as:			
Contract assets	3,704,642	143,763,649	147,468,291
Contract liabilities	(1,886,979)	(10,446,454)	(12,333,433)
	1,817,663	133,317,195	135,134,858

14. CONTRACT ASSETS/(LIABILITIES) (cont'd)

Material accounting policy information

Contract asset is the right to consideration in exchange for goods or services transferred to the customers. The Group's contract asset is the excess of cumulative revenue earned over the billings to-date. Billings are typically raised within 30 days based on the project progress stages, which are determined through mutual agreement with the customer. Payments are generally expected within 30 - 120 days (2025: 30 - 90 days; 2024: 30 - 90 days; 2023: 30 - 90 days) thereafter.

When there is objective evidence of impairment, the amount of impairment losses is determined by comparing the contract asset's carrying amount and the present value of estimated future cash flows to be generated by the contract asset.

Contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration or has billed the customer. The Group's contract liability is the excess of the billings to-date over the cumulative revenue earned. Contract liabilities are recognised as revenue when the Group performs its obligation under the contract.

15. FIXED DEPOSITS WITH LICENSED BANKS

The fixed deposits placed with licensed banks bear weighted average effective interest rates at the range of 1.60% to 3.20% (2025: 1.90% to 3.45%; 2024: 2.35% to 3.45%; 2023: 2.05% to 2.30%) per annum and have maturity period of 12 months (2025: 2 to 12 months; 2024: 2 to 12 months; 2023: 1 to 12 months).

Included in fixed deposits of the Group is an amount RM2,807,860 (2025: RM2,246,983; 2024: RM2,195,139; 2023: RM2,145,320) being pledged to licensed banks as security for bank guarantees and unutilised bank overdraft facilities granted to Group as disclosed in Note 21.

13. ACCOUNTANTS' REPORT

16. SHARE CAPITAL AND INVESTED EQUITY

Share capital

	<---------- Number of ordinary shares ---------->				<---------- Amount ---------->			
	2023 Units	2024 Units	2025 Units	2026 Units	2023 RM	2024 RM	2025 RM	2026 RM
Issued and Fully Paid-up								
At beginning of the financial year	-	-	-	-	-	-	-	-
Issuance of new shares	-	-	-	445,000	-	-	-	445,000
At end of the financial year	-	-	-	445,000	-	-	-	445,000

Invested equity

	<---------- Amount ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
Issued and Fully Paid-up				
At the beginning/end of the financial year	1,000,000	1,000,000	1,000,000	1,000,000

For the purposes of the combined financial statements, the invested share capital at the end of the respective financial years is the share capital of DCDTSB.

The Company was incorporated on 4 July 2025 with issued and fully paid-up share capital of RM445,000 consisting of 445,000 ordinary shares as subscribers' shares.

The ordinary shares have no par value. The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company's residual assets.

17. LEASE LIABILITIES

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
Minimum lease payments:				
Repayable within one year	586,524	151,056	1,928,097	1,900,485
Repayable between one and two years	130,584	93,459	1,900,500	1,900,485
Repayable between two and five years	58,192	111,829	5,559,849	4,166,378
Repayable more than five years	-	-	600,000	-
	775,300	356,344	9,988,446	7,967,348
Less: Future finance charges	(31,916)	(22,760)	(1,812,882)	(1,227,272)
Present value of lease liabilities	743,384	333,584	8,175,564	6,740,076
Present value of lease liabilities:				
Repayable within one year	560,124	139,444	1,342,031	1,326,021
Repayable between one and two years	125,698	87,168	1,419,259	1,531,803
Repayable between two and five years	57,562	106,972	4,824,009	3,882,252
Repayable more than five years	-	-	590,265	-
	183,260	194,140	6,833,533	5,414,055
	743,384	333,584	8,175,564	6,740,076
Presented as:				
Current liabilities	560,124	139,444	1,342,031	1,326,021
Non-current liabilities	183,260	194,140	6,833,533	5,414,055
	743,384	333,584	8,175,564	6,740,076
Comprised of:				
Lease rental	439,370	-	7,815,370	6,495,258
Hire purchase liabilities	304,014	333,584	360,194	244,818
	743,384	333,584	8,175,564	6,740,076

17. LEASE LIABILITIES (cont'd)

The range of effective interest rates per annum for the lease liabilities are as follows:

	2023	2024	2025	2026
	%	%	%	%
Motor vehicles	4.02% - 4.11%	4.02% - 4.49%	4.02% - 4.50%	4.02% - 4.50%
Lease of premises	6.89%	6.89%	7.89%	7.89%

Included in the lease liabilities is an amount of RM106,756 (2025: RM156,979; 2024: RM204,655; 2023: RM Nil) is secured by personal guarantee by a Director of the Group. On 28 July 2025, the Group obtained written consent from the financial institution for the discharge and waiver of the personal guarantee in respect of the lease, subject to the fulfilment of certain conditions stipulated by the financial institution. As at the date of these combined financial statements, the stipulated conditions remain to be fulfilled.

The material accounting policy information is disclosed in Note 8.

18. TRADE PAYABLES

		<---------- Audited ---------->			
		2023	2024	2025	2026
	Note	RM	RM	RM	RM
Third parties		37,489,719	65,819,493	152,554,269	177,305,557
Amounts due to related parties	(i)	-	724,715	1,941,460	3,459,208
		37,489,719	66,544,208	154,495,729	180,764,765
Retention sum	(iii)	-	-	-	155,690
		37,489,719	66,544,208	154,495,729	180,920,455
Trade accruals		52,519	10,599,840	16,511,028	23,924,055
		37,542,238	77,144,048	171,006,757	204,844,510

(i) This amount is trade in nature, unsecured, interest free and is subject to normal credit term.

(ii) The normal trade credit terms granted to the Group range from 30 to 150 days (2025: 30 to 75 days; 2024: 30 to 75 days; 2023: 30 to 75 days). Other credit terms are assessed and approved on a case-by-case basis.

(iii) Retention sums held by the Group are commonly released upon 24 months after issuance of CPC.

13. ACCOUNTANTS' REPORT

19. OTHER PAYABLES

	Note	<---------- Audited ----------> 2023 RM	2024 RM	2025 RM	2026 RM
Other payables	(i)	9,709,110	935,791	1,556,320	1,254,016
Accruals		3,911,176	3,757,323	4,210,200	4,667,000
Amount due to a related party	(ii)	10,693	31,808	24,417	-
Amounts due to Directors	(ii)	-	-	14,500,000	-
		13,630,979	4,724,922	20,290,937	5,921,016

(i) Included in other payables of the Group is an advance from a third party amounted to RM Nil (2025: RM Nil; 2024: RM Nil; 2023: RM9,000,000), which is non-trade in nature, unsecured, interest free and is payable on demand.

(ii) These amounts are non-trade in nature, unsecured, interest free advances which are payable on demand.

20. DIVIDENDS

	Per ordinary share RM	Total amount RM	Date of payment
Recognised during the financial year ended 30 June 2025			
First interim single-tier dividend for the financial year ended 30 June 2025	30	30,000,000	28 November 2024
Second interim single-tier dividend for the financial year ended 30 June 2025	25	25,000,000	23 December 2024
		55,000,000	

21. BANK GUARANTEES

	<---------- Audited ----------> 2023 RM	2024 RM	2025 RM	2026 RM
Bank guarantees	4,883,040	393,850	552,294	-

The bank guarantees are related to the performance bond provided to customers as a security for MEPF contracts.

21. BANK GUARANTEES (cont'd)

The bank guarantees are secured by the followings:

(i) Legal charge over on a third party's leasehold land and property which was discharged on 7 May 2026;
(ii) Fixed deposits with licensed banks of the Group as disclosed in Note 15;
(iii) Joint and several guarantees by the Directors of the Group; and
(iv) Personal guarantee by the Director of the Company.

On 4 February 2026, the Group obtained a supplementary letter of offer from a financial institution to replace the existing guarantees in (iii) and (iv) with a corporate guarantee from the Company, subject to certain conditions, including the successful listing of the Company and certain Directors, shareholders and key management personnel to own minimum 35% of combined equity interest in the Group post listing of the Company. As at the date of these combined financial statements, the stipulated conditions remain to be fulfilled.

22. RELATED PARTIES DISCLOSURES

Identity of related parties

For the purpose of these combined financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decision, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Group has related party relationships with its Directors and related parties. Related parties refers to companies in which shareholders of the holding company who is also Director or shareholder of the said companies. The related party balances are shown in Notes 12, 13, 18 and 19.

Related party transactions

Other than disclosed elsewhere in the combined financial statements, the related party transactions between the Group and its related parties during the financial year are as follows:

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Transactions with related parties				
Operating activities:				
Progress billing issued	(3,463,423)	(3,771,885)	(12,619,569)	(3,557,862)
Purchase	4,033	2,267,815	5,819,933	9,766,824
Net repayment from/(to)	3,467,398	2,051,521	6,889,055	(7,762,967)
Lease payment	-	-	1,200,000	1,902,000
Investing activities:				
Repayment from	243,652	719,565	274,939	241,349
Financing activities:				
Advances from/ (Repayment to)	10,693	21,115	(7,391)	(24,417)

13. ACCOUNTANTS' REPORT

22. RELATED PARTIES DISCLOSURES (cont'd)

Related party transactions (cont'd)

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Transactions with Directors				
Advances from/ (Repayment to)	-	-	14,500,000	(14,500,000)

Compensation of key management personnel

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the Directors and certain members of senior management of the Group.

The remuneration of the Directors paid by the Group during the financial year has been disclosed in Note 4(a).

The remuneration of other members of key management personnel of the Group during the financial year are as follows:

	<---------- Audited ---------->			
	FYE 2023 RM	FYE 2024 RM	FYE 2025 RM	FYE 2026 RM
Salaries and bonus	630,560	841,560	909,520	2,750,862
Contributions to defined contribution plan	128,734	161,552	109,080	346,258
Social security contributions	3,049	3,639	4,234	6,240
Other benefits	8,828	8,900	46,356	48,072
	771,171	1,015,651	1,069,190	3,151,432
Benefit-in-kind	17,400	31,150	31,150	31,750
	788,571	1,046,801	1,100,340	3,183,182

23. SEGMENT INFORMATION

Information about business segments has not been presented separately as the Group's revenue, results, assets, and liabilities are attributable to a single business segment operating in Malaysia, namely the integration and maintenance of mechanical, electrical, plumbing, fire protection systems and related products and services for data centres.

Major customers

There are 1 (2025: 2; 2024: 2; 2023: 2) major customers with revenue more than 10% of the Group's total revenue.

24. FINANCIAL INSTRUMENTS

Categories of financial instruments

The Group's financial assets and financial liabilities are all categorised as amortised costs respectively.

Financial risk management objectives and policies

The Group's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's operations whilst managing its financial risks, including credit risk, interest rate risk and liquidity risk. The Group operates within clearly defined guidelines that are approved by the Board and the Group's policy is not to engage in speculative transactions.

The following sections provide details regarding the Group's exposures to the abovementioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk of financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables and cash and cash equivalents.

The Group's objectives are to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis to minimise the Group's exposure to bad debts.

Trade receivables and contract assets

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit risk is minimised and monitored via strictly limiting the Group's associations to business partners with good credit rating. Credit evaluations are performed on all customers requiring credit over a certain amount.

At each reporting date, the Group assesses whether any of the trade receivables and contract assets are credit impaired. The gross carrying amounts of credit impaired receivables are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to write-off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

Exposure to credit risk, credit quality and collateral

As the Group does not hold any collateral, the maximum exposure to credit risk is represented by the carrying amounts of the financial assets in the combined statements of financial position as at the end of the reporting period.

24. FINANCIAL INSTRUMENTS (cont'd)

(a) Credit risk (cont'd)

Trade receivables and contract assets (cont'd)

Concentration of credit risk

The Group determines concentration of credit risk by monitoring the profiles of its receivables on an ongoing basis.

As at the reporting date, the Group has significant concentration of credit risk arising from the amounts owing from 1 customer (2025: 2 customers; 2024: 2 customers; 2023: 1 customers) constituting 95% (2025: 91%; 2024: 81%; 2023: 88%) of gross trade receivables and contract assets of the Group.

Recognition and measurement of impairment loss

In managing credit risk of trade receivables and contract assets, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances and to ensure that receivables that are neither past due nor impaired are stated at their realisable values. Any receivables having significant balances past due more than 270 days (2025: 270 days; 2024: 270 days; 2023: 270 days) expiry of credit term granted, which are deemed to have higher credit risk, are monitored individually.

The Group assesses impairment of trade receivables and contract assets on individual basis and the Group has reasonable and supportable information available to assess the impairment individually. For individual assessment, it is due to different risk characteristics, the number of debtors is minimal and these debtors can be individually managed by the Group in an effective and efficient manner. All these customers have low risk of default.

Impairment losses

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets as at 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026 which are grouped together as they are expected to have similar risk nature.

	<---------- Audited ---------->			
	2023	**2024**	**2025**	**2026**
	RM	**RM**	**RM**	**RM**
Trade receivables				
Not past due	27,007,593	8,777,620	30,782,631	162,185,002
Past due but not impaired:				
1 to 30 days	753,013	3,489,118	6,876,363	1,306,401
31 to 60 days	362,924	15,768,287	38,464,164	1,292,639
61 to 90 days	1,350,937	37,724,218	2,331,182	2,138
91 to 270 days	1,211,133	982,533	75,242,978	45,000
	3,678,007	57,964,156	122,914,687	2,646,178

24. **FINANCIAL INSTRUMENTS** (cont'd)

(a) **Credit risk** (cont'd)

Trade receivables and contract assets (cont'd)

Impairment losses (cont'd)

	<---------- Audited ---------->			
	2023 RM	**2024 RM**	**2025 RM**	**2026 RM**
(cont'd)				
Retention sum held by contract customers	-	-	-	27,638,288
Credit impaired	366,044	43,381	-	-
	31,051,644	66,785,157	153,697,318	192,469,468
Contract assets				
Not past due	53,568,135	63,389,271	154,131,374	147,468,291
	84,619,779	130,174,428	307,828,692	339,937,759

Receivables that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records and mostly are regular customers that have been transacting with the Group.

Receivables that are past due but not impaired

The Group has not provided for impairment for these trade receivables as there has been no significant changes in their credit quality and these amounts are still considered recoverable. These debtors relate mostly to customers with slower repayment patterns, for whom there is no history of default and certain balances were settled subsequent to the reporting date. The Group does not hold any collateral or other credit enhancement over these balances.

Credit impaired

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that have defaulted on payments and due more than 270 days after the expiry of credit terms granted. These receivables are not secured by any collateral or credit enhancements.

Other receivables and deposits

Expected credit loss of other receivables is determined individually after considering the financial strength of the other receivables. As at the reporting date, the maximum exposure to credit risks is represented by their carrying amounts in the combined statement of financial position. As at the reporting date, no allowance for expected credit losses is necessary in respect of other receivables and deposits.

24. **FINANCIAL INSTRUMENTS** (cont'd)

(a) **Credit risk** (cont'd)

Cash and cash equivalents

The cash and cash equivalents are held with banks and financial institutions. As at the reporting date, the maximum exposure to credit risk is represented by their carrying amounts in the combined statements of financial position. These banks and financial institutions have low credit risk. Hence, a loss allowance is not necessary.

Amount due from a related party

Risk management objectives, policies and processes for managing the risk

The Group provides unsecured loans and advances to its related party. The Group monitors the ability of the related party to repay the loans and advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the reporting date, the maximum exposure to credit risk arising from amount due from a related party is represented by the carrying amount in the combined statement of financial position. Loans and advances provided are not secured by any collateral or supported by any credit enhancements.

Recognition and measurement of impairment loss

Amount due from a related party is repayable on demand. For loans and advances that are repayable on demand, expected credit losses are assessed based on the assumption that repayment of the loans and advances is demanded at the reporting date.

Generally, the Group considers loans and advances to a related party have low credit risk. The Group assumes that there is a significant increase in credit risk when the related party's financial positions deteriorate significantly.

As the Group is able to determine the timing of payments of the related party's loans and advances when they are payable, the Group considers related party's loans or advances to be credit impaired when the related party is unlikely to repay its loans or advances to the Group in full given insufficient highly liquid resources when the loans and advances is demanded.

The Group determines the probability of default for these loans and advances individually using internal information available.

13. ACCOUNTANTS' REPORT

24. FINANCIAL INSTRUMENTS (cont'd)

(b) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises mainly from fixed deposits with licensed banks.

The interest rate profile of the Group's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	<---------- Audited ---------->			
	2023 RM	2024 RM	2025 RM	2026 RM
Floating rate instruments:				
Financial assets				
Fixed deposits with licensed banks	12,707,777	28,321,319	2,246,983	2,807,860

The Group is exposed to interest rate risk through the impact of rate changes in floating rate instruments. The interest rates are disclosed in Notes 15. The changes in interest rates of 100 basis points would not have material impact on the profit after tax of the Group.

(c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations associated with financial liabilities. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's liquidity risk management policy is to manage its debt maturity profile, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. In addition, the Group maintains sufficient levels of cash to meet its working capital requirements.

24. FINANCIAL INSTRUMENTS (cont'd)

(c) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities

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

		<---------- Contractual Cash Flows ---------->				
	Carrying Amount RM	Contractual cash flows RM	On demand/ Within 1 year RM	Between 1 and 2 years RM	Between 2 and 5 years RM	More than 5 years RM
2023						
Financial liabilities:						
Trade payables	37,542,238	37,542,238	37,542,238	-	-	-
payables	13,630,979	13,630,979	13,630,979	-	-	-
Lease liabilities	743,384	775,300	586,524	130,584	58,192	-
	51,916,601	51,948,517	51,759,741	130,584	58,192	-
2024						
Financial liabilities:						
Trade payables	77,144,048	77,144,048	77,144,048	-	-	-
payables	4,724,922	4,724,922	4,724,922	-	-	-
Lease liabilities	333,584	356,344	151,056	93,459	111,829	-
	82,202,554	82,225,314	82,020,026	93,459	111,829	-

24. FINANCIAL INSTRUMENTS (cont'd)

(c) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities (cont'd)

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

		<---------- Contractual Cash Flows ---------->				
	Carrying Amount RM	Contractual cash flows RM	On demand/ Within 1 year RM	Between 1 and 2 years RM	Between 2 and 5 years RM	More than 5 years RM
2025						
Financial liabilities:						
Trade payables	171,006,757	171,006,757	171,006,757	-	-	-
Other payables	20,290,937	20,290,937	20,290,937	-	-	-
Lease liabilities	8,175,564	9,988,446	1,928,097	1,900,500	5,559,849	600,000
	199,473,258	201,286,140	193,225,791	1,900,500	5,559,849	600,000
2026						
Financial liabilities:						
Trade payables	204,844,510	204,844,510	204,844,510	-	-	-
Other payables	5,921,016	5,921,016	5,921,016	-	-	-
Lease liabilities	6,740,076	7,967,348	1,900,485	1,900,485	4,166,378	-
	217,505,602	218,732,874	212,666,011	1,900,485	4,166,378	-

13. ACCOUNTANTS' REPORT

24. FINANCIAL INSTRUMENTS (cont'd)

Material accounting policy information

(i) Initial recognition and measurement

A financial asset or a financial liability is recognised in the combined statements of financial position when, and only when, the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without significant financing component) or a financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance. A trade receivable without a significant financing component is initially measured at the transaction price.

An embedded derivative is recognised separately from the host contract where the host contract is not a financial asset, and accounted for separately if, and only if, the derivative is not closely related to the economic characteristics and risks of the host contract and the host contract is not measured at fair value through profit or loss. The host contract, in the event an embedded derivative is recognised separately, is accounted for in accordance with policy applicable to the nature of the host contract.

(ii) Financial instrument categories and subsequent measurement

The Group categorises financial instruments as follows:

Financial assets

Categories of financial assets are determined on initial recognition and are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change of the business model.

Amortised cost

Amortised cost category comprises financial assets that are held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The financial assets are not designated as fair value through profit or loss. Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss. Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets where the effective interest rate is applied to the amortised cost.

24. FINANCIAL INSTRUMENTS (cont'd)

Material accounting policy information (cont'd)

(ii) Financial instrument categories and subsequent measurement (cont'd)

Financial assets (cont'd)

The Group recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised cost and contract assets. Expected credit losses are a probability-weighted estimate of credit losses.

Loss allowances of the Group are measured on either of the following bases: -

(a) 12-month ECLs - represents the ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or

(b) Lifetime ECLs - represents the ECLs that will result from all possible default events over the expected life of a financial instrument or contract asset.

The impairment methodology applied depends on whether there has been a significant increase in credit risk.

Simplified approach - trade receivables and contract assets

The Group applies the simplified approach to provide ECLs for all trade receivables and contract assets as permitted by MFRS 9. The simplified approach required expected lifetime losses to be recognised from initial recognition of the receivables and contract assets. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where applicable.

General approach - other financial instruments

The Group applies the general approach to provide for ECLs on all other financial instruments, which requires the loss allowance to be measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs. In assessing whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward looking information, where available.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

24. FINANCIAL INSTRUMENTS (cont'd)

Material accounting policy information (cont'd)

(ii) Financial instrument categories and subsequent measurement (cont'd)

Financial assets (cont'd)

General approach - other financial instruments (cont'd)

The Group considers an event of default for internal credit risk management purposes when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Credit impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost is credit impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit impaired includes the observable data about the following events:

- Significant financial difficulty of the borrower or issuer;
- A breach of contract such as a default or past due event;
- The lender of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession that the lender would not otherwise consider (e.g the restructuring of a loan or advances by the Group on terms that the Group would not consider otherwise);
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- The disappearance of an active market for security because of financial difficulties.

Write-off policy

The gross carrying amount of a financial asset is written off (either partially or full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determine that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due. Any recoveries made are recognised in profit or loss.

24. FINANCIAL INSTRUMENTS (cont'd)

Material accounting policy information (cont'd)

(ii) Financial instrument categories and subsequent measurement (cont'd)

Financial liabilities

Amortised cost

The financial liabilities are initially recognised as amortised cost.

Financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

(iii) Offsetting of financial instruments

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

(iv) Regular way purchase or sale of financial assets

A regular way purchase or sale is a purchase or sale of a financial asset under a contract whose terms require delivery of the asset within the time frame established generally by regulation or convention in the marketplace concerned.

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date accounting. Trade date accounting refers to:

(a) the recognition of an asset to be received and the liability to pay for it on the trade date; and

(b) derecognition of an asset that is sold, recognition of any gain or loss on disposal and the recognition of a receivable from the buyer for payment on the trade date.

(v) Derecognition

A financial asset or part of it is derecognised when, and only when the contractual rights to the cash flows from the financial asset expire or the financial asset is transferred to another party without retaining control or substantially all risks and rewards of the asset. On derecognition of a financial asset, the difference between the carrying amount and the sum of the consideration received (including any new asset obtained less any new liability assumed) and any cumulative gain or loss that had been recognised in equity is recognised in profit or loss.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expires. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

13. ACCOUNTANTS' REPORT

25. FAIR VALUE INFORMATION

Financial instrument at fair value

As the financial assets and liabilities are not carried at fair value by any valuation method, the fair value hierarchy analysis is not presented.

Financial instrument other than those carried at fair value

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

The carrying amounts of receivables, payables and cash and cash equivalents approximate their fair values due to relatively short terms nature of these financial instruments and the insignificant impact of discounting.

26. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it will be able to maintain an optimal capital structure so as to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic and business conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

No changes were made in the objectives, policies, processes and approach to capital management during the reporting years ended 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026.

As MFRS does not prescribe a specific definition or formula for gearing ratio, the Group determines and monitors its gearing ratio based on management's measurement. The Group monitors its capital using a gearing ratio, which is total debt divided by total equity. Total debt includes lease liabilities in relation to hire purchase facilities.

The gearing ratio as at the reporting date were as follows:

	<---------- Audited ---------->			
	FYE 2023 RM	**FYE 2024 RM**	**FYE 2025 RM**	**FYE 2026 RM**
Lease liabilities	304,014	333,584	360,194	244,818
Total equity	68,437,313	88,457,888	72,943,484	140,184,644
	0.4%	0.4%	0.5%	0.2%

The Group is not subject to any externally imposed capital requirements.

13. ACCOUNTANTS' REPORT

27. EARNINGS PER SHARE

Basic earnings per share ("EPS") is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

For the purpose of illustration, the number of ordinary shares for the respective financial year represents the weighted average number of ordinary shares issued of the Company.

	<---------- Audited ---------->			
	FYE 2023	**FYE 2024**	**FYE 2025**	**FYE 2026**
Profit after tax attributable to owners of the Company (RM)	16,779,354	20,020,575	39,485,596	66,796,160
Number of enlarged ordinary shares (unit) *	1,794,000,000	1,794,000,000	1,794,000,000	1,794,000,000
Basic earnings per share (RM)	0.01	0.01	0.02	0.04

**Based on the assumption of proposed existing issued and enlarged share capital upon completion of listing.*

The basic and diluted EPS are equal as the Group has no potential dilutive ordinary shares at the end of each financial year.

28. SUBSEQUENT EVENT

On 20 August 2026, the acquisition of DCDTSB was completed for a purchase consideration of RM72,927,750, which was fully satisfied via issuance and allotment of 1,458,555,000 new ordinary shares of the Company, resulting in DCDTSB becoming wholly-owned subsidiary of the Company.

13. ACCOUNTANTS' REPORT

MYDCD BERHAD
(Incorporated in Malaysia)

STATEMENT BY THE DIRECTOR AND THE CHIEF EXECUTIVE OFFICER

We, Yew Kim Keong and Ow Yong Hoong Peen, being the Director and Chief Executive Officer of the Company, do hereby state that, in the opinion of the Directors, the combined financial statements as set out on pages 4 to 59 are drawn up in accordance with Malaysian Financial Reporting Standards and International Financial Reporting Standards, so as to give a true and fair view of the combined financial position as at 30 June 2023, 30 June 2024, 30 June 2025 and 30 June 2026 and of its combined financial performance and combined cash flows for the financial years then ended.

Approved and signed on behalf of the Board in accordance with a resolution of the Directors dated 8 October 2026.

YEW KIM KEONG

OW YONG HOONG PEEN

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE

Moore Stephens Associates PLT
[201304000972 (LLP0000963-LCA)]
Chartered Accountants [AF002096]
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No. 1 Jalan PJU 7/3, Mutiara Damansara
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8 October 2026

The Board of Directors
MYDCD BERHAD
3rd Floor, CJ11 Centre,
Jalan Impact, Cyber 6,
63000 Cyberjaya,
Selangor Darul Ehsan,
Malaysia.

Dear Sir,

MYDCD BERHAD ("MYDCD" OR "COMPANY") AND ITS COMBINING ENTITY ("THE GROUP")

INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON THE COMPILATION OF PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2026

We have completed our assurance engagement to report on the compilation of the pro forma combined statements of financial position of the Group as at 30 June 2026 ("Pro Forma Combined Statements of Financial Position") by the Directors of the Company ("the Directors"). The Pro Forma Combined Statements of Financial Position which we have stamped for the purpose of identification, have been compiled by the Directors for the purpose of inclusion in the prospectus ("the Prospectus") in connection with the listing and quotation of the entire enlarged issued share capital of MyDCD on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") ("the Listing").

The applicable criteria on the basis of which the Directors have compiled the Pro Forma Combined Statements of Financial Position are described in Note 1.0 to the Pro Forma Combined Statements of Financial Position and are prepared in accordance with the Prospectus Guidelines issued by the Securities Commission Malaysia ("Prospectus Guidelines") and the Guidance Note for Issuers of Pro Forma Financial Information issued by the Malaysian Institute of Accountants ("Guidance Note").

The Pro Forma Combined Statements of Financial Position have been compiled by the Directors to illustrate the impact of the events or transactions as set out in Note 1.3 and Note 1.4 respectively on the Pro Forma Combined Statements of Financial Position as at 30 June 2026 as if the events or transactions had been effected on 30 June 2026. As part of this process, information about the Group's combined financial position has been extracted by the Directors from the audited combined financial statements of the Group for the financial year ended 30 June 2026 as contained in the Accountants' Report, on which were reported by us on 8 October 2026 without any modification.

Directors' Responsibility for the Pro Forma Combined Statements of Financial Position

The Directors are responsible for compiling the Pro Forma Combined Statements of Financial Position on the basis as set out in the notes thereon to the Pro Forma Combined Statements of Financial Position and in accordance with the requirements of the Prospectus Guidelines and Guidance Note.

Reporting Accountants' Independence and Quality Control

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and IESBA Code.

An independent member firm of Moore Global Network Limited.
Member firms in principal cities throughout the world.

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE

INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON THE COMPILATION OF PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2026 (cont'd)

Reporting Accountants' Independence and Quality Control (cont'd)

Our firm applies the International Standard on Quality Management 1 (ISQM 1), *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements* issued by the International Auditing and Assurance Standards Board and adopted by the Malaysian Institute of Accountants and, accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Reporting Accountants' Responsibilities

Our responsibility is to express an opinion, as required by the Prospectus Guidelines, about whether the Pro Forma Combined Statements of Financial Position have been compiled, in all material respects, by the Directors on the basis set out in the notes thereon to the Pro Forma Combined Statements of Financial Position and in accordance with the requirements of the Prospectus Guidelines and Guidance Note.

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3420, *Assurance Engagements to Report on the Compilation of Pro Forma Financial Information Included in a Prospectus*, issued by the International Auditing and Assurance Standards Board and adopted by the Malaysian Institute of Accountants. This standard requires that we plan and perform our procedures to obtain reasonable assurance about whether the Directors have compiled, in all material respects, the Pro Forma Combined Statements of Financial Position on the basis set out in the notes thereon in accordance with the requirements of the Prospectus Guidelines and Guidance Note.

For purposes of this engagement, we are not responsible for updating or reissuing any reports or opinions on any historical financial information used in compiling the Pro Forma Combined Statements of Financial Position, nor have we, in the course of this engagement, performed an audit or review of the financial information used in compiling the Pro Forma Combined Statements of Financial Position.

The purpose of Pro Forma Combined Statements of Financial Position included in the Prospectus is solely to illustrate the impact of a significant event or transaction on the unadjusted financial information of the entity as if the event had occurred or the transaction had been undertaken at an earlier date selected for purposes of the illustration. Accordingly, we do not provide any assurance that the actual outcome of the event or transaction would have been as presented.

A reasonable assurance engagement to report on whether the Pro Forma Combined Statements of Financial Position have been compiled, in all material respects, on the basis of the applicable criteria involves performing procedures to assess whether the applicable criteria used by the Directors in the compilation of the Pro Forma Combined Statements of Financial Position provide a reasonable basis for presenting the significant effects directly attributable to the event or transaction, and to obtain sufficient appropriate evidence about whether:

- The related pro forma adjustments give appropriate effect to those criteria; and
- The Pro Forma Combined Statements of Financial Position reflect the proper application of those adjustments to the unadjusted combined financial information.

The procedures selected depend on our judgment, having regard to our understanding of the nature of the Group, the events or transactions in respect of which the Pro Forma Combined Statements of Financial Position have been compiled, and other relevant engagement circumstances.

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE

INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON THE COMPILATION OF PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2026 (cont'd)

Reporting Accountants' Responsibilities (cont'd)

The engagement also involves evaluating the overall presentation of the Pro Forma Combined Statements of Financial Position.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the Pro Forma Combined Statements of Financial Position have been compiled, in all material respects, on the basis as set out in the notes thereon and in accordance with the requirements of the Prospectus Guidelines and Guidance Note.

Other Matter

This report has been prepared solely for the purpose stated above, in connection with the Listing. As such, this report should not be used for any other purpose without our prior written consent. Neither the firm nor any member or employee of the firm undertakes responsibility arising in any way whatsoever to any party in respect of this report contrary to the aforesaid purpose.

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)

TAN KEI HUI
03429/04/2027 J
Chartered Accountant

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)
For Identification Purposes Only

MYDCD BERHAD ("MYDCD" OR "COMPANY") AND ITS COMBINING ENTITY ("THE GROUP")
PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

1.0 PRO FORMA GROUP AND BASIS OF PREPARATION

1.1 INTRODUCTION

The Pro Forma Combined Statements of Financial Position together with the notes thereon, for which the Directors of MyDCD are solely responsible, has been prepared for illustration purposes only, for inclusion in the prospectus ("the Prospectus") in connection with the listing and quotation of the entire enlarged issued share capital of MyDCD on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") ("the Listing").

1.2 BASIS OF PREPARATION

The applicable criteria on the basis of which the Directors have compiled the Pro Forma Combined Statements of Financial Position are as described below. The Pro Forma Combined Statements of Financial Position is prepared in accordance with the requirements of Chapter 9 of the Prospectus Guidelines and the Guidance Note for Issuers of Pro Forma Financial Information issued by the Malaysian Institute of Accountants.

The Pro Forma Combined Statements of Financial Position of the Group has been prepared in a manner consistent with the format of combined financial statements of the Group and the accounting policies adopted by the Group, in accordance with the Malaysian Financial Reporting Standards ("MFRSs") and International Financial Reporting Standards ("IFRSs").

The Pro Forma Combined Statements of Financial Position have been prepared based on audited combined financial statements of the Group for the financial year ended 30 June 2026. The audit opinion on the combined financial statements of MyDCD for the financial year ended 30 June 2026 were not subject to any modification.

Merger method of accounting

The Group is regarded as a continuing entity resulting from the reorganisation exercise, which was completed on 20 August 2026, as set out in Note 1.3 because the shareholders of all the entities within the Group, which took part in the reorganisation exercise, was under the common control before and immediately after the reorganisation exercise. The Group has applied the merger method of accounting on a retrospective basis as if the merger had been effected throughout the current financial period.

When the merger method is used, the difference between the cost of investment recorded by MyDCD and the aggregate share capital of DCD Technology Sdn. Bhd. ("DCDTSB") is accounted for as merger reserve in the Pro Forma Combined Statements of Financial Position, computed as follows:

	RM
Consideration for the acquisition of its combining entity	72,927,750
Less: Issued share capital of its combining entity as at 30 June 2026	(1,000,000)
Merger reserve	71,927,750

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)
For Identification Purposes Only

1.0 PRO FORMA GROUP AND BASIS OF PREPARATION (cont'd)

1.2 BASIS OF PREPARATION (cont'd)

The Pro Forma Combined Statements of Financial Position of the Group comprises the combined statements of financial position as at 30 June 2026, adjusted for the impact of the material subsequent transaction and Listing Scheme as set out in Note 1.3 and Note 1.4 respectively to the Pro Forma Combined Statements of Financial Position.

The Pro Forma Combined Statements of Financial Position, because of its nature, may not reflect the Group's actual financial position. Further, such information does not predict the Group's future financial position.

1.3 MATERIAL SUBSEQUENT TRANSACTION

1.3.1 Acquisition of DCDTSB

As part of the IPO reorganisation exercise, MyDCD had on 18 November 2025 entered into conditional share sale agreement ("SSA") to acquire the entire equity interest of DCDTSB ("Acquisition") as detailed below:

Company	Consideration	
	Number of ordinary shares issued	RM
DCDTSB	1,458,555,000	72,927,750

The Acquisition of DCDTSB was completed on 20 August 2026, resulting in DCDTSB becoming wholly-owned subsidiary of the Company. The total purchase consideration was fully satisfied through the issuance and allotment of 1,458,555,000 new ordinary shares in MyDCD ("MyDCD Shares" or "Shares") at an issue price of RM0.05 per share. Following the completion of the Acquisition, the Company's issued number of shares increased from 445,000 to 1,459,000,000.

The effect of the Acquisition has been reflected in Pro Forma I.

1.4 LISTING SCHEME

In conjunction with, and as an integral part of the Listing, MyDCD proposes to undertake the following transactions:

1.4.1 Public Issue

335,000,000 new MyDCD Shares ("Issue Shares"), representing 18.68% of the enlarged share capital at the indicative issue price of RM0.56 per Share. The total gross proceeds from the Public Issue are RM187,600,000. Upon the completion of the Public Issue, the Company's issued number of shares will increase from 1,459,000,000 to 1,794,000,000.

The effect of the Public Issue is incorporated into Pro Forma II.

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
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For Identification Purposes Only

1.0 PRO FORMA GROUP AND BASIS OF PREPARATION (cont'd)

1.4 LISTING SCHEME (cont'd)

1.4.2 Offer for Sale

The Offer for Sale comprises an offer for sale of up to 145,000,000 Shares ("Offer Shares") by Ng Kok Hoong, Datin Kwan Siew Peng, Ng Gek Khoon, Yew Kim Keong, Khairil Husni Azri Bin Mohd Hashim, Ngooi Siew Luan, Hon Mau Hoong and Wong Kok Fong (collectively, referred as the "Offerors"), representing approximately 8.08% of the Company's enlarged issued share capital at the indicative price of RM0.56 per Offer Share.

The Company will not receive any proceeds from the Offer for Sale. The total gross proceeds from the Offer for Sale of up to approximately RM81,200,000 will accrue entirely to the Offerors. The Offer for Sale and the expenses relating to the Offer for Sale are not illustrated as these are borne by the Offerors and these have no impact on the Pro Forma Combined Statements of Financial Position.

1.4.3 Listing

The admission to the Official List and the listing and quotation of the entire enlarged issued share capital of MyDCD of approximately RM257,283,237 (after deducting the estimated listing expenses directly attributable to the issuance of new shares of RM3,689,513) comprising 1,794,000,000 Shares on the ACE Market of Bursa Securities will be sought.

1.4.4 Utilisation of proceeds from Public Issue

The gross proceeds from the Public Issue of RM187,600,000 are expected to be used as per the Prospectus in the following manner:

	RM	%	Estimated time frame for use of proceeds from the date of the Listing
Hiring of additional headcounts	28,900,000	15.41%	Within 36 months
Rental of new office space [(1)]	6,000,000	3.20%	Within 36 months
Periodic training costs on staff for a period of 36 months	5,000,000	2.66%	Within 36 months
Enhancement of information technology ("IT") systems [(2)]	5,000,000	2.66%	Within 36 months
Subcontracted costs	59,200,000	31.56%	Within 24 months
Other operating and administrative expenses	14,800,000	7.89%	Within 24 months
Performance bond for future projects	60,000,000	31.98%	Within 24 months
Estimated listing expenses [(3)]	8,700,000	4.64%	Within 3 months
	187,600,000	100.00%	

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
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1.0 PRO FORMA GROUP AND BASIS OF PREPARATION (cont'd)

1.4 LISTING SCHEME (cont'd)

1.4.4 Utilisation of proceeds from Public Issue (cont'd)

Estimated listing expenses to be charged to/set-off against:

	RM
- Share capital	3,689,513
- Profit or loss	5,010,487
	8,700,000

(1) *The Group intends to allocate RM6 million of the proceeds from Public Issue to rent a ready built office to support its business expansion. For the purposes of illustration in the Pro Forma Combined Statements of Financial Position, the proceeds earmarked for this purpose has been included in cash and bank balances as the Group has yet to enter into any definitive agreements with any parties.*

(2) *As the Group has yet to enter into any definitive agreements with any parties in respect of the enhancement of IT systems, the proceeds earmarked for this purpose has been included in cash and bank balances for the purposes of illustration in the Pro Forma Combined Statements of Financial Position.*

(3) *The estimated listing expenses totalling RM8,700,000 to be borne by the Company comprise, amongst others, underwriting, placement and brokerage fees, professional fees, authority fees and miscellaneous expenses. From the estimated listing expenses, RM3,689,513 is assumed to be directly attributable to the issuance of shares and therefore to be set off against equity. The remaining RM5,010,487 is assumed to be attributable to the listing and therefore will be charged out to profit or loss and this represents a one-off expenditure in conjunction with the Listing.*

As at 30 June 2026, the prepaid listing expenses recorded by the Group is RM2,357,801. Out of these, RM440,281 is assumed to be directly attributable to the issuance of new shares and as such, will be debited against the share capital of the Company and the remaining expenses of RM1,917,520 are assumed to be attributable to the Listing and as such, will be expensed off to the statement of comprehensive income.

The effect of the utilisation of proceeds is incorporated into Pro Forma III.

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14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)
For Identification Purposes Only

2.0 PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2026

The Pro forma Combined Statements of Financial Position of MyDCD and its combining entity as at 30 June 2026 has been prepared by the Directors for illustrative purposes only and after making such adjustments as considered necessary on the assumption that the listing of and quotation for the entire enlarged issued share capital on the ACE Market of Bursa Securities had been effected on 30 June 2026.

	Note	Audited As at 30.06.2026 RM	Pro Forma I After the Material Subsequent Transaction RM	Pro Forma II After Pro Forma I and Public Issue RM	Pro Forma III After Pro Forma II and Utilisation of Proceeds RM
ASSETS					
Non-current assets					
Plant and equipment		158,902	158,902	158,902	158,902
Right-of-use assets		6,578,526	6,578,526	6,578,526	6,578,526
		6,737,428	6,737,428	6,737,428	6,737,428
Current assets					
Inventories		100,968	100,968	100,968	100,968
Trade receivables		192,469,468	192,469,468	192,469,468	192,469,468
Other receivables	3.1	4,873,528	4,873,528	4,873,528	2,515,727
Contract assets		147,468,291	147,468,291	147,468,291	147,468,291
Fixed deposits with licensed banks		2,807,860	2,807,860	2,807,860	2,807,860
Cash and bank balances	3.2	27,694,584	27,694,584	215,294,584	208,952,385
		375,414,699	375,414,699	563,014,699	554,314,699
TOTAL ASSETS		382,152,127	382,152,127	569,752,127	561,052,127

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)
For Identification Purposes Only

2.0 PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2026 (cont'd)

	Note	Audited As at 30.06.2026 RM	Pro Forma I After the Material Subsequent Transaction RM	Pro Forma II After Pro Forma I and Public Issue RM	Pro Forma III After Pro Forma II and Utilisation of Proceeds RM
EQUITY AND LIABILITIES					
Share capital	3.3	445,000	73,372,750	260,972,750	257,283,237
Invested equity	3.4	1,000,000	-	-	-
Retained earnings	3.5	138,739,644	138,739,644	138,739,644	133,729,157
Merger reserve	3.6	-	(71,927,750)	(71,927,750)	(71,927,750)
		140,184,644	140,184,644	327,784,644	319,084,644
Non-current liabilities					
Lease liabilities		5,414,055	5,414,055	5,414,055	5,414,055
Deferred tax liabilities		1,560,053	1,560,053	1,560,053	1,560,053
		6,974,108	6,974,108	6,974,108	6,974,108
Current liabilities					
Trade payables		204,844,510	204,844,510	204,844,510	204,844,510
Other payables		5,921,016	5,921,016	5,921,016	5,921,016
Contract liabilities		12,333,433	12,333,433	12,333,433	12,333,433
Lease liabilities		1,326,021	1,326,021	1,326,021	1,326,021
Tax payables		10,568,395	10,568,395	10,568,395	10,568,395
		234,993,375	234,993,375	234,993,375	234,993,375
Total liabilities		241,967,483	241,967,483	241,967,483	241,967,483
TOTAL EQUITY AND LIABILITIES		382,152,127	382,152,127	569,752,127	561,052,127
Supplementary Information:					
Number of ordinary shares in issue		445,000	1,459,000,000	1,794,000,000	1,794,000,000
Net assets per share attributable to Owners of the Company (RM)[1]		315.02	0.10	0.18	0.18

Note:
(1) Net assets per share attributable to Owners of the Company is computed based on the capital and reserves attributable to Owners of the Company divided by the number of ordinary shares in issue.

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)
For Identification Purposes Only

2.0 PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2026 (cont'd)

2.1 Pro Forma I

Pro Forma I incorporates the effects of material subsequent transaction.

2.2 Pro Forma II

Pro Forma II incorporates the effects of Pro Forma I and the Public Issue.

2.3 Pro Forma III

Pro Forma III incorporates the effect of Pro Forma I, Pro Forma II and the utilisation of proceeds from the Public Issue.

3.0 NOTES TO THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

3.1 Other receivables

	RM
As at 30 June 2026/As per Pro Forma I and II	4,873,528
Less: Pursuant to utilisation of proceeds	
- Estimated listing expenses	(2,357,801)
As per Pro Forma III	2,515,727

3.2 Cash and bank balances

	RM
As at 30 June 2026/As per Pro Forma I	27,694,584
Add: Pursuant to Public Issue	187,600,000
As per Pro Forma II	215,294,584
Less: Pursuant to utilisation of proceeds	
- Estimated listing expenses	(6,342,199)
As per Pro Forma III	208,952,385

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)
For Identification Purposes Only

3.0 NOTES TO THE PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION (cont'd)

3.3 Share capital

	RM
As at 30 June 2026	445,000
Pursuant to Material Subsequent Transaction	
Add: Acquisition of DCDTSB	72,927,750
As per Pro Forma I	73,372,750
Add: Pursuant to Public Issue	187,600,000
As per Pro Forma II	260,972,750
Less: Pursuant to utilisation of proceeds	
- Estimated listing expenses	(3,689,513)
As per Pro Forma III	257,283,237

3.4 Invested equity

	RM
As at 30 June 2026	1,000,000
Pursuant to Material Subsequent Transaction	
Less: Acquisition of DCDTSB	(1,000,000)
As per Pro Forma I, II and III	-

3.5 Retained earnings

	RM
As at 30 June 2026/As per Pro Forma I and II	138,739,644
Less: Pursuant to utilisation of proceeds	
- Estimated listing expenses	(5,010,487)
As per Pro Forma III	133,729,157

3.6 Merger reserve

	RM
As at 30 June 2026	-
Pursuant to Material Subsequent Transaction	
Less: Acquisition of DCDTSB	(71,927,750)
As per Pro Forma I, II and III	(71,927,750)

In conjunction with the Listing, the Acquisition as disclosed in Note 1.3.1 was accounted for under the merger method whereby the difference between the acquisition cost of the share capital of the subsidiary is taken to the merger reserve.

14. REPORTING ACCOUNTANTS' LETTER ON PRO FORMA COMBINED STATEMENTS OF FINANCIAL POSITION

APPROVAL BY THE BOARD OF DIRECTORS

Approved and adopted by the Board of Directors of MyDCD Berhad in accordance with a resolution dated 8 October 2026.

Signed on behalf of the Board of Directors,

OW YONG HOONG PEEN

YEW KIM KEONG

15. STATUTORY AND OTHER GENERAL INFORMATION

15.1 SHARE CAPITAL

(i) No securities will be allotted or issued or offered on the basis of this Prospectus later than 6 months after the date of the issuance of this Prospectus.

(ii) As at the date of this Prospectus, our Company has only 1 class of shares, namely ordinary shares, all of which rank equally with one another. There are no special rights attached to our Shares.

(iii) Save for the issuance of our subscriber's shares upon our incorporation and new Shares issued for the Acquisition of DCD Technology and Public Issue as disclosed in this Prospectus, no shares, debentures, warrants, options, convertible securities or uncalled capital of our Company or our Subsidiary has been issued or proposed to be issued as fully or partly paid-up in cash or otherwise, during the Financial Periods Under Review and up to the date of this Prospectus. Details of our share capital are set out in **Section 6.4** of this Prospectus, while details of the share capital of our Subsidiary, are set out in **Section 6.5** of this Prospectus.

(iv) None of the share capital of our Company or our Subsidiary is under option or agreed conditionally or unconditionally to be put under option as at the date of this Prospectus.

(v) As at the LPD, save for the Public Issue Shares reserved for subscription by our Eligible Parties as disclosed in **Section 4.3.1(ii)** of this Prospectus,

(a) no Director or employee of our Group has been or is entitled to be given or has exercised any option to subscribe for any share of our Company or our Subsidiary; and

(b) there is no scheme involving our Directors or employees of our Group in the shares of our Company or our Subsidiary.

(vi) Our Company and our Subsidiary do not have any outstanding convertible debt security as at the date of this Prospectus.

15. STATUTORY AND OTHER GENERAL INFORMATION

15.2 EXTRACT OF OUR CONSTITUTION

The following is extracted from our Constitution and is qualified in its entirety by the remainder of the provision of our Constitution and by applicable law.

The words and expressions appearing in the following provisions shall bear the same meanings used in our Constitution unless there are otherwise defined herein or the context otherwise requires.

(i) Transfer of securities

Clause 30 – Transfer in writing

Subject to this Constitution, the Central Depositories Act and the Rules, any Member may transfer all or any of his Securities (except those Deposited Securities which are for the time being designated as securities in suspense) by an instrument in writing in the form prescribed and approved by the Exchange upon which the Company is listed on the Exchange. The instrument shall have been executed by or on behalf of the transferor and the transferee, and the transferor shall remain the holder of the Securities transferred until the transfer is registered and the name of the transferee is entered in the Record of Depositors.

Clause 31 – Transfer of Securities

Subject to the restriction imposed by this Constitution, the Listing Requirements, the Central Depositories Act and the Rules (with respect to transfer of Deposited Security), the transfer of any Deposited Securities shall be made by way of book entry by the Central Depository in accordance with the Rules and, notwithstanding Sections 105, 106 and 110 of the Act, but subject to Section 148(2) of the Act and any exemption that may be made from compliance with Section 148(1) of the Act, the Company shall be precluded from registering and effecting any transfer of such Deposited Securities.

Clause 32 – No restriction on the transfer of fully paid Securities

Subject to this Constitution, the Central Depositories Act and the Rules, there shall be no restriction on the transfer of fully paid Securities except where required by law.

Clause 33(a) – Refusal to register

The Central Depository may, in its absolute discretion, refuse to register any transfer of Deposited Security that does not comply with the Central Depositories Act and/or the Rules.

Clause 34 – Suspension of registration

Subject to the provisions of the Act, the Central Depositories Act, the Rules and the Listing Requirements, the registration of transfers of any Securities may be suspended at such times and for such periods as the Directors may from time to time determine PROVIDED ALWAYS that no part of the Register may be closed for such periods as the Directors may from time to time determine PROVIDED ALWAYS that it shall not be closed for more than thirty (30) days in any year. Any notice of intention to close the Register and the reason therefor shall be given to the Exchange. Such closure of the Register shall be at least fourteen (14) days (or such other period as prescribed by the Exchange from time to time) after the date of notification to the Exchange stating the purpose or purposes for the suspension. In this respect, the Company shall request the Central Depository, in accordance with the Rules, to issue the appropriate Record of Depositors.

15. STATUTORY AND OTHER GENERAL INFORMATION

(ii) Remuneration of directors

Clause 101 – Directors' remuneration

Subject to the Act and the Listing Requirements, the fees of the Directors and any benefits payable to the Directors shall from time to time be determined by way of an ordinary resolution of the Company in a general meeting and such fees shall be divided among the Directors in such proportions and manner as the Directors may determine and in default of agreement equally, except that if a Director has held office for part only of the period in respect of which such fees are payable, such a Director shall be entitled only to that proportion of the fees as is related to the period during which he has held office PROVIDED ALWAYS that:-

(i) salaries and other emoluments payable to executive Director(s) pursuant to an employment contract or a contract of service need not be determined by the Company in a general meeting, but such salaries and emoluments may not include a commission on or percentage of turnover;

(ii) fees payable to non-executive Directors shall be a fixed sum and not by way of a commission on or percentage of profits or turnover;

(iii) fees of Directors and any benefits payable to Directors shall be subject to annual shareholders' approval at a general meeting; and

(iv) any fee paid to an Alternate Director shall be agreed upon between himself and the Director nominating him and shall be paid out of the remuneration of the latter.

Clause 102 – Reimbursement of expenses

(a) The Directors shall be entitled to be reimbursed for all travelling or expenses as may be incurred in attending meetings of the Directors or of any committee of the Directors or general meetings or otherwise howsoever in or about the business of the Company in the course of the performance of their duties as Directors. In addition to the foregoing, a Director shall be entitled to such reasonable fixed allowance as may be determined by the Directors in respect of any attendance at any meeting and/or the performance of any duty or other things required of him as a Director.

(b) If any Director being willing shall be called upon to perform extra services or to make any special exertions in going or residing away from his usual place of business or residence for any of the purposes of the Company or in giving special attention to the business of the Company as a member of a committee of Directors, the Company may remunerate the Director so doing either by a fixed sum or otherwise (other than by a sum to include a commission on or percentage of turnover) as may be determined by the Board provided that in the case of non-executive Directors, the said remuneration shall not include a commission on or percentage of profits or turnover. In the case of an executive Director, such fee may be either in addition to or in substitution for any director's fees payable to him from time to time.

Clause 128 – Remuneration of chief executive, executive Director, managing Director

The remuneration of the chief executive, executive Director, managing Director or any person holding an equivalent position, shall, from time to time be fixed by the Directors and may be by way of salary or commission or participation in profits or otherwise or by any or all of these modes but such remuneration shall not include a commission on or percentage of turnover but it may be a term of their appointment that they shall receive a pension, gratuity or other benefits upon their retirement.

15. STATUTORY AND OTHER GENERAL INFORMATION

(iii) Voting and borrowing powers of Directors

Clause 78 – Chairman's casting vote

In the case of an equality of votes, whether on a show of hands or on a poll, the chairman of the meeting at which the show of hands takes place or at which the poll is demanded shall be entitled to a second or casting vote.

Clause 106 – Directors' borrowing powers

(a) Subject to the Act and the Listing Requirements, the Directors may exercise all the powers of the Company to do all or any of the following for any debt, liability, or obligation of the Company or of any related party (as defined in Section 7 of the Act):

(i) borrow money;

(ii) mortgage or charge its undertaking, property, and uncalled capital, or any part of the undertaking, property and uncalled capital;

(iii) issue debentures and other securities whether outright or as security;

(iv) lend and advance money or give credit to any person or company;

(v) guarantee and give guarantees or indemnities for the payment of money or the performance of contracts or obligations by any person or company; and/or

(vi) secure or undertake in any way the repayment of moneys lent or advanced to or the liabilities incurred by any person or company; and otherwise to assist any person or of any related party (as defined in Section 7 of the Act).

(b) The Directors shall not borrow any money or mortgage or charge any of the Company's or the subsidiaries' undertaking, property or any uncalled capital, or to issue debentures and other securities whether outright or as security for any debt, liability or obligation of an unrelated third party.

Clause 120 - Votes by majority and chairman of the meeting to have a casting vote

Subject to this Constitution, any question arising at any meeting of Directors shall be decided by a majority of votes of the Directors present and a determination by a majority of Directors shall for all purposes be deemed a determination of the Directors. In case of an equality of votes, the chairman of the meeting shall have a second or casting vote, except where at the meeting only two (2) Directors form a quorum, the chairman of the meeting at which only such a quorum is present, or only two (2) Directors are competent to vote on the question at issue shall not have a casting vote.

Clause 123 - Restriction on voting

Subject to the Act, a Director shall not participate in any discussion or vote in respect of any contract or proposed contract or arrangement in which he has directly or indirectly an interest and if he shall do so his vote shall not be counted. A Director shall, notwithstanding his interest, be counted in the quorum for any meeting where a decision is to be taken upon any contract or proposed contract or arrangement in which he is in any way interested.

15. STATUTORY AND OTHER GENERAL INFORMATION

Clause 124 – Power to vote

A Director may vote in respect of:-

(i) any arrangement for giving the Director himself or any other Directors any security or indemnity in respect of money lent by him to or obligations undertaken by him for the benefit of the Company;

(ii) any arrangement for the giving by the Company of any security to a third party in respect of a debt or obligation of the Company for which the Director himself or any other Director has assumed responsibility in whole or in part, under a guarantee or indemnity or by the deposit of a security;

(iii) any contract by the Director himself to subscribe for or underwrite shares or debentures of the Company; or

(iv) any contract or arrangement with any other company in which he is interested only as an officer of the Company or as a holder of shares or other securities in that company.

(iv) Changes to share capital or variation of class rights and rights, preferences and restrictions attached to each class of securities relating to voting, dividend, liquidation and any special rights

Clause 6 – Class of shares

The share capital of the Company is its issued share capital. The shares in the original or any increased capital may be divided into several classes, and there may be attached thereto respectively any preferential, deferred and/or other special rights, privileges, conditions and/or restrictions as to dividends, capital, voting and/or otherwise.

Clause 7 – Allotment of shares

Without prejudice to any special rights previously conferred on the holders of any existing shares or class of shares and subject to the provisions of this Constitution, the Act, any Applicable Laws, and to the provisions of any resolution of the Company, the Board may issue, allot or grant rights to subscribe for or otherwise dispose of such shares to such persons at such price, on such terms and conditions, with such preferred, deferred and/or other special rights and subject to such restrictions and at such times as the Board may determine but the Board in making any issue of shares shall comply with the following conditions:-

(i) in the case of shares, other than ordinary shares, no special rights shall be attached until the same has been expressed in this Constitution and in the resolution creating the same;

(ii) no shares shall be issued which shall have the effect of transferring a controlling interest in the Company without the prior approval of the Members in general meetings;

(iii) every issue of shares or options to employees and/or Directors of the Company and/or its subsidiaries under an employee share option scheme shall be approved by the Members in general meeting;

(iv) no Director shall participate in a scheme that involves a new issuance of shares or options unless the Members in a general meeting have approved the specific allotment to be made to such Director; and

(v) except in the case of an issue of Securities on a pro-rata basis to all Members, or, pursuant to a back-to-back placement or a Dividend Reinvestment Scheme undertaken in compliance with the Listing Requirements, there shall be no issuance and allotment of Securities to a Director, major shareholder, chief executive or person connected with any Director, major shareholder or chief executive (hereinafter referred to as the "interested Director", "interested major shareholder", "interested chief executive" or "interested person connected with a Director, major shareholder or chief executive" respectively) unless the Members in a general meeting have approved of the specific allotment to be made to such aforesaid interested Director, interested major shareholder, interested chief executive or interested person connected with a Director, major shareholder or chief executive, as the case may be. In this Constitution, "major shareholder", "chief executive", "person connected with any Director, major shareholder or chief executive" and "Dividend Reinvestment Scheme" shall have the meaning ascribed thereto in the Listing Requirements.

Clause 8 – Rights of preference shareholders

Subject to the Act and the Listing Requirements, any preference shares may with the sanction of an ordinary resolution, be issued on the terms that they are, or at the option of the Company are liable, to be redeemed and the Company shall not unless with the consent of the existing preference shareholders at a class of meeting issue preference shares ranking in priority above preference shares already issued, but may issue preference shares ranking equally therewith. Preference shareholders shall have:

(i) the same rights as ordinary shareholders as regards to receiving notices, reports and audited accounts and attending general meetings of the Company; and

(ii) the right to vote at any meeting convened for the purpose of reducing the capital of the Company or on a proposal to wind up or during the winding up of the Company, or sanctioning a sale of the whole of the Company's undertaking, property or business, or where any resolution to be submitted to the meeting directly affects their rights and privileges, or when the dividend on the preference shares or part of the dividend is in arrears for more than six (6) months.

Clause 10 – Variation of class rights

Subject to Section 91 of the Act, if at any time the share capital is divided into different classes of shares, the rights attached to any class (unless otherwise provided by the terms of issue of the shares of that class) may, whether or not the Company is being wound up, be varied or abrogated with:

(i) the consent in writing of the holders of not less than seventy-five per centum (75%) of the total voting rights of the Members in that class; or

(ii) the sanction of a special resolution passed at a separate general meeting of the holders of the shares of that class. To every such separate general meeting, the provisions of this Constitution relating to general meetings shall mutatis mutandis apply, but so that the necessary quorum shall be at least two (2) persons holding or representing by proxy at least one-third of the number of the issued shares of the class (excluding any shares of that class held as treasury shares) and that any holder of shares of the class present in person or by proxy may demand a poll and shall be entitled on a poll to one (1) vote for every such share held by him. For adjourned meetings, the quorum is one (1) person present holding shares of such class. To every such special resolution, the provisions of Section 292 of the Act shall with such adaptations as are necessary, apply.

15. STATUTORY AND OTHER GENERAL INFORMATION

Clause 11 – Ranking of class rights

The rights conferred upon the holders of any shares or class of shares issued with preferred or other rights shall not, unless otherwise expressly provided by the terms of issue of such shares, as regards to participation in the profits or assets of the Company in some or in all respect be deemed to be varied by the creation or issue of further shares ranking pari passu therewith.

Clause 42 – Person entitled may receive dividends etc

Where the registered holder of any share dies or becomes bankrupt, his personal representative or the assignee of his estate, as the case may be, shall, upon the production of such evidence as may from time to time be properly required by the Directors in that behalf, be entitled to receive and may give a discharge for all dividends and other moneys payable in respect of the shares as the registered holder would have been entitled to if he had not died or become bankrupt, but he shall not be entitled to receive notice of or to attend or vote at any meeting, or, save as aforesaid, to exercise any of the rights and privileges of a Member, unless and until he shall have become a Member in respect of the shares.

Clause 54 – Rights of stock holders

The holders of stock shall, according to the amount of the stock held by them, have the same rights, privileges and advantages with regards to dividends, participation in assets on a winding up, voting at meetings of the Company and other matters as if they held the shares from which the stock arose, so that none of such rights, privileges or advantages (except participation in the dividends and profits of the Company and in the assets on winding up) shall be conferred by an amount of the stock which would not, if existing in shares, have conferred such rights, privileges or advantages.

Clause 56 – Power to increase capital

Subject to the Act, this Constitution, the Central Depositories Act, the Rules, the Listing Requirements, any other relevant authority for the time being in force, and the conditions, restrictions and limitations expressed in this Constitution, the Company in a general meeting may from time to time, increase its share capital by the creation of new shares, such new capital to be of such amount and to be divided into shares of such respective amounts and to carry such rights or to be subject to such conditions or restrictions in regard to dividend, return of capital, voting or otherwise as the general meeting resolving upon such increase may direct.

Clause 57 – Issue of new shares to Members

Subject to any direction to the contrary that may be given by the Company in a general meeting and the Listing Requirements, all new shares or other convertible securities shall, before issue, be offered to such persons as at the date of the offer are entitled to receive notices from the Company of the general meetings in proportion as nearly as the circumstances admit, to the amount of the existing shares or Securities to which they are entitled. The offer shall be made by notice specifying the number of shares or Securities offered, and limiting a time within which the offer, if not accepted, will be deemed to be declined, and, after the expiration of that time, or on the receipt of an intimation from the person to whom the offer is made that he declines to accept the shares or Securities offered, the Directors may dispose of those shares or Securities in such manner as they think most beneficial to the Company. The Directors may likewise also dispose of any new shares or Securities which (by reason of the ratio which the new shares or Securities bear to the shares or Securities held by persons entitled to an offer of new shares or Securities) cannot, in the opinion of the Directors, be conveniently offered under this Constitution.

15. STATUTORY AND OTHER GENERAL INFORMATION

Notwithstanding the above, the Directors shall not be required to offer any new ordinary shares for the time being unissued and not allotted and any new shares or other convertible securities from time to time to be created to the holders of the existing shares where the said shares or Securities are to be issued as consideration or part consideration for the acquisition of shares or assets by the Company.

For the avoidance of doubt, where the approval of Members is obtained in a general meeting for any issuance of shares or convertible securities, including approvals obtained for implementation of a scheme that involves a new issuance of shares or other convertible securities to employees of the Company and its subsidiaries and approval obtained under Sections 75 and 76 of the Act, such approval shall be deemed to be a direction to the contrary given in general meeting which will render the pre-emptive rights above inapplicable.

In any case and in respect of any issuance of shares or convertible securities, the pre-emptive rights of Members are strictly as contained in the Constitution and accordingly, the provisions of Section 85 of the Act in respect of pre-emptive rights to new shares, shall not apply and the Company is not required to offer new shares or convertible securities in proportion to the shareholdings of the existing Members.

Clause 59 – Power to alter capital

Subject to the provisions of this Constitution and the Act, the Company may alter its share capital in any one or more of the following ways by ordinary resolution:

(i) consolidate and divide all or any of its share capital, the proportion between the amount paid and the amount, if any, unpaid on each subdivided share shall be the same as it was in the case of the share from which the subdivided share is derived;

(ii) convert all or any of its paid-up shares into stock and reconvert that stock into fully-paid shares;

(iii) subdivide its shares or any of its shares, such that whatever is in the subdivision, the proportion between the amount paid and the amount, if any, unpaid on each subdivided share shall be the same as it was in the case of the share from which the subdivided share is derived; or

(iv) cancel shares which at the date of the passing of the resolution in that behalf have not been taken or agreed to be taken by any person or which have been forfeited and diminish the amount of its share capital by the amount of the shares so cancelled.

Clause 60 – Power to reduce capital

The Company may by special resolution, reduce its share capital in any manner permitted or authorised under and in compliance with the Act and the Applicable Laws.

Clause 61 – Purchase by the Company of its own shares

The Company may, subject to it obtaining such approval from the relevant authorities (if required) and to its compliance with the Act, the Listing Requirements and the Applicable Laws, purchase its own shares. Any shares so purchased by the Company shall be dealt with in accordance with the Act, the Listing Requirements and all Applicable Laws. The provisions of Clauses 59 and 60 herein above shall not affect the power of the Company to cancel any shares or reduce its share capital pursuant to any exercise of the Company's powers under this Clause. The cancellation of shares purchased shall not be deemed to be a reduction of share capital within the meaning of the Act.

15. STATUTORY AND OTHER GENERAL INFORMATION

Clause 149 – Payment of dividends

Subject to the rights of persons, if any, entitled to shares with special rights as to dividend, all dividends shall be declared and paid according to the amounts paid or credited as paid on the shares in respect whereof the dividend is paid, but no amount paid or credited as paid on a share in advance of call shall be treated for the purposes of this Constitution as paid on the share. All dividends shall be apportioned and paid proportionately to the amounts paid or credited as paid on the shares during any portion or portions of the period in respect of which the dividend is paid; but if any share is issued on terms providing that it shall rank for dividend as from a particular date, that share shall rank for dividend accordingly.

15.3 LIMITATION ON THE RIGHTS TO OWN SECURITIES

There are no limitations on the right to own securities, including limitations on the right of non-resident or foreign shareholders to hold or exercise voting rights on our Shares imposed by law or by constituent documents of our Company.

15.4 MATERIAL CONTRACTS

Save as disclosed below, we have not entered into any material contract (not being contracts entered into in the ordinary course of business) for the Financial Periods Under Review up to the date of this Prospectus:

(i) conditional share sale agreement dated 18 November 2025 entered into between our Company and the vendors of DCD Technology (i.e. Ng Kok Hoong, Datin Kwan Siew Peng, Ng Gek Khoon, Yew Kim Keong, Khairil Husni Azri Bin Mohd Hashim, Ngooi Siew Luan, Hon Mau Hoong and Wong Kok Fong) to acquire the entire issued share capital of DCD Technology, for a purchase consideration of RM72,927,750 via issuance of 1,458,555,000 new Shares. The Acquisition was completed on 20 August 2026; and

(ii) Underwriting Agreement.

15.5 MATERIAL LITIGATION

As at the LPD, our Group is not engaged in any material litigation, claims and/or arbitration, whether as plaintiff or defendant, which might materially and adversely affect our business or financial position, and our Directors confirm that there are no legal proceedings, pending or threatened, or of any fact to give rise to any legal proceeding which may materially and adversely affect our business or financial position, in the 12 months immediately preceding the date of this Prospectus.

15.6 PUBLIC TAKE-OVERS

During the last financial year up to the LPD, there were no public take-over offers by third parties in respect of our Shares and no public take-over offers by us in respect of other companies' shares.

15. STATUTORY AND OTHER GENERAL INFORMATION

15.7 LETTERS OF CONSENT

(i) The written consent of the Principal Adviser, Sponsor, Underwriter and Placement Agent, Company Secretaries, Solicitors to our Company, Share Registrar and Issuing House for the inclusion in this Prospectus of their names and all references herein in the form and context in which such names appear in this Prospectus have been given before the issue of this Prospectus and have not subsequently been withdrawn.

(ii) The written consent of the Auditors and Reporting Accountants for the inclusion in this Prospectus of its name, Reporting Accountants' report on the compilation of pro forma combined statements of financial position as at 30 June 2026, Accountants' Report and all references herein in the form and context in which they are contained in this Prospectus has been given before the issue of this Prospectus and has not subsequently been withdrawn.

(iii) The written consent of the IMR for the inclusion in this Prospectus of its name, the IMR Report and all references herein in the form and context in which they are contained in this Prospectus has been given before the issue of this Prospectus and has not subsequently been withdrawn.

15.8 DOCUMENTS AVAILABLE FOR INSPECTION

Copies of the following documents may be inspected at our registered office, Third Floor, No. 77, 79 & 81, Jalan SS21/60, Damansara Utama, 47400 Petaling Jaya, Selangor during normal business hours for a period of 6 months from the date of this Prospectus:

(i) our Constitution;

(ii) Accountants' Report as referred to in **Section 13** of this Prospectus;

(iii) Reporting Accountants' Report on the compilation of pro forma statements of a financial position as referred to in **Section 14** of this Prospectus;

(iv) the material contracts as referred to in **Section 15.4** of this Prospectus;

(v) the letters of consent as referred to in **Section 15.7** of this Prospectus;

(vi) the IMR Report as set out in **Section 8** of this Prospectus; and

(vii) the audited financial statements of our Subsidiary for the Financial Periods Under Review.

15.9 RESPONSIBILITY STATEMENTS

Our Directors, Promoters and the Offerors have seen and approved this Prospectus. They collectively and individually accept full responsibility for the accuracy of the information contained in this Prospectus. Having made all reasonable enquiries, and to the best of their knowledge and belief, they confirm that there are no false or misleading statement or other facts which if omitted, would make any statement in the Prospectus false or misleading.

TA Securities, being the Principal Adviser, Sponsor, Underwriter and Placement Agent, acknowledges that, based on all available information and to the best of its knowledge and belief, this Prospectus constitutes a full and true disclosure of all material facts concerning our IPO.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

THIS SUMMARY OF PROCEDURES FOR APPLICATION AND ACCEPTANCE DOES NOT CONTAIN THE DETAILED PROCEDURES AND FULL TERMS AND CONDITIONS AND YOU CANNOT RELY ON THIS SUMMARY FOR PURPOSES OF ANY APPLICATION FOR OUR IPO SHARES. YOU MUST REFER TO THE DETAILED PROCEDURES AND TERMS AND CONDITIONS AS SET OUT IN THE "DETAILED PROCEDURES FOR APPLICATION AND ACCEPTANCE" ACCOMPANYING THE ELECTRONIC COPY OF OUR PROSPECTUS ON THE WEBSITE OF BURSA SECURITIES. YOU SHOULD ALSO CONTACT THE ISSUING HOUSE FOR FURTHER ENQUIRIES.

Unless otherwise defined, all words and expressions used here shall carry the same meaning as ascribed to them in our Prospectus.

Unless the context otherwise requires, words used in the singular include the plural, and vice versa.

16.1 OPENING AND CLOSING OF APPLICATION

OPENING OF THE APPLICATION PERIOD: 10.00 A.M., 26 OCTOBER 2026

CLOSING OF THE APPLICATION PERIOD: 5.00 P.M., 2 NOVEMBER 2026

In the event of any changes to the dates or time stated above, we will advertise a notice of the changes in a widely circulated English and Bahasa Malaysia newspaper within Malaysia and will make an announcement on Bursa Securities' website.

Late Applications will not be accepted.

16.2 METHODS OF APPLICATIONS

16.2.1 Application for our IPO Shares by the Malaysian Public and Eligible Parties

Application must accord with our Prospectus and our Constitution. The submission of an Application Form does not mean that your Application will succeed.

Types of Application and category of investors	Application method
Applications by Eligible Parties	Pink Application Form only
Applications by the Malaysian Public: (i) Individuals	• White Application Form; or • Electronic Share Application; or • Internet Share Application
(ii) Non-individuals	White Application Form only

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

16.2.2 Application by selected investors and selected Bumiputera investors approved by the MITI via private placement

Types of Application	Application method
Applications by:	
(i) Selected investors	The Placement Agent will contact the selected investors directly. They should follow the Placement Agent's instruction.
(ii) Selected Bumiputera investors approved by the MITI	MITI will contact the selected Bumiputera investors directly. They should follow MITI's instruction.

Bumiputera investors approved by the MITI and institutional and selected investors may still apply for our IPO Shares offered to the Malaysian Public using the White Application Form, Electronic Share Application or Internet Share Application.

The Eligible Parties, selected investors and selected Bumiputera investors approved by the MITI may still apply for our IPO Shares offered to the Malaysian Public using the White Application Form, Electronic Share Application or Internet Share Application, where applicable.

16.3 ELIGIBILITY

16.3.1 General

You must have a CDS Account and a correspondence address in Malaysia. If you do not have a CDS Account, you may open a CDS Account by contacting any of the ADAs set out in the Detailed Procedures for Application and Acceptance accompanying the Electronic Prospectus on the website of Bursa Securities. The CDS Account must be in your own name. Invalid, nominee or third party CDS Accounts will not be accepted for the Applications.

Only **ONE** Application Form for each category from each applicant will be considered and **APPLICATIONS MUST BE FOR AT LEAST 100 IPO SHARES OR MULTIPLES OF 100 IPO SHARES.**

MULTIPLE APPLICATIONS WILL NOT BE ACCEPTED UNLESS EXPRESSLY ALLOWED IN THESE TERMS AND CONDITIONS. AN APPLICANT WHO SUBMITS MULTIPLE APPLICATIONS IN HIS OWN NAME OR BY USING THE NAME OF OTHERS, WITH OR WITHOUT THEIR CONSENT, COMMITS AN OFFENCE UNDER SECTION 179 OF THE CMSA AND IF CONVICTED, MAY BE PUNISHED WITH A MINIMUM FINE OF RM1,000,000 AND A JAIL TERM OF UP TO 10 YEARS UNDER SECTION 182 OF THE CMSA.

AN APPLICANT IS NOT ALLOWED TO SUBMIT MULTIPLE APPLICATIONS IN THE SAME CATEGORY OF APPLICATION. PERSONS SUBMITTING APPLICATION BY WAY OF APPLICATION FORMS MAY NOT SUBMIT APPLICATIONS BY WAY OF ELECTRONIC SHARE APPLICATION OR INTERNET SHARE APPLICATION AND VICE VERSA.

AN APPLICANT WHO WISHES TO SUBMIT APPLICATIONS USING A JOINT BANK ACCOUNT MUST CONTACT THE FINANCIAL INSTITUTION HANDLING THE APPLICATIONS TO ENSURE THAT THE NAME ON THE JOINT BANK ACCOUNT MATCHES THE NAME ON THEIR CDS ACCOUNT. THIS STEP MINIMISES THE RISK OF REJECTION OF IPO APPLICATIONS DUE TO NAME DISCREPANCIES. OUR COMPANY, PRINCIPAL ADVISER AND ISSUING HOUSE ARE NOT RESPONSIBLE FOR ANY ISSUES ARISING THEREAFTER.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

16.3.2 Application by the Malaysian Public

You can only apply for our IPO Shares if you fulfill all of the following:

(i) You must be one of the following:

(a) a Malaysian citizen who is at least 18 years old as at the date of the application for our IPO Shares; or

(b) a corporation / institution incorporated in Malaysia with a majority of Malaysian citizens on your board of directors / trustees and if you have a share capital, more than half of the issued share capital, excluding preference share capital, is held by Malaysian citizens; or

(c) a superannuation, co-operative, foundation, provident, pension fund established or operating in Malaysia.

(ii) You must not be a director or employee of the Issuing House or an immediate family member of a director or employee of the Issuing House; and

(iii) You must submit an Application by using only one of the following methods:

(a) White Application Form; or

(b) Electronic Share Application; or

(c) Internet Share Application.

16.3.3 Application by Eligible Parties

Our Eligible Parties will be provided with Pink Application Forms and letters from us detailing their respective allocations. The applicants must follow the notes and instructions in those documents and where relevant, of our Prospectus. All duly completed Pink Application Forms should be submitted to our Group through the Human Resources or Finance Department.

Eligible Parties may request for a copy of the printed Prospectus from our Company at no cost and are given an option to have the printed Prospectus delivered to them free of charge, or to obtain the printed Prospectus from our Company, the Issuing House, TA Securities, Participating organisations of Bursa Securities and Members of the Association of Banks in Malaysia or Malaysian Investment Banking Association.

16.4 PROCEDURES FOR APPLICATION BY WAY OF APPLICATION FORMS

The Application Form must be completed in accordance with the notes and instructions contained in the respective category of the Application Form. Applications made on the incorrect type of Application Form or which do not conform STRICTLY to the terms of our Prospectus or the respective category of Application Form or notes and instructions or which are illegible will not be accepted.

The FULL amount payable is RM0.56 for each IPO Share.

Payment must be made out in favour of **"MIH SHARE ISSUE ACCOUNT NO. 711"** and crossed **"A/C PAYEE ONLY"** and endorsed on the reverse side with your name and address.

Method below is relevant for White Form Application Form only whereas for Pink Application Form, kindly direct the submission of the form to our Company, through the Human Resources or Finance Department.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

Each completed Application Form, accompanied by the appropriate remittance and legible photocopy of the relevant documents may be submitted using one of the following methods:

(i) despatched by **ORDINARY POST** in the official envelopes provided to the following address:

Malaysian Issuing House Sdn Bhd
(Registration No. 199301003608 (258345-X))
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan

or

P.O. Box 00010
Pejabat Pos Jalan Sultan
46700 Petaling Jaya
Selangor Darul Ehsan

(ii) **DELIVERED BY HAND AND DEPOSITED** in the drop-in boxes provided at the front portion of Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan,

so as to arrive not later than 5.00 p.m. on 2 November 2026 or by such other time and date specified in any change to the date or time for closing.

We, together with the Issuing House, will not issue any acknowledgement of the receipt of your Application Forms or Application monies. Please direct all enquiries in respect of the White Application Form to the Issuing House.

16.5 APPLICATIONS BY WAY OF ELECTRONIC SHARE APPLICATIONS

Only Malaysian individuals may apply for our IPO Shares offered to the Malaysian Public by way of Electronic Share Application.

Electronic Share Applications may be made through the ATM of the following Participating Financial Institutions and their branches, namely, Affin Bank Berhad, Alliance Bank Malaysia Berhad, AmBank (M) Berhad, CIMB Bank Berhad, Malayan Banking Berhad, Public Bank Berhad and RHB Bank Berhad. A processing fee will be charged by the respective Participating Financial Institutions (unless waived) for each Electronic Share Application.

The exact procedures, terms and conditions for Electronic Share Application are set out on the ATM screens of the relevant Participating Financial Institutions.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

16.6 APPLICATIONS BY WAY OF INTERNET SHARE APPLICATIONS

Only Malaysian individuals may use the Internet Share Application to apply for our IPO Shares offered to the Malaysian Public.

Internet Share Applications may be made through an internet financial services website of the following Internet Participating Financial Institutions or Participating Securities Firms, namely, Affin Bank Berhad, Alliance Bank Malaysia Berhad, CGS International Securities Malaysia Sdn Bhd, Hong Leong Investment Bank Berhad, iFAST Capital Sdn Bhd, Kenanga Investment Bank Berhad, Malacca Securities Sdn Bhd, Malayan Banking Berhad, Moomoo Securities Malaysia Sdn Bhd, Public Bank Berhad, RHB Bank Berhad, TA Securities Holdings Berhad and UOB Kay Hian (M) Sdn Bhd. A processing fee will be charged by the respective Internet Participating Financial Institutions or Participating Securities Firms (unless waived) for each Internet Share Application.

The exact procedures, terms and conditions for Internet Share Application are set out on the internet financial services website of the respective Internet Participating Financial Institutions or Participating Securities Firms.

16.7 AUTHORITY OF OUR BOARD AND THE ISSUING HOUSE

The Issuing House, on the authority of our Board, reserves the right to:

(i) reject Applications which:

  (a) do not conform to the instructions of our Prospectus, Application Forms, Electronic Share Application and Internet Share Application (where applicable); or

  (b) are illegible, incomplete or inaccurate; or

  (c) are accompanied by an improperly drawn up, or improper form of remittance;

(ii) reject or accept any Application, in whole or in part, on a non-discriminatory basis without the need to give any reason; and

(iii) bank in all Application monies (including those from unsuccessful / partially successful applicants) which would subsequently be refunded, where applicable (without interest), in accordance with **Section 16.9** below.

If you are successful in your Application, our Board reserves the right to require you to appear in person at the registered office of the Issuing House at any time within 14 days of the date of the notice issued to you to ascertain that your Application is genuine and valid. Our Board shall not be responsible for any loss or non-receipt of the said notice nor will it be accountable for any expenses incurred or to be incurred by you for the purpose of complying with this provision.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

16.8 OVER / UNDER-SUBSCRIPTION

In the event of over-subscription, the Issuing House will conduct a ballot in the manner approved by our Directors to determine the acceptance of Applications in a fair and equitable manner. In determining the manner of balloting, our Directors will consider the desirability of allotting and allocating our Public Issue Shares to a reasonable number of applicants for the purpose of broadening the shareholding base of our Company and establishing a liquid and adequate market for our Shares.

The basis of allocation of shares and the balloting results in connection therewith will be furnished by our Issuing House to the SC, Bursa Securities, all major Bahasa Malaysia and English newspapers as well as posted on our Issuing House's website at www.mih.com.my within 1 market day after the balloting event.

Pursuant to the Listing Requirements we are required to have a minimum of 25% of our Company's issued share capital to be held by at least 200 public shareholders holding not less than 100 Shares each upon Listing and completion of our IPO. We expect to achieve this at the point of our Listing. In the event the above requirement is not met, we may not be allowed to proceed with our Listing. In the event thereof, monies paid in respect of all Applications will be returned in full (without interest).

In the event of an under-subscription of our Public Issue Shares by the Malaysian Public, subject to the clawback and reallocation provisions as set out in **Section 4.3.4** of this Prospectus, any of the abovementioned Public Issue Shares not applied for will then be subscribed by the Underwriter based on the terms of the Underwriting Agreement.

16.9 UNSUCCESSFUL / PARTIALLY SUCCESSFUL APPLICANTS

If you are unsuccessful / partially successful in your Application, your Application monies (without interest) will be refunded to you in the following manner:

16.9.1 For applications by way of Application Form

(i) The Application monies or the balance of it, as the case may be, will be returned to you through the self-addressed and stamped Official "A" envelope you provided by ordinary post (for fully unsuccessful applications) or by crediting into your bank account (the same bank account you have provided to Bursa Depository for the purposes of cash dividend / distribution) or if you have not provided such bank account information to Bursa Depository, the balance of Application monies will be refunded via banker's draft sent by ordinary / registered post to your registered or correspondence address last maintained with Bursa Depository (for partially successful applications) within 10 Market Days from the date of the final ballot at your own risk.

(ii) If your Application is rejected because you did not provide a CDS Account number, your Application monies will be refunded via banker's draft sent by ordinary / registered post to your address as stated in the NRIC or any official valid temporary identity document issued by the relevant authorities from time to time or the authority card (if you are a member of the armed forces or police) at your own risk.

(iii) A number of Applications will be reserved to replace any successfully balloted Applications that are subsequently rejected, which are subject to Bursa Depository's final verification. The Application monies relating to these Applications which are subsequently rejected or unsuccessful or only partly successful will be refunded (without interest) by the Issuing House as per items (i) and (ii) above (as the case may be).

(iv) The Issuing House reserves the right to bank into its bank account all Application monies from unsuccessful applicants. These monies will be refunded (without interest) within 10 Market Days from the date of the final ballot by crediting into your bank account (the same bank account you have provided to Bursa Depository for the purposes of cash dividend / distribution) or by issuance of banker's draft sent by ordinary / registered post to your registered or correspondence address last maintained with Bursa Depository if you have not provided such bank account information to Bursa Depository or as per item (ii) above (as the case may be).

16.9.2 For applications by way of Electronic Share Application and Internet Share Application

(i) The Issuing House shall inform the Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms of the unsuccessful or partially successful Applications within 2 Market Days after the balloting date. The full amount of the Application monies or the balance of it will be credited (without interest) into your account with the Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms (or arranged with the Authorised Financial Institutions) within 2 Market Days after the receipt of confirmation from the Issuing House.

(ii) You may check your account on the 5th Market Day from the balloting date.

(iii) A number of Applications will be reserved to replace any successfully balloted Applications that are subsequently rejected, which are subject to Bursa Depository's final verification. The Application monies relating to these Applications which are subsequently rejected will be refunded (without interest) by the Issuing House by crediting into your account with the Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms (or arranged with the Authorised Financial Institutions) not later than 10 Market Days from the date of the final ballot. For Applications that are held in reserve and which are subsequently unsuccessful or partially successful, the relevant Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms will be informed of the unsuccessful or partially successful Applications within 2 Market Days after the final balloting date. The Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms will credit the Application monies or any part thereof (without interest) within 2 Market Days after the receipt of confirmation from the Issuing House.

16.10 SUCCESSFUL APPLICANTS

If you are successful in your application:

(i) Our IPO Shares allotted to you will be credited into your CDS Account.

(ii) A notice of allotment will be despatched to you at your registered or correspondence address last maintained with the Bursa Depository, at your own risk, before our Listing. This is your only acknowledgement of acceptance of your Application.

(iii) In accordance with Section 14(1) of the SICDA, Bursa Securities has prescribed our Shares as prescribed securities. As such, our IPO Shares issued / offered through our Prospectus will be deposited directly with Bursa Depository and any dealings in these Shares will be carried out in accordance with the SICDA and the Rules of Bursa Depository.

(iv) In accordance with Section 29 of the SICDA, all dealings in our Shares will be by book entries through CDS Accounts. No physical share certificates will be issued to you and you shall not be entitled to withdraw any deposited securities held jointly with Bursa Depository or its nominee as long as our Shares are listed on Bursa Securities.

16. SUMMARISED PROCEDURES FOR APPLICATION AND ACCEPTANCE

16.11 ENQUIRIES

Enquiries in respect of the applications may be directed as follows:

Mode of application	Parties to direct the enquiries
Application Form	Issuing House Enquiry Services Telephone at +603-7890 4700
Electronic Share Application	Participating Financial Institutions
Internet Share Application	Internet Participating Financial Institutions or Participating Securities Firms or Authorised Financial Institutions

You may also check the status of your Application at the Issuing House's website at www.mih.com.my, by entering your CDS Account Number on the site after the allotment date. The status of your Application will be available by 3:00 PM. Alternatively, you may contact any of the ADAs set out in Section 12 of the Detailed Procedures for Application and Acceptance accompanying the Electronic Prospectus on the website of Bursa Securities.

DETAILED PROCEDURES FOR APPLICATION AND ACCEPTANCE ACCOMPANYING THE ELECTRONIC PROSPECTUS OF MYDCD BERHAD ("MYDCD" OR THE "COMPANY") DATED 26 OCTOBER 2026 ("PROSPECTUS")

Unless otherwise defined, all words and expressions used here shall carry the same meaning as ascribed to them in our Prospectus.

Unless the context otherwise requires, words used in the singular include the plural, and vice versa.

1. OPENING AND CLOSING OF APPLICATIONS

OPENING OF THE APPLICATION PERIOD: 10.00 A.M., 26 OCTOBER 2026

CLOSING OF THE APPLICATION PERIOD: 5.00 P.M., 2 NOVEMBER 2026

Applications for our Public Issue Shares will open and close at the times and dates stated above.

In the event of any changes to the dates or time stated above, we will advertise a notice of the changes in a widely circulated English and Bahasa Malaysia newspaper within Malaysia and will make an announcement on Bursa Securities' website.

Late Applications will not be accepted.

2. METHODS OF APPLICATIONS

2.1 Application for our Public Issue Shares by the Malaysian Public and Eligible Parties

Application must accord with our Prospectus and our Constitution. The submission of an Application Form does not mean that your Application will succeed. You agree to be bound by our Constitution.

Types of Application and category of investors	Application method
Applications by Eligible Parties	Pink Application Form only
Applications by the Malaysian Public: (i) Individuals	• White Application Form; or • Electronic Share Application; or • Internet Share Application
(ii) Non-individuals	White Application Form only

2.2 Application by selected investors and selected Bumiputera investors approved by the MITI via private placement

Types of Application	Application method
Application by:	
(i) Selected investors	The Placement Agent will contact the selected investors directly. They should follow the Placement Agent's instruction.
(ii) Selected Bumiputera investors approved by the MITI	MITI will contact the selected Bumiputera investors directly. They should follow the MITI's instruction.

The Eligible Parties and/or selected investors and selected Bumiputera investors approved by the MITI may still apply for our Public Issue Shares offered to the Malaysian Public using the White Application Form, Electronic Share Application or Internet Share Application, where applicable.

3. ELIGIBILITY

3.1 General

You must have a CDS account and a correspondence address in Malaysia. If you do not have a CDS account, you may open a CDS account by contacting any of the ADAs set out in **Section 12** of the Detailed Procedures for Application and Acceptance accompanying the electronic copy of our Prospectus on the website of Bursa Securities. The CDS account must be in your own name. Invalid, nominee or third party CDS accounts will not be accepted for the Applications.

Only **ONE** Application Form for each category from each applicant will be considered and **APPLICATIONS MUST BE FOR AT LEAST 100 PUBLIC ISSUE SHARES OR MULTIPLES OF 100 PUBLIC ISSUE SHARES.**

MULTIPLE APPLICATIONS WILL NOT BE ACCEPTED UNLESS EXPRESSLY ALLOWED IN THESE TERMS AND CONDITIONS. AN APPLICANT WHO SUBMITS MULTIPLE APPLICATIONS IN HIS OWN NAME OR BY USING THE NAME OF OTHERS, WITH OR WITHOUT THEIR CONSENT, COMMITS AN OFFENCE UNDER SECTION 179 OF THE CMSA AND IF CONVICTED, MAY BE PUNISHED WITH A MINIMUM FINE OF RM1,000,000 AND A JAIL TERM OF UP TO 10 YEARS UNDER SECTION 182 OF THE CMSA.

AN APPLICANT IS NOT ALLOWED TO SUBMIT MULTIPLE APPLICATIONS IN THE SAME CATEGORY OF APPLICATION. PERSONS SUBMITTING APPLICATION BY WAY OF APPLICATION FORMS MAY NOT SUBMIT APPLICATIONS BY WAY OF ELECTRONIC SHARE APPLICATION OR INTERNET SHARE APPLICATION AND VICE VERSA.

AN APPLICANT WHO WISHES TO SUBMIT APPLICATIONS USING A JOINT BANK ACCOUNT MUST CONTACT THE FINANCIAL INSTITUTION HANDLING THE APPLICATIONS TO ENSURE THAT THE NAME ON THE JOINT BANK ACCOUNT MATCHES THE NAME ON THEIR CDS ACCOUNT. THIS STEP MINIMIZES THE RISK OF REJECTION OF IPO APPLICATIONS DUE TO NAME DISCREPANCIES. OUR COMPANY, PRINCIPAL ADVISER AND ISSUING HOUSE ARE NOT RESPONSIBLE FOR ANY ISSUES ARISING THEREAFTER.

3.2 Application by the Malaysian Public

You can only apply for our Public Issue Shares if you fulfill all of the following:

(i) You must have a CDS account and a correspondence address in Malaysia. If you do not have a CDS account, you may open a CDS account by contacting any of the ADAs listed in **Section 12** below;

(ii) You must be one of the following:

(a) a Malaysian citizen who is at least 18 years old as at the date of the application for our Public Issue Shares; or

(b) a corporation / institution incorporated in Malaysia with a majority of Malaysian citizens on your board of directors / trustees and if you have a share capital, more than half of the issued share capital, excluding preference share capital, is held by Malaysian citizens; or

(c) a superannuation, co-operative, foundation, provident, pension fund established or operating in Malaysia.

(iii) You must not be a director or employee of the Issuing House or an immediate family member of a director or employee of the Issuing House; and

(iv) You must submit an Application by using only one of the following methods:

(a) White Application Form; or

(b) Electronic Share Application; or

(c) Internet Share Application.

3.3 Application by Eligible Parties

The Eligible Parties will be provided with Pink Application Forms and letters from us detailing their respective allocation as well as detailed procedures on how to subscribe to the allocated Public Issue Shares. Applicants must follow the notes and instructions in the said document and where relevant, in our Prospectus. All duly completed Pink Application Forms should be submitted to our Group through the Human Resources or Finance Department.

Eligible Parties may request for a copy of the printed Prospectus from our Company at no cost and are given an option to have the printed Prospectus delivered to them free of charge, or to obtain the printed Prospectus from our Company, the Issuing House, TA Securities, Participating organisations of Bursa Securities and Members of the Association of Banks in Malaysia or Malaysian Investment Banking Association.

4. PROCEDURES FOR APPLICATION BY WAY OF APPLICATION FORMS

Each application for our Public Issue Shares must be made using the correct type of Application Form. The Application Form must be completed in accordance with the notes and instructions contained in the respective category of the Application Form. Applications made on the incorrect type of Application Form or which do not conform **STRICTLY** to the terms of our Prospectus or the respective category of Application Form or notes and instructions or which are illegible will not be accepted.

The Malaysian Public must follow the following procedures in making their applications through the **White Application Form**:

(i) Obtain the relevant Application Form together with the Official "A" and "B" envelopes and our Prospectus.

The **White Application Form** together with our Prospectus, can be obtained subject to availability from TA Securities, participating organisations of Bursa Securities, members of the Association of Banks in Malaysia or Malaysian Investment Banking Association, the Issuing House and our Company.

(ii) In accordance with Section 232(2) of the CMSA, the **White Application Form** is accompanied by our Prospectus. You are advised to read and understand our Prospectus before making your Application.

(iii) Complete the **White Application Form** legibly and **STRICTLY** in accordance with the notes and instructions printed on it and in our Prospectus, including:

(a) ensuring that your personal particulars submitted in your Application are identical with the records maintained by Bursa Depository. You are required to inform Bursa Depository promptly of any change to your personal particulars as the notification letter of successful allocation will be sent to your registered or correspondence address last maintained with Bursa Depository;

(b) stating your CDS Account number in the space provided in the **White Application Form**. Invalid or nominee or third-party CDS Accounts will **not** be accepted;

(c) Stating the details of your payment in the appropriate boxes provided in the **White Application Form**; and

(d) Stating the number of shares applied. Applications must be for at least 100 Public Issue Shares or multiples of 100 Public Issue Shares.

(iv) Prepare the appropriate form of payment in RM for the FULL amount payable based on the IPO Price of RM0.56 for each Public Issue Share.

Method below is relevant for White Application Form only whereas for Pink Application Form, kindly direct the submission of the form to our Company, through the Human Resources or Finance Department.

Payment must be made out in favour of "**MIH SHARE ISSUE ACCOUNT NO. 711**" and crossed "**A/C PAYEE ONLY**" and endorsed on the reverse side with your name and address.

Only Banker's Draft or Cashier's Order drawn on a bank in Kuala Lumpur, Money Orders or Postal Orders (for applicants from Sabah and Sarawak only) and Guaranteed Giro Order from Bank Simpanan Nasional Malaysia Berhad will be accepted.

We will not accept Applications with excess or insufficient remittances or inappropriate forms of payment. Remittances must be completed in the appropriate boxes provided in the **White Application Form**.

(v) Insert the **White Application Form** together with payment and a legible photocopy of your identification document (national registration identity card ("**NRIC**") or official valid temporary identity documents issued by the relevant authorities from time to time or the authority card (if you are a member of the armed forces or police) for individual applicant; or certificate of incorporation or the certificate of change of name for corporate or institutional applicant (where applicable)) into the Official "A" envelope and seal it. You must write your name and address on the outside of the Official "A" and "B" envelopes.

Affix an RM1.50 stamp on the Official "A" envelope and insert the Official "A" envelope into the Official "B" envelope.

The name and address written must be identical to your name and address as in your NRIC or any official valid temporary identity documents issued by the relevant authorities from time to time or the authority card (if you are a member of the armed forces or police) for individual applicant; or certificate of incorporation or the certificate of change of name for corporate or institutional applicant (where applicable).

(vi) Each completed **White Application Form**, accompanied by the appropriate remittance and legible photocopy of the relevant documents may be submitted using one of the following methods:

(a) despatched by **ORDINARY POST** in the official envelopes provided to the following address:

Malaysian Issuing House Sdn Bhd
(Registration No. 199301003608 (258345-X))
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan

or

P.O. Box 00010
Pejabat Pos Jalan Sultan
46700 Petaling Jaya
Selangor Darul Ehsan

(b) **DELIVERED BY HAND AND DEPOSITED** in the drop-in boxes provided at the front portion of Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan

so as to arrive not later than **5.00 p.m.** on **2 NOVEMBER 2026** or by such other time and date specified in any change to the date or time for closing. We will not accept late Applications.

We, together with the Issuing House, will not issue any acknowledgement of the receipt of your **White Application Form** or Application monies. Please direct all enquiries in respect of the **White Application Form** to the Issuing House.

5. APPLICATION BY WAY OF ELECTRONIC SHARE APPLICATIONS

5.1 Participating Financial Institutions

Only Malaysian individuals may apply for our Public Issue Shares offered to the Malaysian Public by way of Electronic Share Application.

Electronic Share Application may be made through the ATMs of the following Participating Financial Institutions and their branches. The following processing fee for each Electronic Share Application will be charged by the respective Participating Financial Institutions (unless waived) as follows:

Participating Financial Institutions	Charges
Affin Bank Berhad	Free
Alliance Bank Malaysia Berhad	RM1.00
AmBank (M) Berhad	RM1.00
CIMB Bank Berhad	RM2.50
Malayan Banking Berhad	RM1.00
Public Bank Berhad	RM2.00
RHB Bank Berhad	RM2.50

Please note that these processing fees may be varied or waived from time to time at the discretion of the respective Participating Financial Institutions. Please contact the relevant Participating Financial Institutions for further enquiries.

5.2 Procedures for Electronic Share Application

The exact procedures, terms and conditions for Electronic Share Application at ATMs of the Participating Financial Institutions are set out on the ATM screens of the relevant Participating Financial Institutions.

PLEASE READ THE TERMS OF OUR PROSPECTUS, THE TERMS AND CONDITIONS AND PROCEDURES FOR ELECTRONIC SHARE APPLICATIONS SET OUT BELOW AND AT THE RESPECTIVE ATM CAREFULLY PRIOR TO MAKING AN ELECTRONIC SHARE APPLICATION.

If you encounter any problems in your Application, you may refer to the respective Participating Financial Institutions.

You must have an account with a Participating Financial Institution and an ATM card issued by that Participating Financial Institution to access the account. An ATM card issued by one of the Participating Financial Institutions cannot be used to apply for our Public Issue Shares at an ATM belonging to other Participating Financial Institutions.

You are to submit at least the following information through the ATM, where the instructions on the ATM screen require you to do so:

- Personal Identification Number ("**PIN**");
- **MIH Share Issue Account No. 711**;
- Your CDS Account number;
- Number of Public Issue Shares applied for and the RM amount to be debited from the account; and
- Confirmation of several mandatory statements as set out in **Section 5.3** below.

Upon the completion of your Electronic Share Application transaction at the ATM, you will receive a computer-generated transaction slip ("**Transaction Record**"), confirming the details of your Electronic Share Application. The Transaction Record is only a record of the completed transaction at the ATM and not a record of the receipt of the Electronic Share Application or any data relating to such an Electronic Share Application by our Company or the Issuing House. The Transaction Record is for your records and should not be submitted with any Application Form.

5.3 Terms and conditions for Electronic Share Application

You must have a CDS Account to be eligible to use the Electronic Share Application. Invalid, nominee or third-party CDS Accounts will not be accepted.

YOU MUST ENSURE THAT YOU USE YOUR OWN CDS ACCOUNT NUMBER WHEN MAKING AN ELECTRONIC SHARE APPLICATION. IF YOU OPERATE A JOINT ACCOUNT WITH ANY PARTICIPATING FINANCIAL INSTITUTION, YOU MUST ENSURE THAT YOU ENTER YOUR OWN CDS ACCOUNT NUMBER WHEN USING AN ATM CARD ISSUED TO YOU IN YOUR OWN NAME. YOUR APPLICATION WILL BE REJECTED IF YOU FAIL TO COMPLY WITH THE ABOVE.

The Electronic Share Application shall be made on, and subject to, the above terms and conditions as well as the terms and conditions appearing below: -

(i) The Electronic Share Application shall be made in relation to and subject to the terms of our Prospectus and our Company's Constitution.

(ii) You are required to confirm the following statements (by pressing pre-designated keys or buttons on the ATM keyboard) and undertake that the following information given are true and correct:

(a) You are at least 18 years old as at the date of the application for our Public Issue Shares;

(b) You are a Malaysian citizen residing in Malaysia;

(c) You have read our Prospectus and understood and agreed with the terms and conditions of the Application;

(d) The Electronic Share Application is the only application that you are submitting for our Public Issue Shares offered to the Malaysian Public; and

(e) You give consent to the disclosure by the relevant Participating Financial Institutions and/or Bursa Depository, as the case may be, of your information, your Electronic Share Application or your account with the Participating Financial Institutions and Bursa Depository, to the Issuing House and other relevant authorities.

Your Application will not be successfully completed and cannot be recorded as a completed transaction at the ATM unless you complete all the steps required by the Participating Financial Institutions. By doing so, it is considered that you have confirmed each of the above statements as well as given consent in accordance with the relevant laws of Malaysia (including but not limited to Sections 133 and 134 of the Financial Services Act, 2013 and Section 45 of SICDA) to the disclosure by the relevant Participating Financial Institutions and/or Bursa Depository, as the case may be, of your information to the Issuing House or any relevant authority.

(iii) You confirm that you are not applying for our Public Issue Shares offered to the Malaysian Public as a nominee of any other person and your Electronic Share Application is made in your name, as the beneficial owner. You shall only make one Electronic Share Application and shall not make any other application for our Public Issue Shares offered to the Malaysian Public.

(iv) You must have sufficient funds in your account with the relevant Participating Financial Institutions at the time of making the Electronic Share Application, to cover and pay for our Public Issue Shares and the related processing fees, charges and expenses, if any, to be incurred, failing which your Electronic Share Application will not be deemed complete. Any Electronic Share Application which does not conform strictly to the instructions set out in our Prospectus or any instruction displayed on the screens of the ATM through which the Electronic Share Application is being made, will be rejected.

(v) You irrevocably agree and undertake to subscribe for or purchase and to accept the number of Public Issue Shares applied for as stated in the Transaction Record or any lesser number of Public Issue Shares that may be allotted or allocated to you in respect of your Electronic Share Application. In the event that we decide to allot or allocate a lesser number of such Public Issue Shares or not to allot or allocate any Public Issue Shares to you, you agree to accept any such decision as final. If your Electronic Share Application is successful, your confirmation of the number of Public Issue Shares applied for (by your action of pressing the designated keys or buttons on the ATM keyboard) shall be deemed to signify, and shall be treated as,

(a) your acceptance of the number of Public Issue Shares that may be allotted or allocated to you in the event that your Electronic Share Application is successful or successful in part, as the case may be; and

(b) your agreement to be bound by our Constitution.

(vi) The Issuing House, on the authority of our Board, reserves the right to reject any Electronic Share Application or accept any Electronic Share Application in whole or in part only without the need to give any reason. Due consideration will be given to the desirability of allotting or allocating our Public Issue Shares to a reasonable number of applicants with a view to establishing a liquid and adequate market for our Shares.

(vii) You request and authorise us:

(a) to credit our Public Issue Shares allotted or allocated to you into your CDS Account; and

(b) to issue share certificate(s) representing such Public Issue Shares or jumbo certificates which represent, amongst others, such Public Issue Shares, allotted or allocated in the name of Bursa Malaysia Depository Nominees Sdn Bhd and send the same to Bursa Depository.

(viii) You acknowledge that your Electronic Share Application is subject to risks of electrical, electronic, technical, transmission, communication and computer-related faults and breakdowns, fires and other events beyond our control or the control of the Issuing House, Bursa Depository or the Participating Financial Institutions, and irrevocably agree that if:

(a) our Company or the Issuing House does not receive your Electronic Share Application and/or payment; or

(b) any data relating to your Electronic Share Application is wholly or partially lost, corrupted, or otherwise inaccessible, or not transmitted or communicated to our Company or the Issuing House,

you will be deemed not to have made an Electronic Share Application and will not make any claim whatsoever against our Company, the Issuing House and/or the relevant Participating Financial Institutions for our Public Issue Shares applied for or for any compensation, loss or damage whatsoever, as a consequence thereof or arising therefrom.

(ix) All of your particulars in the records of the relevant Participating Financial Institutions at the time of making the Electronic Share Application shall be deemed to be true and correct, and our Company, the Issuing House and the relevant Participating Financial Institutions, and all other persons who are entitled or allowed under the law to such information or where you expressly consent to the provision of such information, shall be entitled to rely on the accuracy thereof.

(x) You must ensure that your personal particulars as recorded by both Bursa Depository and the relevant Participating Financial Institutions are correct and identical. Otherwise, your Electronic Share Application will be rejected. You must inform Bursa Depository promptly of any change in your address, failing which the notification letter of successful allotment will be sent to your registered or correspondence address last maintained with Bursa Depository.

(xi) By making and completing an Electronic Share Application, you agree that: -

(a) in consideration of us agreeing to allow and accept the application for our Public Issue Shares through the Electronic Share Application facility established by the Participating Financial Institutions at their respective ATMs, your Electronic Share Application is irrevocable;

(b) we, the Participating Financial Institutions, Bursa Depository and the Issuing House shall not be liable for any delay, failure or inaccuracy in the processing of data relating to your Electronic Share Application due to a breakdown or failure of transmission or communication facilities or to any cause beyond our or the control of any of them;

(c) notwithstanding the receipt of any payment by or on behalf of our Company, the acceptance of your offer to subscribe for and purchase our Public Issue Shares for which the Electronic Share Application has been successfully completed shall be constituted by the issue of notices of allotment in respect of the said Public Issue Shares;

(d) you irrevocably authorise Bursa Depository to complete and sign on your behalf as transferee or renouncee any instrument of transfer and other documents required for the issue or transfer of our Public Issue Shares allotted or allocated to you; and

(e) you agree that in relation to any legal action, proceedings or disputes arising out of or in relation to the contract between the parties and/or the Electronic Share Application and/or any terms of our Prospectus, all rights, obligations and liabilities of the parties shall be construed and determined in accordance with the laws of Malaysia and with all directives, rules, regulations and notices from regulatory bodies of Malaysia and that you irrevocably submit to the jurisdiction of the Courts of Malaysia.

(xii) the Issuing House, acting on the authority of our Board, reserves the right to reject Applications which do not conform to these instructions.

6. APPLICATION BY WAY OF INTERNET SHARE APPLICATION

6.1 Internet Participating Financial Institutions or Participating Securities Firms

Applications for our Public Issue Shares by the Malaysian Public Individuals may be made through the Internet financial services website of the Internet Participating Financial Institutions or Participating Securities Firms.

The following processing fee for each Internet Share Application will be charged by the respective Internet Participating Financial Institutions or Participating Securities Firms (unless waived) as follows:

YOU ARE ADVISED NOT TO APPLY FOR OUR PUBLIC ISSUE SHARES THROUGH ANY WEBSITE OTHER THAN THE INTERNET FINANCIAL SERVICES WEBSITE OF THE INTERNET PARTICIPATING FINANCIAL INSTITUTIONS OR PARTICIPATING SECURITIES FIRMS.

Internet Participating Financial Institutions or Participating Securities Firms	Website address	Fees charged
Affin Bank Berhad	https://ibanking.affinalways.com/login	Free
Alliance Bank Malaysia Berhad	www.allianceonline.com.my	RM1.00
CGS International Securities Malaysia Sdn Bhd	eipo.cgsi.com.my	RM2.00 for payment through CIMB Bank Berhad or Malayan Banking Berhad
Hong Leong Investment Bank Berhad	https://www.hlebroking.com/v3/	RM1.00
iFAST Capital Sdn. Bhd.	https://www.fsmone.com.my	Free
Kenanga Investment Bank Berhad	https://kentrade.com.my/	Free
Malacca Securities Sdn Bhd	https://eipo.mplusonline.com	Free
Malayan Banking Berhad	www.maybank2u.com.my	RM1.00
Moomoo Securities Malaysia Sdn. Bhd.	https://www.moomoo.com/my/invest/ipo	Free
Public Bank Berhad	www.pbebank.com	RM2.00
RHB Bank Berhad	https://www.rhbgroup.com/index.html	RM2.50
TA Securities Holdings Berhad	https://eservices.tasecurities.com.my/auth/login	Free
UOB Kay Hian (M) Sdn Bhd	https://eipo.utrade.com.my	Free

Please note that these fees may be varied or waived from time to time at the discretion of the respective Internet Participating Financial Institutions or Participating Securities Firms. Please contact the relevant Internet Participating Financial Institutions or Participating Securities Firms for further enquiries.

PLEASE READ THE TERMS OF OUR PROSPECTUS, THE TERMS AND CONDITIONS AND PROCEDURES FOR INTERNET SHARE APPLICATIONS SET OUT BELOW AND AT THE INTERNET FINANCIAL SERVICES WEBSITE OF THE RESPECTIVE INTERNET PARTICIPATING FINANCIAL INSTITUTIONS OR PARTICIPATING SECURITIES FIRMS CAREFULLY PRIOR TO MAKING AN INTERNET SHARE APPLICATION.

If you encounter any problems in your Application, you may refer to the respective Internet Participating Financial Institutions or Participating Securities Firms.

6.2 Terms and conditions for Internet Share Application

PLEASE NOTE THAT THE ACTUAL TERMS AND CONDITIONS OUTLINED BELOW SUPPLEMENT THE ADDITIONAL TERMS AND CONDITIONS FOR INTERNET SHARE APPLICATIONS CONTAINED IN THE INTERNET FINANCIAL SERVICES WEBSITE OF THE RESPECTIVE INTERNET PARTICIPATING FINANCIAL INSTITUTIONS OR PARTICIPATING SECURITIES FIRMS.

An Internet Share Application shall be made on and subject to the following terms and conditions:

(i) You can make an Internet Share Application if you fulfill all of the following:

(a) You are an individual with a CDS Account and in the case of a joint account, an individual CDS Account registered in your name which is to be used for the purpose of the application if you are making the application instead of a CDS Account registered in the joint account holder's name;

(b) You have an existing account with access to Internet financial services facilities with an Internet Participating Financial Institution or Participating Securities Firms. You must have your user identification ("**User ID**") and PIN/password for the relevant Internet financial services facilities; and

(c) You are a Malaysian citizen and have a mailing address in Malaysia.

You are advised to note that a User ID and PIN/password issued by one of the Internet Participating Financial Institutions or Participating Securities Firms cannot be used to apply for our Public Issue Shares at Internet financial service websites of other Internet Participating Financial Institutions or Participating Securities Firms.

(ii) An Internet Share Application shall be made on and subject to the terms of our Prospectus and our Company's Constitution.

(iii) You are required to confirm the following statements (by selecting the designated hyperlink on the relevant screen of the Internet financial services website of the Internet Participating Financial Institutions or Participating Securities Firms) and to undertake that the following information given are true and correct:

(a) You are at least 18 years old as at the date of the application for our Public Issue Shares;

(b) You are a Malaysian citizen residing in Malaysia;

(c) You have read our Prospectus and understood and agreed with the terms and conditions of the Application;

(d) The Internet Share Application is the only application that you are submitting for our Public Issue Shares offered to the Malaysian Public;

(e) You authorise the Internet Participating Financial Institutions or Participating Securities Firms or the Authorised Financial Institutions to deduct the full amount payable for our Public Issue Shares from your account with the Internet Participating Financial Institutions or Participating Securities Firms or the Authorised Financial Institutions;

(f) You give consent in accordance with the relevant laws of Malaysia (including but not limited to Sections 133 and 134 of the Financial Service Act, 2013 and Section 45 of SICDA) to the disclosure by the relevant Internet Participating Financial Institutions or Participating Securities Firms, the Authorised Financial Institution and/or Bursa Depository, as the case may be, of your information, your Internet Share Application or your account with the Internet Participating Financial Institutions or Participating Securities Firms, to the Issuing House, the Authorised Financial Institutions, and any other relevant authorities;

(g) You are not applying for our Public Issue Shares offered to the Malaysian Public as a nominee of any other person and your Internet Share Application is made in your own name, as the beneficial owner and subject to the risks referred to in our Prospectus; and

(h) You authorise the Internet Participating Financial Institutions or Participating Securities Firms to disclose and transfer to any person, including any government or regulatory authority in any jurisdiction, our Company, Bursa Securities or other relevant parties in connection with our IPO, all information relating to you if required by any law, regulation, court order or any government or regulatory authority in any jurisdiction or if such disclosure and transfer is, in the reasonable opinion of the Internet Participating Financial Institutions or Participating Securities Firms, necessary for the provision of the Internet Share Application services or if such disclosure is requested or required in connection with our IPO. Further, the Internet Participating Financial Institutions or Participating Securities Firms will take reasonable precautions to preserve the confidentiality of information furnished by you to the Internet Participating Financial Institutions or Participating Securities Firms in connection with the use of the Internet Share Application services.

(iv) Your Application will not be successfully completed and cannot be recorded as a completed application unless you have paid for our Public Issue Shares through the website of the Authorised Financial Institutions and completed all relevant application steps and procedures for the Internet Share Application which would result in the Internet financial services website displaying the Confirmation Screen.

For the purposes of our Prospectus, "**Confirmation Screen**" shall mean the screen which appears or is displayed on the Internet financial services website, which confirms that your Internet Share Application has been completed and states the details of your Internet Share Application, including the number of Public Issue Shares applied for which you can print out for your records.

Upon the display of the Confirmation Screen, you will be deemed to have confirmed the truth of the statements set out in **Section 6.2(iii)** above. The Confirmation Screen is only a record of the completed transaction with an Internet Participating Financial Institution or Participating Securities Firms and not a record of the receipt of the Internet Share Application or any data relating to such an Internet Share Application by our Company or the Issuing House. The Confirmation Screen is for your record and should not be submitted with any Application Form.

(v) You must have sufficient funds in your account with the relevant Internet Participating Financial Institutions or Participating Securities Firms or the Authorised Financial Institutions at the time of making your Internet Share Application, to cover and pay for our Public Issue Shares and the related processing fees, charges and expenses, if any, to be incurred, failing which your Internet Share Application will not be deemed complete, notwithstanding the display of the Confirmation Screen. Any Internet Share Application which does not conform strictly to the instructions set out in our Prospectus or any instructions displayed on the screens of the Internet financial services website through which the Internet Share Application is made will be rejected.

(vi) You irrevocably agree and undertake to subscribe for or purchase and to accept the number of Public Issue Shares applied for as stated on the Confirmation Screen or any lesser number of Public Issue Shares that may be allotted or allocated to you in respect of your Internet Share Application. In the event that we decide to allot or allocate a lesser number of such Shares or not to allot or allocate any Public Issue Shares to you, you agree to accept any such decision as final.

In the course of completing your Internet Share Application on the website of the Internet Participating Financial Institutions or Participating Securities Firms, your confirmation of the number of Public Issue Shares applied for (by way of your action of clicking the designated hyperlink on the relevant screen of the website) shall be deemed to signify and shall be treated as:-

(a) Your acceptance of the number of Public Issue Shares that may be allotted or allocated to you in the event that your Internet Share Application is successful or successful in part, as the case may be; and

(b) Your agreement to be bound by our Company's Constitution.

(vii) You are fully aware that multiple or suspected multiple Internet Share Applications for our Public Issue Shares will be rejected. **A PERSON WHO SUBMITS MULTIPLE INTERNET SHARE APPLICATIONS IN HIS OWN NAME OR BY USING THE NAME OF OTHERS, WITH OR WITHOUT THEIR CONSENT, COMMITS AN OFFENCE UNDER SECTION 179 OF THE CMSA AND IF CONVICTED, MAY BE PUNISHED WITH A MINIMUM FINE OF RM1,000,000 AND A JAIL TERM OF UP TO 10 YEARS UNDER SECTION 182 OF THE CMSA**. Our Company reserves the right to reject any Internet Share Application or accept any Internet Share Application in whole or in part only without the need to give any reason. Due consideration will be given to the desirability of allotting or allocating our Public Issue Shares to a reasonable number of applicants with a view to establishing a liquid and adequate market for our Shares.

(viii) An Internet Share Application is deemed to be received only upon its completion, which is when the Confirmation Screen is displayed on the Internet financial services website. You are advised to print out and retain a copy of the Confirmation Screen for reference and record purposes. Late Internet Share Applications will not be accepted.

(ix) You acknowledge that your Internet Share Application is subject to risk of electrical, electronic, technical and computer-related faults and breakdowns, faults with computer software, problems occurring during data transmission, computer security threats such as viruses, hackers and crackers, fires, and other events beyond our control or the control of the Internet Participating Financial Institutions or Participating Securities Firms, the Authorised Financial Institutions, the Issuing House, Bursa Depository and our Company and irrevocably agree that if:

(a) our Company, the Issuing House, the Internet Participating Financial Institutions or Participating Securities Firms and/or the Authorised Financial Institutions do not receive your Internet Share Application and/or payment; and

(b) any data relating to your Internet Share Application or the tape or any other devices containing such data and/or payment is wholly or partly lost, corrupted, destroyed or otherwise not accessible, and for any reason whatsoever,

you will be deemed not to have made an Internet Share Application and you will not make any claim whatsoever against our Company, the Issuing House, the Internet Participating Financial Institutions or Participating Securities Firms and/or the Authorised Financial Institution for our Public Issue Shares applied for or for any compensation, loss or damage whatsoever, as a consequence thereof or arising therefrom.

(x) All of your particulars in the records of the relevant Internet Participating Financial Institutions or Participating Securities Firms at the time of making your Internet Share Application shall be deemed to be true and correct, and our Company, the Issuing House, the relevant Internet Participating Financial Institutions or Participating Securities Firms and all other persons who, are entitled or allowed under the law to such information or where you expressly consent to the provision of such information, shall be entitled to rely on the accuracy thereof.

(xi) You must ensure that your personal particulars as recorded by both Bursa Depository and the Internet Participating Financial Institutions or Participating Securities Firms are correct and identical. Otherwise, your Internet Share Application will be rejected. You must inform Bursa Depository promptly of any change in your address, failing which the notification letter on successful allotment will be sent to your registered or correspondence address last maintained with Bursa Depository.

7. AUTHORITY OF OUR BOARD AND THE ISSUING HOUSE

Your Application will be selected in a manner to be determined by our Board. Due consideration will be given to the desirability of allotting and allocating our Public Issue Shares to a reasonable number of applicants with a view to establishing a liquid and adequate market for our Shares. The Issuing House, on the authority of our Board, reserves the right to:-

(i) reject Applications which: -

(a) do not conform to the instructions of our Prospectus, Application Forms, Electronic Share Application and Internet Share Application (where applicable); or

(b) are illegible, incomplete or inaccurate; or

(c) are accompanied by an improperly drawn up, or improper form of remittance; or

(ii) reject or accept any Application, in whole or in part, on a non-discriminatory basis without the need to give any reason; and

(iii) bank in all Application monies (including those from unsuccessful / partially successful applicants) which would subsequently be refunded, where applicable (without interest), by:

(a) ordinary post through the self-addressed and stamped Official "A" envelope which you have provided to the Issuing House;

(b) crediting into your bank account for the purposes of cash dividend / distribution if you have provided such bank account information to Bursa Depository; or

(c) ordinary / registered post to your registered or correspondence address last maintained with Bursa Depository if you have not provided such bank account information to Bursa Depository.

If you are successful in your Application, our Board reserves the right to require you to appear in person at the registered office of the Issuing House at any time within 14 days of the date of the notice issued to you to ascertain that your Application is genuine and valid. Our Board shall not be responsible for any loss or non-receipt of the said notice nor will it be accountable for any expenses incurred or to be incurred by you for the purpose of complying with this provision.

8. OVER / UNDER-SUBSCRIPTION

In the event of over-subscription, the Issuing House will conduct a ballot in the manner approved by our Directors to determine the acceptance of Applications in a fair and equitable manner. In determining the manner of balloting, our Directors will consider the desirability of allotting and allocating our Public Issue Shares to a reasonable number of applicants for the purpose of broadening the shareholding base of our Company and establishing a liquid and adequate market for our Shares.

The basis of allocation of shares and the balloting results in connection therewith will be furnished by the Issuing House to the SC, Bursa Securities, all major Bahasa Malaysia and English newspapers as well as posted on the Issuing House's website at www.mih.com.my within 1 Market Day after the balloting event.

Pursuant to the Listing Requirements we are required to have a minimum of 25% of our Company's issued share capital to be held by at least 200 public shareholders holding not less than 100 Shares each upon Listing and completion of our IPO. We expect to achieve this at the point of Listing. In the event the above requirement is not met, we may not be allowed to proceed with our Listing. In the event thereof, monies paid in respect of all Applications will be returned in full (without interest).

In the event of an under-subscription of our Public Issue Shares by the Malaysian Public, subject to the clawback and reallocation provisions as set out in **Section 4.3.4** of our Prospectus, any of the abovementioned Public Issue Shares not applied for will then be subscribed by the Underwriter based on the terms of the Underwriting Agreement.

9. UNSUCCESSFUL / PARTIALLY SUCCESSFUL APPLICANTS

If you are unsuccessful / partially successful in your Application, your Application monies (without interest) will be refunded to you in the following manner:-

9.1 For applications by way of Application Form

(i) The Application monies or the balance of it, as the case may be, will be returned to you through the self-addressed and stamped Official "A" envelope you provided by ordinary post (for fully unsuccessful applications) or by crediting into your bank account (the same bank account you have provided to Bursa Depository for the purposes of cash dividend / distribution) or if you have not provided such bank account information to Bursa Depository, the balance of Application monies will be refunded via banker's draft sent by ordinary / registered post to your registered or correspondence address last maintained with Bursa Depository (for partially successful applications) within 10 Market Days from the date of the final ballot at your own risk.

(ii) If your Application is rejected because you did not provide a CDS Account number, your Application monies will be refunded via banker's draft sent by ordinary / registered post to your address as stated in the NRIC or official valid temporary identity documents issued by the relevant authorities from time to time or the authority card (if you are a member of the armed forces or police) at your own risk.

(iii) A number of Applications will be reserved to replace any successfully balloted Applications that are subsequently rejected, which are subject to Bursa Depository final verification. The Application monies relating to these Applications which are subsequently rejected or unsuccessful or only partly successful will be refunded (without interest) by the Issuing House as per items (i) and (ii) above (as the case may be).

(iv) The Issuing House reserves the right to bank into its bank account all Application monies from unsuccessful applicants. These monies will be refunded (without interest) within 10 Market Days from the date of the final ballot by crediting into your bank account (the same bank account you have provided to Bursa Depository for the purposes of cash dividend / distribution) or by issuance of banker's draft sent by ordinary / registered post to your registered or correspondence address last maintained with Bursa Depository if you have not provided such bank account information to Bursa Depository or as per item (ii) above (as the case may be).

9.2 For applications by way of Electronic Share Application and Internet Share Application

(i) The Issuing House shall inform the Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms of the unsuccessful or partially successful Applications within 2 Market Days after the balloting date. The full amount of the Application monies or the balance of it will be credited (without interest) into your account with the Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms (or arranged with the Authorised Financial Institution) within 2 Market Days after the receipt of confirmation from the Issuing House.

(ii) You may check your account on the 5th Market Day from the balloting date.

(iii) A number of Applications will be reserved to replace any successfully balloted Applications that are subsequently rejected, which are subject to Bursa Depository final verification. The Application monies relating to these Applications which are subsequently rejected will be refunded (without interest) by the Issuing House by crediting into your account with the Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms (or arranged with the Authorised Financial Institutions) not later than 10 Market Days from the date of the final ballot. For Applications that are held in reserve and which are subsequently unsuccessful or partially successful, the relevant Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms will be informed of the unsuccessful or partially successful Applications within 2 Market Days after the final balloting date. The Participating Financial Institutions or Internet Participating Financial Institutions or Participating Securities Firms will credit the Application monies or any part thereof (without interest) within 2 Market Days after the receipt of confirmation from the Issuing House.

10. SUCCESSFUL APPLICANTS

If you are successful in your Application:

(i) Our Public Issue Shares allotted to you will be credited into your CDS Account.

(ii) A notice of allotment will be despatched to you at your registered or correspondence address last maintained with the Bursa Depository, at your own risk, before our Listing. This is your only acknowledgement of acceptance of your Application.

(iii) In accordance with Section 14(1) of the SICDA, Bursa Securities has prescribed our Shares as prescribed securities. As such, our Shares issued / offered through our Prospectus will be deposited directly with Bursa Depository and any dealings in these Shares will be carried out in accordance with the SICDA and Rules of Bursa Depository.

(iv) In accordance with Section 29 of the SICDA, all dealings in our Shares will be by book entries through CDS Accounts. No physical share certificates will be issued to you and you shall not be entitled to withdraw any deposited securities held jointly with Bursa Depository or its nominee as long as our Shares are listed on Bursa Securities.

11. ENQUIRIES

Enquiries in respect of your Applications may be directed as follows: -

Mode of application	Parties to direct the enquiries
Application Form	Issuing House Enquiry Services Telephone at +603-7890 4700
Electronic Share Application	The relevant Participating Financial Institutions
Internet Share Application	The relevant Internet Participating Financial Institutions or Participating Securities Firms or Authorised Financial Institutions

You may also check the status of your Application at the Issuing House's website at www.mih.com.my, by entering your CDS Account Number on the site after the allotment date. The status of your Application will be available by 3:00 PM. Alternatively, you may contact any of the ADAs set out in **Section 12** of the Detailed Procedures for Application and Acceptance accompanying the Electronic Prospectus on the website of Bursa Securities.

12. List of ADAs

The list of ADAs and their respective addresses, telephone numbers and broker codes are as follows:

Name	Address and telephone number	Broker Code
KUALA LUMPUR		
AFFIN HWANG INVESTMENT BANK BERHAD	2nd Floor, Bangunan AHP No. 2, Jalan Tun Mohd Fuad 3 Taman Tun Dr. Ismail 60000 Kuala Lumpur Tel No. : 03 – 7710 6688	068-019
AFFIN HWANG INVESTMENT BANK BERHAD	Mezzanine & 3rd Floor Chulan Tower No. 3, Jalan Conlay 50450 Kuala Lumpur Tel No. : 03 – 2143 8668	068-018
AFFIN HWANG INVESTMENT BANK BERHAD	38A & 40A, Jalan Midah 1 Taman Midah 56000 Cheras Kuala Lumpur Tel No. : 03 – 9130 8803	068-018
AMINVESTMENT BANK BERHAD	8-9, 11-18, 21-25th Floor Bangunan AmBank Group 55, Jalan Raja Chulan 50200 Kuala Lumpur Tel No. : 03 – 2031 0102	086-001

Name	Address and telephone number	Broker Code
KUALA LUMPUR		
APEX SECURITIES BERHAD (formerly known as JF Apex Securities Berhad)	Level 9, Apex Tower Tower 3, Avenue 5 Bangsar South, No 8 Jalan Kerinchi 59200 Kuala Lumpur Tel No. : 03 – 7890 8899 ext 2007	079-001
BIMB SECURITIES SDN BHD	Level 34, Menara Bank Islam 22, Jalan Perak Kuala Lumpur 50450 Kuala Lumpur Tel No. : 03 – 2613 1700	024-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	3rd Floor 2 & 4 Jalan Mutiara Timur Satu Taman Mutiara Cheras 56100 Kuala Lumpur Tel No. : 03 – 9132 7424/7428/7429	065-001
CIMB SECURITIES SDN BHD (formerly known as Kaf Equities Sdn Bhd)	14th Floor, Chulan Tower No. 3, Jalan Conlay 50450 Kuala Lumpur Tel No. : 03 – 2171 0216	053-001
FA SECURITIES SDN BHD	A-10-1 & A-10-17 Level 10, Menara UOA Bangsar No. 5, Jalan Bangsar Utama 1 59000 Kuala Lumpur Tel No. : 03 – 2288 1676	021-001
HONG LEONG INVESTMENT BANK BERHAD	Mezzanine Floor Level 3A, Block B, HP Towers No. 12, Jalan Gelenggang 60000 Kuala Lumpur Tel No. : 03 – 2080 8777	066-002
HONG LEONG INVESTMENT BANK BERHAD	Level 27 & 28, Menara Hong Leong No. 6, Jalan Damanlela Bukit Damansara 50490 Kuala Lumpur Tel No. : 03 – 2083 1800	066-008
BERJAYA SECURITIES SDN BHD (formerly known as Inter-Pacific Securities Sdn Bhd)	West Wing, Level 13 Berjaya Times Square No. 1, Jalan Imbi 55100 Kuala Lumpur Tel No. : 03 – 2117 1888	054-001
BERJAYA SECURITIES SDN BHD (formerly known as Inter-Pacific Securities Sdn Bhd)	Ground Floor, 7-0-8, Jalan 3/109F Danau Business Centre, Danau Desa 58100 Kuala Lumpur Tel No. : 03 – 7984 7796	054-003

Name	Address and telephone number	Broker Code
KUALA LUMPUR		
IFAST CAPITAL SDN BHD	Level 28, Menara AIA Sentral No. 30, Jalan Sultan Ismail Kuala Lumpur Tel No. : 03 2149 0660	039-001
KENANGA INVESTMENT BANK BERHAD	Level 17, Kenanga Tower 237 Jalan Tun Razak 50400 Kuala Lumpur Tel No. : 03 – 2172 2888	073-001
M & A SECURITIES SDN BHD	Level 1-3, No. 45 & 47 and 43-6 The Boulevard, Mid Valley City Lingkaran Syed Putra 59200 Kuala Lumpur Tel No. : 03 – 2282 1820	057-002
M & A SECURITIES SDN BHD	22A-1 Jalan Kuchai Maju 1 Kuchai Entrepreneurs' Park Off Jalan Kuchai Lama 58200 Kuala Lumpur Tel No. : 03 – 7983 9890	057-004
MALACCA SECURITIES SDN BHD	No 76-1, Jalan Wangsa Maju Delima 6 Pusat Bandar Wangsa Maju (KLSC) Setapak 53300, Kuala Lumpur Tel No. : 03 – 4144 2565	012-001
MALACCA SECURITIES SDN BHD	B-M-10, Block B Plaza Arkadia Jalan Intisari Perdana Desa Park City 52200 Kuala Lumpur Tel No. : 03 – 2733 9782	012-001
MALACCA SECURITIES SDN BHD	B01-A-13A Level 13A, Menara 2 No. 3, Jalan Bangsar KL ECO City 59200 Kuala Lumpur Tel No. : 03-2201 2100	012-001
MAYBANK INVESTMENT BANK BERHAD	Level 5, Tower C Dataran Maybank No.1, Jalan Maarof 59000 Kuala Lumpur Tel No. : 03 – 2297 8888	098-001
MAYBANK INVESTMENT BANK BERHAD	27, 31 to 33 Floor Menara Maybank 100 Jalan Tun Perak 50050 Kuala Lumpur Tel No. : 03 – 2059 1888	098-007

Name	Address and telephone number	Broker Code
KUALA LUMPUR		
MERCURY SECURITIES SDN BHD	L-7-2, No. 2 Jalan Solaris Solaris Mont' Kiara 50480 Kuala Lumpur Tel No. : 03 – 6203 7227	093-002
MOOMOO SECURITIES MALAYSIA SDN BHD	Level 9, Menara Khuan Choo 75A Jalan Raja Chulan Bukit Bintang 50200 Kuala Lumpur Tel No. : 03 – 9212 0718	062-001
PHILLIP CAPITAL SDN BHD	B-3-6, Block B, Level 3 Megan Avenue II No.12, Jalan Yap Kwan Seng 50450 Kuala Lumpur Tel No. :03 – 2783 0361	076-001
NEWPARADIGM SECURITIES SDN BHD	Level 12, EXSIM Tower (Block D) Millerz Square @ Old Klang Road Megan Legasi, No. 357, Jalan Klang Lama 58000 Kuala Lumpur Tel No. : 03 – 2054 8000	064-001
PUBLIC INVESTMENT BANK BERHAD	27th Floor, Menara Public Bank 2 No. 78, Jalan Raja Chulan 50200 Kuala Lumpur Tel No. : 03 – 2268 3000	051-001
RHB INVESTMENT BANK BERHAD	Level 1, Tower 3 RHB Centre, Jalan Tun Razak 50400 Kuala Lumpur Tel No. : 03 – 9280 2233/2354	087-001
RHB INVESTMENT BANK BERHAD	Level 5, Tower One RHB Centre, Jalan Tun Razak 50400 Kuala Lumpur Tel No. : 03 – 9280 2453	087-001
RHB INVESTMENT BANK BERHAD	No. 62, 62-1, 64 & 64-1, Vista Magna Jalan Prima, Metro Prima 52100 Kuala Lumpur Tel No. : 03 – 6257 5869	087-028
RHB INVESTMENT BANK BERHAD	No. 5 & 7 Jalan Pandan Indah 4/33 Pandan Indah 55100 Kuala Lumpur Tel No. : 03 – 4280 4798	087-054

Name	Address and telephone number	Broker Code
KUALA LUMPUR		
RHB INVESTMENT BANK BERHAD	Ground Floor No. 55, Zone J4 Jalan Radin Anum Bandar Baru Seri Petaling 57000 Kuala Lumpur Tel No. : 03 – 9058 7222	087-058
TA SECURITIES HOLDINGS BERHAD	34th Floor, Menara TA One No. 22, Jalan P. Ramlee 50250 Kuala Lumpur Tel No. : 03 – 2072 1277	058-003
UOB KAY HIAN (M) SDN BHD	Suite 12-05, Level 12 Wisma UOA Damansara II No.6 Jalan Changkat Semantan Damansara Heights 50490 Kuala Lumpur Tel No. : 03-2147 1861	078-001
UOB KAY HIAN (M) SDN BHD	N3, Plaza Damas 60, Jalan Sri Hartamas 1 Sri Hartamas 50480 Kuala Lumpur Tel No. : 03 – 6205 6000	078-004
UOB KAY HIAN (M) SDN BHD	Ground & 19th Floor Menara Keck Seng 203 Jalan Bukit Bintang 55100 Kuala Lumpur Tel No. : 03 – 2147 1888	078-010
SELANGOR DARUL EHSAN		
AFFIN HWANG INVESTMENT BANK BERHAD	Suite B 3A1, East Wing 3Ath Floor Wisma Consplant 2 No. 7, Jalan SS 16/1 47500 Subang Jaya Selangor Darul Ehsan Tel No. : 03 – 5635 6688	068-019
AFFIN HWANG INVESTMENT BANK BERHAD	4th Floor, Wisma Meru 1 Lintang Pekan Baru Off Jalan Meru 41050 Klang Selangor Darul Ehsan Tel No. : 03 – 3343 9999	068-019
AFFIN HWANG INVESTMENT BANK BERHAD	No.79-1, Jalan Batu Nilam 5 Bandar Bukit Tinggi 41200 Klang Selangor Darul Ehsan Tel No. : 03 – 3322 1999	068-019

Name	Address and telephone number	Broker Code
SELANGOR DARUL EHSAN		
AMINVESTMENT BANK BERHAD	4th Floor, Plaza Damansara Utama No. 2, Jalan SS21/60 47400 Petaling Jaya Selangor Darul Ehsan Tel No. : 03 – 7710 6613	086-001
APEX SECURITIES BERHAD (formerly known as JF Apex Securities Berhad)	16th Floor Menara Choy Fook On No. 1B, Jalan Yong Shook Lin 46050 Petaling Jaya Selangor Darul Ehsan Tel No. : 03 – 7620 1118	079-002
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	No. A-07-01 & A-07-02 Empire Office Tower Empire Subang Jalan SS16/1 47500 Subang Jaya Selangor Darul Ehsan Tel No. : 03 – 5631 7934/7892	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st Floor (No. 11A) Jalan Kenari 1 Bandar Puchong Jaya 47100 Puchong Selangor Darul Ehsan Tel No. : 03 – 5891 6852	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st Floor, No. 26A(F), 26A(M) & 26A(B) Jalan SJ6, Taman Selayang Jaya 68100 Batu Caves Selangor Darul Ehsan Tel No.: 03 – 6137 1680	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	2nd Floor (No. 26-2) Lorong Batu Nilam 4B Bandar Bukit Tinggi 41200 Klang Selangor Darul Ehsan Tel No. : 03 – 3325 7105/7106	065-001
KENANGA INVESTMENT BANK BERHAD	Lot 240, 2nd Floor, The Curve No. 6, Jalan PJU 7/3 Mutiara Damansara 47800 Petaling Jaya Selangor Darul Ehsan Tel No. : 03 – 7725 9095	073-001

Name	Address and telephone number	Broker Code
SELANGOR DARUL EHSAN		
KENANGA INVESTMENT BANK BERHAD	Level 1 East Wing Wisma Consplant 2 No. 7 Jalan SS 16/1 47500 Subang Jaya Selangor Darul Ehsan Tel No. : 03 – 5621 2118	073-001
KENANGA INVESTMENT BANK BERHAD	35 (Ground, 1st & 2nd Floor) Jalan Tiara 3, Bandar Baru Klang 41150 Klang Selangor Darul Ehsan Tel No. : 03 – 3348 8080	073-001
MALACCA SECURITIES SDN BHD	No. 16, Jalan SS15/4B 47500 Subang Jaya Selangor Darul Ehsan Tel No.: 03 – 5636 1533	012-001
MALACCA SECURITIES SDN BHD	No. 54M, Mezzanine Floor Jalan SS2/67 47300 Petaling Jaya Selangor Darul Ehsan Tel No. : 03 – 7876 1533	012-001
MBSB INVESTMENT BANK BERHAD (Formerly known as MIDF Amanah Investment Bank Berhad)	Level 21, Menara MBSB Bank, PJ Sentral, Lot 12, Persiaran Barat, Seksyen 52 46200 Petaling Jaya Selangor Darul Ehsan Tel No. : 03 – 2173 8888	026-001
NEWPARADIGM SECURITIES SDN BHD	1st Floor, 157- A, Jalan Kenari 23A Bandar Puchong Jaya 47100 Puchong Selangor Darul Ehsan Tel No. : 03 – 8074 7094	064-003
NEWPARADIGM SECURITIES SDN BHD	No. 18 & 20, Jalan Tiara 2 Bandar Baru Klang 41150 Klang Selangor Darul Ehsan Tel No. : 03 – 3341 5300	064-007
RHB INVESTMENT BANK BERHAD	1,3 & 5, Tingkat 2 Jalan 52/18 New Town Centre 46200 Petaling Jaya Selangor Darul Ehsan Tel No. : 03 – 7873 6366/7875 8428	087-011

Name	Address and telephone number	Broker Code
SELANGOR DARUL EHSAN		
RHB INVESTMENT BANK BERHAD	First Floor, 10 & 11 Jalan Maxwell 48000, Rawang Selangor Darul Ehsan Tel No. :03 – 6092 8916	087-047
RHB INVESTMENT BANK BERHAD	Ground & Mezzanine Floor No. 87 & 89, Jalan Susur Pusat Perniagaan NBC Batu 1½, Jalan Meru 41050 Klang Selangor Darul Ehsan Tel No. : 03 – 3343 9180	087-048
RHB INVESTMENT BANK BERHAD	Unit 1B, 2B & 3B Jalan USJ 10/1J USJ 10, 47610 UEP Subang Jaya Selangor Darul Ehsan Tel No. : 03 – 8022 1888	087-059
SJ SECURITIES SDN BHD	26, Jalan Pendaftar U1/54 Temasya Glenmarie 40150 Shah Alam Selangor Darul Ehsan Tel No. : 03 – 5567 3000	096-001
TA SECURITIES HOLDINGS BERHAD	2nd Floor, Wisma TA 1A Jalan SS20/1, Damansara Utama 47400 Petaling Jaya Selangor Darul Ehsan Tel No. : 03 – 7729 5713	058-007
MELAKA		
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	Ground, 1st & 2nd Floor No. 191, Taman Melaka Raya Off Jalan Parameswara 75000 Melaka Tel No. : 06 – 289 8800	065-001
MALACCA SECURITIES SDN BHD	No. 1, 3 & 5, Jalan PPM9 Plaza Pandan Malim (Business Park) Balai Panjang 75250 Melaka Tel No. : 06 – 337 1533	012-001
MERCURY SECURITIES SDN BHD	81, 81A & 81B Jalan Merdeka Taman Melaka Raya 75000 Melaka Tel No. : 06 – 2921 898	093-003

Name	Address and telephone number	Broker Code
MELAKA		
KENANGA INVESTMENT BANK BERHAD	71 (Ground, A&B) & 73 (Ground, A&B) Jalan Merdeka Taman Melaka Raya 75000 Melaka Tel No. : 06 – 2881 720	073-001
NEWPARADIGM SECURITIES SDN BHD	No 6-1, Jalan Lagenda 2 Taman 1 Lagenda 75400 Melaka Tel No. : 06 – 288 0050	064-006
RHB INVESTMENT BANK BERHAD	19, 21, 23, level 2, Jalan Merdeka Taman Melaka Raya 75000 Melaka Tel No. : 03 – 2330 8450/03-2330 8451	087-026
TA SECURITIES HOLDINGS BERHAD	59, 59A, 59B Jalan Merdeka Taman Melaka Raya 75000 Melaka Tel No. : 06 – 286 2618	058-003
UOB KAY HIAN (M) SDN BHD	7-2 Jalan PPM8 Malim Business Park 75250 Melaka Tel No. : 06 – 335 2511	078-014
PERAK DARUL RIDZUAN		
AFFIN HWANG INVESTMENT BANK BERHAD	21, Jalan Stesen Ground Floor, 1, 2 & 3 34000 Taiping Perak Darul Ridzuan Tel No. : 05 – 806 6688	068-003
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	Ground, 1st, 2nd & 3rd Floor No. 8, 8A-C Persiaran Greentown 4C Greentown Business Centre 30450 Ipoh Perak Darul Ridzuan Tel No. : 05 – 208 8688	065-001
HONG LEONG INVESTMENT BANK BERHAD	51-53, Persiaran Greenhill 30450 Ipoh Perak Darul Ridzuan Tel No. : 05 – 2530 888	066-003

Name	Address and telephone number	Broker Code
PERAK DARUL RIDZUAN		
KENANGA INVESTMENT BANK BERHAD	Ground, 1st, 2nd & 4th Floor No. 63 Persiaran Greenhill 30450 Ipoh Perak Darul Ridzuan Tel No. : 05 – 242 2828	073-022
M & A SECURITIES SDN BHD	5th and 6th Floor and Unit 8A M&A Building 52A, Jalan Sultan Idris Shah 30000 Ipoh Perak Darul Ridzuan Tel No. : 05 – 241 9800	057-001
MALACCA SECURITIES SDN BHD	No 3, 1st Floor Persiaran Greenhill 30450, Ipoh Perak Darul Ridzuan Tel No. : 012-618 4998	012-013
MAYBANK INVESTMENT BANK BERHAD	No. 47, Hala Pusat Perdagangan Canning I Pusat Perdagangan Canning II 30350, Ipoh, Perak Tel No. : 05 – 245 3457	098-002
RHB INVESTMENT BANK BERHAD	Ground & 1st Floor No. 17, Jalan Intan 2 Bandar Baru 36000 Teluk Intan Perak Darul Ridzuan Tel No. : 05 – 623 6498	087-014
RHB INVESTMENT BANK BERHAD	Ground & 1st Floor No. 23 & 25 Jalan Lumut 32000 Sitiawan Perak Darul Ridzuan Tel No. : 05 – 692 1228	087-016
RHB INVESTMENT BANK BERHAD	Unit E-2-2A, E-3-2A, E-4-2A & E-5-2A SOHO Ipoh 2, Jalan Sultan Idris Shah 30000 Ipoh Perak Darul Ridzuan Tel No. : 05 – 241 5100	087-023
RHB INVESTMENT BANK BERHAD	Ground Floor, No. 40, 42 & 44 Jalan Berek 34000 Taiping Perak Darul Ridzuan Tel No. : 05 – 808 8229	087-034

Name	Address and telephone number	Broker Code
PERAK DARUL RIDZUAN		
RHB INVESTMENT BANK BERHAD	No 1&3, 1st Floor Jalan Wawasan Satu Taman Wawasan Jaya 34200 Parit Buntar Perak Darul Ridzuan Tel No. : 05 – 717 0888	087-052
TA SECURITIES HOLDINGS BERHAD	Ground, 1st & 2nd Floor Plaza Teh Teng Seng No. 227, Jalan Raja Permaisuri Bainun 30250 Ipoh Perak Darul Ridzuan Tel No. : 05 – 253 1313	058-001
UOB KAY HIAN (M) SDN BHD	153A Jalan Raja Musa Aziz 30300 Ipoh Perak Darul Ridzuan Tel No. : 05 – 241 1290	078-002
PULAU PINANG		
AFFIN HWANG INVESTMENT BANK BERHAD	Level 2, 3, 4, 5, 7 & 8 Wisma Sri Pinang 60, Green Hall 10200 Pulau Pinang Tel No. : 04 – 263 6996	068-001
AFFIN HWANG INVESTMENT BANK BERHAD	1st, 2nd & 3rd Floor No. 2 & 4, Jalan Perda Barat Bandar Perda 14000 Bukit Mertajam Pulau Pinang Tel No. : 04 – 537 2882	068-001
AMINVESTMENT BANK BERHAD	3rd Floor, Menara Liang Court 37, Jalan Sultan Ahmad Shah 10050 Pulau Pinang Tel No. : 04 – 226 1818	086-001
APEX SECURITIES BERHAD (formerly known as JF Apex Securities Berhad)	368-2-5 Jalan Burmah Belissa Row 10350 Pulau Tikus Pulau Pinang Tel No. : 04 – 228 9118	079-005
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	Level 2, Menara BHL 51, Jalan Sultan Ahmad Shah 10050 Pulau Pinang Tel No. : 04 – 238 5900	065-001

Name	Address and telephone number	Broker Code
PULAU PINANG		
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	No. 20-1 & 20-2 Persiaran Bayan Indah Bayan Bay, Sungai Nibong 11900 Bayan Lepas Pulau Pinang Tel No. : 04 – 641 2881	065-001
MALACCA SECURITIES SDN BHD	28, Lorong Tangling Indah 3 Taman Tangling Indah 14100 Simpang Ampat Pulau Pinang Tel No. : 04 – 506 0967	012-001
MALACCA SECURITIES SDN BHD	No.11A-1, Persiaran Bayan Indah Taman Bayan Indah 11900 Bayan Lepas Pulau Pinang Tel No. : 04 – 642 1533	012-001
MAYBANK INVESTMENT BANK BERHAD	Ground Floor, Bangunan KWSP No. 38, Jalan Sultan Ahmad Shah 10050 Georgetown Pulau Pinang Tel No. : 04 – 219 6888	098-006
MERCURY SECURITIES SDN BHD	Ground, 1st & 2nd floor, No. 1, Jalan Todak 5, Pusat Bandar Seberang Jaya, 13700 Prai, Penang Tel No. : 04 – 332 2123	093-001
MERCURY SECURITIES SDN BHD	2nd Floor, Standard Chartered Bank Chambers, 2, Lebuh Pantai 10300 Pulau Pinang Tel No. : 04 – 263 9118	093-004
BERJAYA SECURITIES SDN BHD (formerly known as Inter-Pacific Securities Sdn Bhd)	Canton Square Level 2 (Unit 1) & Level 3 No. 56, Cantonment Road 10250 Pulau Pinang Tel No. : 04 – 226 8288	054-002
KENANGA INVESTMENT BANK BERHAD	7th, 8th & 16th Floor Menara Boustead Penang 39, Jalan Sultan Ahmad Shah 10050 Pulau Pinang Tel No. : 04 – 228 3355	073-023

Name	Address and telephone number	Broker Code
PULAU PINANG		
PHILLIP CAPITAL SDN BHD	29A, Ground Floor Beach Street 10300 Pulau Pinang Tel No. : 04 – 261 6363	076-015
NEWPARADIGM SECURITIES SDN BHD	56B, 1st Floor Jalan Perak, Perak Plaza 10150 Pulau Pinang Tel No. : 04 – 227 3000	064-004
RHB INVESTMENT BANK BERHAD	Ground, 1st & 2nd Floor No. 2677, Jalan Chain Ferry Taman Inderawasih 13600 Seberang Prai Pulau Pinang Tel No. : 04 – 390 0022	087-005
RHB INVESTMENT BANK BERHAD	64 & 64-D Ground Floor-3rd Floor & 5th-8th Floor Lebuh Bishop 10200 Pulau Pinang Tel No. : 04 – 263 4222	087-033
RHB INVESTMENT BANK BERHAD	1st Floor No. 15-1-5, 15-1-6, 15-2-5, 15-2-6 & 15-2-24 Medan Kampung Relau (Bayan Point) 11950 Pulau Pinang Tel No. : 04 – 640 4888	087-042
TA SECURITIES HOLDINGS BERHAD	3rd Floor, Bangunan Heng Guan No. 171, Jalan Burmah 10050 Pulau Pinang Tel No. : 04 – 227 2339	058-010
UOB KAY HIAN (M) SDN BHD	1st Floor, Bangunan Heng Guan 171 Jalan Burmah 10050 Pulau Pinang Tel No. : 04 – 229 9318	078-002
UOB KAY HIAN (M) SDN BHD	21, Jalan Bayu Mutiara 2 Taman Bayu Mutiara 14000 Bukit Mertajam Pulau Pinang Tel No. : 04 – 504 7313 / 7316	078-003

Name	Address and telephone number	Broker Code
PAHANG DARUL MAKMUR		
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	Ground, 1st & 2nd Floor No. A-27, Jalan Dato' Lim Hoe Lek 25200 Kuantan Pahang Darul Makmur Tel No. : 09 – 505 7800	065-001
KENANGA INVESTMENT BANK BERHAD	A15, A17 & A19, Ground Floor Jalan Tun Ismail 2 Sri Dagangan 2 25000 Kuantan Pahang Darul Makmur Tel No. : 09 – 517 1698	073-001
MALACCA SECURITIES SDN BHD	P11-3, Jalan Chui Yin 28700 Bentong Pahang Darul Makmur Tel No. : 09 – 222 0993	012-001
PHILLIP CAPITAL SDN BHD	Ground, Mezzanine & 1st Floor B400, Jalan Beserah 25300 Kuantan Pahang Darul Makmur Tel No. : 09 – 566 0800	076-002
RHB INVESTMENT BANK BERHAD	No. 12 Ground Floor, 1st and 2nd Floor Jalan Putra Square 1 Putra Square 25300 Pahang Darul Makmur Tel No. : 09 – 517 3811	087-007
KELANTAN DARUL NAIM		
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	Level 4 Wisma TCH (formerly known as Wisma Square Point) Jalan Pengkalan Chepa 15400 Kota Bharu Kelantan Darul Naim Tel No. : 09 - 741 9050/9051/9052/9053	065-001
RHB INVESTMENT BANK BERHAD	Ground & 1st Floor No. 3953-H, Jalan Kebun Sultan 15350 Kota Bharu Kelantan Darul Naim Tel No. : 09 – 743 0077	087-020
TA SECURITIES HOLDINGS BERHAD	298, Jalan Tok Hakim 15000 Kota Bharu Kelantan Darul Naim Tel No. : 09 – 7432 288/3388	058-004

Name	Address and telephone number	Broker Code
KELANTAN DARUL NAIM		
UOB KAY HIAN (M) SDN BHD	Ground &1st Floor Lot 712, Sek 9, PT 62 Jalan Tok Hakim 15000 Kota Bharu Kelantan Darul Naim Tel No. : 09 – 747 3906	078-004
TERENGGANU DARUL IMAN		
PHILLIP CAPITAL SDN BHD	No. 46, 1st Floor Jalan Sultan Ismail 20200 Kuala Terengganu Terengganu Darul Iman Tel No. : 09 – 6317 922	076-009
RHB INVESTMENT BANK BERHAD	1st Floor, 59 Jalan Sultan Ismail 20200 Kuala Terengganu Terengganu Darul Iman Tel No. : 09 – 626 1816	087-055
UOB KAY HIAN (M) SDN BHD	37-B, 1st Floor Jalan Sultan Ismail 20200 Kuala Terengganu Terengganu Darul Iman Tel No. : 09 – 622 4766	078-016
KEDAH DARUL AMAN		
AFFIN HWANG INVESTMENT BANK BERHAD	No. 70 & 70A, Jalan Mawar 1 Taman Pekan Baru 08000 Sungai Petani Kedah Darul Aman Tel No. : 04 – 425 6666	068-011
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	2nd Floor, No. 102 Kompleks Persiaran Sultan Abdul Hamid Jalan Pegawai 05050 Alor Setar Kedah Darul Aman Tel No. : 04 – 777 4400/4401	065-001
MALACCA SECURITIES SDN BHD	No. 9, First Floor Kompleks Perniagaan LITC Jalan Putra Mergong 05150 Alor Setar Kedah Darul Aman Tel No. : 04 – 735 0888	012-001

Name	Address and telephone number	Broker Code
KEDAH DARUL AMAN		
PHILLIP CAPITAL SDN BHD	Lot T-30, 2nd Floor, Wisma PKNK Jalan Sultan Badlishah 05000 Alor Setar Kedah Darul Aman Tel No. : 04 – 731 7088/8270	076-004
RHB INVESTMENT BANK BERHAD	Ground & 1st Floor 214-A, 214-B, 215-A & 215-B Medan Putra, Jalan Putra 05150 Alor Setar Kedah Darul Aman Tel No. : 04 – 720 9888	087-021
UOB KAY HIAN (M) SDN BHD	Lot 4, 5 & 5A, 1st Floor EMUM 55 No. 55, Jalan Gangsa Kawasan Perusahan Mergong 2 Seberang Jalan Putra 05150 Alor Setar Kedah Darul Aman Tel No. : 04 – 732 2111	078-007
NEGERI SEMBILAN DARUL KHUSUS		
AFFIN HWANG INVESTMENT BANK BERHAD	No. 26-2, Jalan S2 B16 Pusat Dagangan Seremban 2 70300 Seremban Negeri Sembilan Darul Khusus Tel No. : 06 – 603 7408	068-019
AFFIN HWANG INVESTMENT BANK BERHAD	6, Upper Level, Jalan Mahligai 72100 Bahau Negeri Sembilan Darul Khusus Tel No. : 06 – 455 3188	068-019
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st Floor, No 21, Jalan Mahligai 72100 Bahau Negeri Sembilan Darul Khusus Tel No. : 06 – 455 3166/3266	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	2nd Floor, Lot 3110 Jalan Besar, Lukut 71010 Port Dickson Negeri Sembilan Darul Khusus Tel No. : 06 – 651 5385	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	No. 38, 1st Floor Jalan S2 B18 Biz Avenue Seremban 2 70300 Seremban Negeri Sembilan Darul Khusus Tel No. : 06 – 761 4651	065-001

Name	Address and telephone number	Broker Code
NEGERI SEMBILAN DARUL KHUSUS		
KENANGA INVESTMENT BANK BERHAD	1C & 1D, Ground & 1st Floor Jalan Tunku Munawir 70000 Seremban, Negeri Sembilan Darul Khusus Tel No. : 06 – 765 5998	073-001
MAYBANK INVESTMENT BANK BERHAD	Wisma HM No. 43, Jalan Dr Krishnan 70000 Seremban Negeri Sembilan Darul Khusus Tel No. : 06 – 766 9555	098-005
NEWPARADIGM SECURITIES SDN BHD	1st-3rd Floor 19-21, Jalan Kong Sang 70000 Seremban Negeri Sembilan Darul Khusus Tel No. : 06 – 762 3131	064-002
NEWPARADIGM SECURITIES SDN BHD	Ground & 1st Floor No. 3, Jalan Dato Abdullah 71200 Kuala Klawang Negeri Sembilan Darul Khusus Tel No. : 06 – 613 7767	064-002
RHB INVESTMENT BANK BERHAD	Ground, 1st & 2nd Floor No. 32 & 33, Jalan Dato' Bandar Tunggal 70000 Seremban Negeri Sembilan Darul Khusus Tel No. : 06 – 764 1641	087-024
JOHOR DARUL TAKZIM		
AFFIN HWANG INVESTMENT BANK BERHAD	Level 7, Johor Bahru City Square (Office Tower) 106-108 Jalan Wong Ah Fook 80000 Johor Bahru Johor Darul Takzim Tel No. : 07 – 222 2692	068-004
AFFIN HWANG INVESTMENT BANK BERHAD	2nd Floor, No 11 & 12 BP Avenue Jalan Abdul Rahman Bandar Penggaram 83000 Batu Pahat Johor Darul Takzim Tel No. : 07 – 431 1081	068-004
AMINVESTMENT BANK BERHAD	2nd & 3rd Floor, Penggaram Complex 1, Jalan Abdul Rahman 83000 Batu Pahat Johor Darul Takzim Tel No. : 07 – 434 2282	086-001

Name	Address and telephone number	Broker Code
JOHOR DARUL TAKZIM		
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	No 73, Ground Floor No 73A & 79A, First Floor Jalan Kuning Dua, Taman Pelangi 80400 Johor Bahru Johor Darul Takzim Tel No. : 07 – 340 5888	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st Floor, No. 384A Jalan Simbang, Taman Perling 81200 Johor Bahru Johor Darul Takzim Tel No. : 07 – 232 9673	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	2nd Floor, 113 & 114 Jalan Genuang 85000 Segamat Johor Darul Takzim Tel No. : 07 – 931 1509/1523	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st Floor, 101 Jalan Gambir 8 Bandar Baru Bukit Gambir 84800 Muar Johor Darul Takzim Tel No. : 06 – 976 4559/4560	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st Floor No. 8A Jalan Dedap 20 Taman Johor Jaya 81100 Johor Bahru Johor Darul Takzim Tel No. : 07 – 353 7669/7959	065-001
BERJAYA SECURITIES SDN BHD (formerly known as Inter-Pacific Securities Sdn Bhd)	95, Jalan Tun Abdul Razak 80000 Johor Bahru Johor Darul Takzim Tel No. : 07 – 223 1211	054-004
KENANGA INVESTMENT BANK BERHAD	Level 2, Menara Pelangi Jalan Kuning, Taman Pelangi 80400 Johor Bahru Johor Darul Takzim Tel No. : 07 – 333 3600	073-004
KENANGA INVESTMENT BANK BERHAD	57, 59 and 61 Jalan Ali 84000 Muar Johor Darul Takzim Tel No. : 06 – 953 1222	073-001

Name	Address and telephone number	Broker Code
JOHOR DARUL TAKZIM		
M & A SECURITIES SDN BHD	Suite 5.3A, Level 5, Menara Pelangi Jalan Kuning, Taman Pelangi 80400 Johor Bahru Johor Darul Takzim Tel No. : 07 – 338 1233	057-003
MALACCA SECURITIES SDN BHD	No. 40A, Jalan Perang Taman Pelangi 80400 Johor Bahru Johor Darul Takzim Tel No. : 07 – 335 1533	012-001
MALACCA SECURITIES SDN BHD	1735-B, Jalan Sri Putri 4 Taman Putri Kulai 81000 Kulaijaya Johor Darul Takzim Tel No. : 07 – 663 8877	012-001
MALACCA SECURITIES SDN BHD	Lot 880, 3 ½ Mile Jalan Salleh 84000 Muar Johor Darul Takzim Tel No. : 06 – 953 6948	012-001
MERCURY SECURITIES SDN BHD	Suite 17.1, Level 17, Menara Pelangi Jalan Kuning, Taman Pelangi 80400 Johor Bahru Johor Darul Takzim Tel No. : 07 – 331 6992	093-005
PHILLIP CAPITAL SDN BHD	No. 73, 1st Floor Jalan Rambutan 86000 Kluang Johor Darul Takzim Tel No. : 07 – 771 7922	076-006
NEWPARADIGM SECURITIES SDN BHD	Ground & 1st Floor No. 43 & 43A, Jalan Penjaja 3 Taman Kim's Park, Business Centre 83000 Batu Pahat Johor Darul Takzim Tel No. : 07 – 433 3608	064-008
RHB INVESTMENT BANK BERHAD	53, 53-A & 53-B, Jalan Sultanah 83000 Batu Pahat Johor Darul Takzim Tel No. : 07 – 438 0288	087-009
RHB INVESTMENT BANK BERHAD	No.9, Level 2, Jalan Abdullah 84000 Muar Johor Darul Takzim Tel No. : 06 – 953 8262	087-025

Name	Address and telephone number	Broker Code
JOHOR DARUL TAKZIM		
RHB INVESTMENT BANK BERHAD	Ground & 1st Floor No. 119 & 121 Jalan Sutera Tanjung 8/2 Taman Sutera Utama 81300 Skudai Johor Darul Takzim Tel No. : 07 – 557 7628	087-029
RHB INVESTMENT BANK BERHAD	Ground, 1st & 2nd Floor No. 3, Jalan Susur Utama 2/1 Taman Utama 85000 Segamat Johor Darul Takzim Tel No. : 07 – 932 1543	087-030
RHB INVESTMENT BANK BERHAD	Ground & 1st Floor No. 40 Jalan Haji Manan 86000 Kluang Johor Darul Takzim Tel No. : 07 – 776 9655	087-031
RHB INVESTMENT BANK BERHAD	Ground, 1st & 2nd Floor No. 10, Jalan Anggerik 1 Taman Kulai Utama 81000 Kulai Johor Darul Takzim Tel No. : 07 – 662 6288	087-035
RHB INVESTMENT BANK BERHAD	Ground, 1st & 2nd Floor, No. 21 & 23 Jalan Molek 1/30, Taman Molek 81100 Johor Bahru Johor Darul Takzim Tel No. : 07 – 352 2293	087-043
TA SECURITIES HOLDINGS BERHAD	7A, Jalan Genuang Perdana Taman Genuang Perdana 85000 Segamat Johor Darul Takzim Tel No. : 07 – 943 5278	058-009
TA SECURITIES HOLDINGS BERHAD	15, Jalan Molek 1/5A Taman Molek 81100 Johor Bahru Johor Darul Takzim Tel No. : 07 – 364 7388	058-011
TA SECURITIES HOLDINGS BERHAD	No. 29-03, Jalan Sri Pelangi Taman Pelangi 80400 Johor Bahru Johor Darul Takzim Tel No. : 07 – 336 4672	058-013

Name	Address and telephone number	Broker Code
JOHOR DARUL TAKZIM		
UOB KAY HIAN (M) SDN BHD	Level 6 & 7, Menara MSC Cyberport No. 5, Jalan Bukit Meldrum 80300 Johor Bahru Johor Darul Takzim Tel No. : 07 – 333 2000	078-001
UOB KAY HIAN (M) SDN BHD	42-8, Main Road Kulai Besar 81000 Kulai Johor Darul Takzim Tel No. : 07 – 663 5651	078-001
SARAWAK		
AFFIN HWANG INVESTMENT BANK BERHAD	2nd Floor, Lot No. 27, NBX 2 The Northbank Off Kuching-Samarahan Expressway 93350 Kuching Sarawak Tel No. : 082 – 50 1007	068-005
AMINVESTMENT BANK BERHAD	1st, 2nd, & 3rd Floor No. 162, 164, 166 & 168 Jalan Abell 93100 Kuching Sarawak Tel No. : 082 – 24 4791	086-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	No. 6A, Ground Floor Jalan Bako, Off Brooke Drive 96000 Sibu Sarawak Tel No. : 084 – 36 7700	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	Level 1 (North), Wisma STA 26, Jalan Datuk Abang Abdul Rahim 93450 Kuching Sarawak Tel No. : 082 – 35 8688	065-001
KENANGA INVESTMENT BANK BERHAD	Lot 1866, Jalan MS 2/5 Marina Square 2 Marina Parkcity 98000 Miri Sarawak Tel No. : 085 – 43 5577	073-001
KENANGA INVESTMENT BANK BERHAD	Level 2-4, Wisma Mahmud Jalan Sungai Sarawak 93100 Kuching Sarawak Tel No. : 082 – 33 8000	073-001

Name	Address and telephone number	Broker Code
SARAWAK		
KENANGA INVESTMENT BANK BERHAD	11-12, Ground & 1st Floor Lorong Kampung Datu 3 96000 Sibu Sarawak Tel No. : 084 – 31 3855	073-001
MERCURY SECURITIES SDN BHD	1st Floor 16, Jalan Getah 96100 Sarikei Sarawak Tel No. : 084 – 65 6281	093-001
RHB INVESTMENT BANK BERHAD	Tingkat Bawah dan Tingkat 1 No. 221, Parkcity Commerce Square Phase III Jalan Tun Ahmad Zaidi 97000 Bintulu Sarawak Tel No. : 086 – 31 7678	087-053
RHB INVESTMENT BANK BERHAD	Yung Kong Abell Units No. 1-10, 2nd Floor Lot 365, Section 50 Jalan Abell 93100 Kuching Sarawak Tel No. : 082 – 25 0888	087-008
RHB INVESTMENT BANK BERHAD	No. 102, Pusat Pedada Jalan Dr Wong Soon Kai 96000 Sibu Sarawak Tel No. : 084 – 32 9100	087-008
TA SECURITIES HOLDINGS BERHAD	12G, H & I Jalan Kampong Datu 96000 Sibu Sarawak Tel No. : 084 – 31 9998	058-002
UOB KAY HIAN (M) SDN BHD	Lot 1265, 1st Floor Centre Point Commercial Centre Jalan Melayu 98000, Miri Sarawak Tel No. : 085 – 32 4128	078-017
UOB KAY HIAN (M) SDN BHD	Ground & 1st Floor No 16, Lorong Intan 6 96000 Sibu Sarawak Tel No. : 084 – 25 2737	078-018

Name	Address and telephone number	Broker Code
SABAH		
AFFIN HWANG INVESTMENT BANK BERHAD	No. 2 & 3 Block A Level 2, Luyang Commercial Centre Damai Plaza PH3 Jalan Damai, 88300 Kota Kinabalu Sabah Tel No. : 088 – 31 1688	068-005
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st & 2nd Floor Central Building No. 28, Jalan Sagunting 88000 Kota Kinabalu Sabah Tel No. : 088 – 32 8878	065-001
CGS INTERNATIONAL SECURITIES MALAYSIA SDN BHD	1st Floor, Lot 12 Block A3, Phase 2 Utama Place Mile 6, Northern Road 90000 Sandakan Sabah Tel No. : 089 – 21 5578	065-001
KENANGA INVESTMENT BANK BERHAD	Level 8, Wisma Great Eastern 68, Jalan Gaya 88000 Kota Kinabalu Sabah Tel No. : 088 – 23 6188	073-032
RHB INVESTMENT BANK BERHAD	2nd Floor 81 & 83, Jalan Gaya 88000 Kota Kinabalu Sabah Tel No. : 088 – 26 9788	087-010
UOB KAY HIAN (M) SDN BHD	11, Equity House, Block K Sadong Jaya, Karamunsing 88100 Kota Kinabalu Sabah Tel No. : 088 – 23 4099	078-004