HEXTAR HEALTHCARE BERHAD
Registration No.: 199601000297 (372642-U)

Annual Report 2025

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NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirtieth Annual General Meeting ("30th AGM") of Hextar Healthcare Berhad ("Hexcare" or "the Company") will be held at The Room, Level 1, Impiana Hotel Ipoh, 18 Jalan Sultan Nazrin Shah, 30250 Ipoh, Perak, Malaysia on Friday, 22 May 2026 at 10.30 a.m. or at any adjournment thereof, for the following purposes:

AS ORDINARY BUSINESS:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and the Auditors thereon. ***Please refer to Note 1***

2. To approve the payment of Directors' fees up to RM217,370 to the Non-Executive Directors for the financial year ending 31 December 2026. ***Ordinary Resolution 1***

3. To approve the payment of Directors' Benefits of up to RM28,000 to the Non-Executive Directors for the period from 23 May 2026 until the conclusion of the 31st Annual General Meeting of the Company to be held in 2027. ***Ordinary Resolution 2***

4. To re-elect the following Directors who are retiring in accordance with Clause 76(3) of the Company's Constitution and being eligible, have offered themselves for re-election:

   (i) Ms Lim Siew Eng ***Ordinary Resolution 3***
   (ii) Mr Sim Yee Fuan ***Ordinary Resolution 4***

5. To re-appoint Messrs. Grant Thornton Malaysia PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. ***Ordinary Resolution 5***

AS SPECIAL BUSINESS:

To consider and if thought fit, to pass the following resolutions:-

6. **AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016** ***Ordinary Resolution 6***

   "**THAT** subject always to the Companies Act, 2016 ("the Act"), the Constitution of the Company and approval of the Bursa Malaysia Securities Berhad ("Bursa Securities") and any other governmental/regulatory authorities, the Directors be and are hereby empowered to issue shares in the capital of the Company from time to time and upon such terms and conditions and for such purposes as the Directors, may in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company or such higher percentage as Bursa Securities allowed for the time being and that the Directors be and are hereby also empowered to obtain approval from the Bursa Securities for the listing and quotation of the additional shares so issued.

   AND THAT such authority shall commence immediately upon the passing of this Resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company."

7. **PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE OF OWN SHARES ("PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY")** ***Ordinary Resolution 7***

"**THAT** subject to the Act, the provisions of the Constitution of the Company, the Main Market Listing Requirements ("Listing Requirements") of Bursa Securities and the approvals of all relevant governmental and/or regulatory authorities, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that:-

i) the aggregate number of shares purchased or held as treasury shares does not exceed 10% of the total number of issued and paid-up shares of the Company as quoted on Bursa Securities as at the point of purchase;

ii) the maximum fund to be allocated by the Company for the purpose of purchasing the shares be backed by an equivalent amount of retained profits; and

iii) the Directors of the Company may decide either to retain the shares purchased as treasury shares, or cancel the shares, or retain part of the shares so purchased as treasury shares and cancel the remainder, or resell the shares, or transfer the shares or distribute the shares as dividends.

AND THAT the authority conferred by this resolution will commence after the passing of this ordinary resolution and will continue to be in force until:-

i) the conclusion of the next AGM at which time it shall lapse unless by ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions; or

ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or

iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting.

whichever occurs first but shall not prejudice the completion of purchase(s) by the Company of its own Shares before the aforesaid expiry date and, in any event, in accordance with the Listing Requirements and any applicable laws, rules, regulations, orders, guidelines and requirements issued by any relevant authorities.

AND THAT the Directors of the Company be and are hereby authorised, at their discretion, to deal with the Purchased Shares until all the Purchased Shares have been dealt with by the Directors in the manner as may be permitted by the Act, Listing Requirements, applicable laws, rules, regulations, guidelines, requirements and/or orders of any relevant authorities for the time being in force.

AND THAT the Directors of the Company be and are hereby authorised to take all such steps as are necessary or expedient to implement or to effect the purchase(s) of the shares with full power to assent to any condition, modification, variation and/or amendment as may be imposed by the relevant authorities and to take all such steps as they may deem necessary or expedient in order to implement, finalise and give full effect in relation thereto."

NOTICE OF ANNUAL GENERAL MEETING

(CONT'D)

8. To transact any other business of which due notice has been given in accordance with the Act and the Company's Constitution.

By order of the Board,

TAN TONG LANG (MAICSA 7045482 / SSM PC No. 202208000250)
Company Secretary

Dated: 24 April 2026

Notes:

1. For the purpose of determining a member who shall be entitled to attend the 30th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to issue a General Meeting Record of Depositors as at 13 May 2026. Only members whose name appears on the Record of Depositors as at 13 May 2026 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.

2. A member who is entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.

3. Where a member of the Company who is entitled to participate at a general meeting of the Company may appoint not more than two (2) proxies to attend and vote instead of the member at the general meeting.

4. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.

5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.

6. Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

7. The appointment of a proxy must be made in a hard copy form or by electronic form in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding this AGM at which the person named in the appointment proposes to vote:

   i) **In hard copy form**
   In the case of an appointment made in hard copy form, this Form of Proxy must be deposited with the Share Registrar of the Company, Aldpro Corporate Services Sdn Bhd of B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

   (ii) **By electronic means**
   The Form of Proxy can be electronically lodged via the Digerati Portal at https://hexcare-agm.digerati.com.my or via email at admin@aldpro.com.my.

Notes: (Cont'd)

8. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company, Aldpro Corporate Services Sdn Bhd of B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia not less than forty-eight (48) hours before the time appointed for holding this AGM at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

9. Please ensure ALL the particulars as required in the Form of Proxy are completed, signed and dated accordingly.

10. Last date and time for lodging the Form of Proxy is **Wednesday, 20 May 2026 at 10.30 a.m**.

11. For a corporate member who has appointed an authorised representative, please deposit the ORIGINAL certificate of appointment of authorised representative with the Share Registrar of the Company at Aldpro Corporate Services Sdn Bhd of B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia. The certificate of appointment of authorised representative should be executed in the following manner:

    i) if the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.

    ii) if the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:

        a. at least two (2) authorised officers, of whom one shall be a director; or
        b. any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

Explanatory Notes on the Ordinary Business:

1. Audited Financial Statements for the financial year ended 31 December 2025

This Agenda item is meant for discussion only as the Section 340(1) of the Act does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this Agenda is not put forward for voting.

2. Ordinary Resolutions 1 & 2 - Directors' Fees and Directors' Benefits payable to Non-Executive Directors

Pursuant to Section 230(1) of the Act, fees and benefits payable to the Directors of public company or a listed company and its subsidiaries shall be approved by shareholders at a general meeting. The Directors' benefits payable comprises of meeting attendance allowances and other claimable benefits.

In determining the estimated total amount of Directors' benefits, the Board has considered various factors, among others, the estimated claimable benefits and estimated number of meetings for the Board and Board Committees held for the period commencing from 23 May 2026 until the conclusion of the next AGM of the Company in the year 2027.

In the event the proposed amount is insufficient (e.g. due to more meetings or enlarged Board size), approval will be sought at the next AGM for additional fees to meet the shortfall.

NOTICE OF ANNUAL GENERAL MEETING

(CONT'D)

Explanatory Notes on the Ordinary Business: (Cont'd)

3. Ordinary Resolutions 3 to 4 - Re-election of Directors in accordance with Clause 76(3) of the Company's Constitution

Ms Lim Siew Eng and Mr Sim Yee Fuan are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election at the forthcoming 30th AGM. The profile of the retiring Directors are set out in the Directors' Profile of the Company's Annual Report 2025.

The Board of Directors ("the Board") has, through the Nomination and Remuneration Committee ("NRC"), considered the performance and contribution of each of the retiring Directors, their fitness and propriety with reference to the Directors' Fit and Proper Policy, and collectively agreed that they meet the criteria prescribed by Paragraph 2.20A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR") on skill, expertise, experience, professionalism, commitment, integrity, character, competence and time to effectively discharge their role as Directors.

The Board has endorsed the NRC's recommendation to seek shareholders' approval for the re-election of the retiring Directors.

4. Ordinary Resolution 5 – Re-appointment of Auditors

The Board, through the Audit Committee had reviewed and was satisfied with the performance and independence of Messrs. Grant Thornton Malaysia PLT during the financial year under review. The Board has therefore recommended the appointment of Messrs. Grant Thornton Malaysia PLT as external auditors of the Company for the financial year ending 31 December 2026.

5. Special Business - Ordinary Resolution 6
Authority to Allot and Issue Shares pursuant to Sections 75 and 76 of the Act

The proposed Ordinary Resolution 6, if passed, will empower the Directors of the Company to allot and issue new shares in the Company at any time, to such person or persons, upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit ("General Mandate"), provided that the number of shares issued pursuant to this General Mandate, when aggregated with the total number of any such shares issued during the preceding twelve (12) months, does not exceed 10% of the total number of issued shares of the Company at the time of issue. This General Mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

As at the date of this Notice, no new shares were issued by the Company pursuant to the General Mandate granted to the Directors at the 29th AGM held on 29 May 2025 and which will be lapsed at the conclusion of the 30th AGM of the Company.

With this General Mandate, the Company will be able to raise funds expeditiously for the purpose of funding future investment, working capital and/or acquisition(s) without having to convene a general meeting to seek shareholders' approval when such opportunities or needs arise.

Explanatory Notes on the Ordinary Business: (Cont'd)

6. Special Business - Ordinary Resolution 7
Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 7, if passed, will empower the Directors to purchase the Company's shares of up to 10% of the total number of issued shares of the Company at any point of time, by utilising the funds allocated which shall not exceed the total retained profits of the Company. This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next Annual General Meeting.

Please refer to Statement to Shareholders for the Proposed Renewal of Share Buy-Back in the Company's Annual Report 2025.

STATEMENT OF ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

1. The Directors who are seeking re-election as Directors of the Company at the 30th AGM of the Company are Ms Lim Siew Eng and Mr Sim Yee Fuan pursuant to Clause 76(3) of the Company's Constitution. The profile of the retiring Directors are set out in the Directors' Profile of the Annual Report 2025.

2. Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03 of the MMLR of Bursa Securities.

Details of the general mandate to allot shares in the Company pursuant to Sections 75 & 76 of the Act are set out in Explanatory Note 5 of the Notice of the 30th AGM.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Liew Jee Min @ Chong Jee Min
Independent Non-Executive Chairman

Khoo Chin Leng
Group Managing Director

Goh Hsu-Ming
Executive Director

Sim Yee Fuan
Independent Non-Executive Director

Doris Cheng Chin Ching
Independent Non-Executive Director

Lim Siew Eng
Independent Non-Executive Director

AUDIT COMMITTEE

Sim Yee Fuan
Chairman
Doris Cheng Chin Ching
Lim Siew Eng

NOMINATION & REMUNERATION COMMITTEE

Doris Cheng Chin Ching
Chairperson
Lim Siew Eng
Sim Yee Fuan

COMPANY SECRETARY

Tan Tong Lang
(MAICSA 7045482/
SSM PC 202208000250)

AUDITOR

Grant Thornton Malaysia PLT,
Chartered Accountants

PRINCIPAL BANKERS

RHB Bank Berhad
Malayan Banking Berhad
Hong Leong Bank Berhad
United Overseas Bank (Malaysia) Berhad
Alliance Bank Malaysia Berhad
Caixabank S.A.
Sabadell Atlantico S.A.

REGISTERED OFFICE

B-21-1, Level 21 Tower B,
Northpoint Mid Valley City,
No. 1 Medan Syed Putra Utara,
59200 Kuala Lumpur,
Wilayah Persekutuan, Malaysia.
Tel No. : 03-9770 2200
Fax No. : 03-2201 7774

SHARE REGISTRAR

Aldpro Corporate Services Sdn Bhd
B-21-1, Level 21 Tower B,
Northpoint Mid Valley City,
No. 1 Medan Syed Putra Utara,
59200 Kuala Lumpur,
Wilayah Persekutuan, Malaysia.
Tel No. : 03-9770 2200
Fax No. : 03-2201 7774

STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad
(Main Market)
Stock name/code : HEXCARE/7803

WEBSITES

www.hextarhealthcare.com
www.rubberex.com.my
www.reszonics.com

FACTORY LOCATIONS

Lot 138201 Off ¾ Mile,
Jalan Bercham,
Kawasan Perindustrian Bercham,
31400, Ipoh, Perak Darul Ridzuan,
Malaysia.

12A Jalan TP5,
Taman Perindustrian UEP,
47600 Subang Jaya,
Selangor Darul Ehsan, Malaysia.

INVESTOR RELATIONS

Stephanie Hew
Email: stephanie.hew@hextar.com

CORPORATE STRUCTURE

Hextar Healthcare Berhad
Group of Companies

HEXTAR HEALTHCARE BERHAD
Incorporated in 1996
Public Listed Company on Malaysia Stock Exchange

Rubberex (M) Sdn Berhad
Manufacturing and Sales of Household and Industrial Gloves
100%

Diamond Grip (M) Sdn Bhd
Investment Holding
100%

Rubberex Empire Sdn Bhd
Property Investments
100%

Rubberex International Sdn Bhd
Trading in Gloves and IVD Medical Devices
100%

Reszon Diagnostics International Sdn Bhd
Manufacturing and Sales of IVD Medical Devices
100%

Rubberex Spain SL
Trading of Gloves
100%

Rubberex Alliance Sdn Bhd
Manufacturing and Sales of Disposable Gloves
100%

VISION, MISSION AND CORE VALUES

Our VISION

To be the preferred business partner and employer of choice where **We Enrich lives with Our Products & Solutions**

Our MISSION

We build shareholder value by carving a niche in the global arena, earn the respect of the market for outstanding products and services, endorse human capital development and enhance business synergy in diversity **with sustainability principles underpinning our corporate thinking and actions**

HEXTAR'S CORE VALUES

Humility – Fostering an environment of mutual respect which encourages appreciation and cooperation amongst each other with self-awareness and open mindedness to learn and grow

Trustworthy – Being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values

Excellence – Pushing boundaries to achieve the highest possible standards of performance and quality

Adaptability – Ability to change and adjust to shifting demands and requirements by being proactive and resourceful

X-factor – Ability to think outside the box to develop unique solutions to complex challenges and to push past traditions with innovative and progressive ideas

Responsibility – Demonstrating reliability by staying true to the task, accepting accountability for your duties and carrying out the task to the best of your capabilities

BOARD OF DIRECTORS' PROFILE

Mr. Liew Jee Min @ Chong Jee Min

aged 67, male, a Malaysian, was appointed as an independent non-executive Chairman of the Company on 12 August 2021. Mr. Liew Jee Min @ Chong Jee Min is the co-founder of legal firm Messrs. JM Chong, Vincent Chee & Co Advocates & Solicitors in Klang, Selangor, which specializes in various practices of law such as real estate, banking, corporate and commercial. He has accumulated more than thirty-eight years of experience as a legal practitioner and is currently the managing partner of the firm.

Mr. Liew Jee Min @ Chong Jee Min obtained his Bachelor Degree in Law from the University of Leeds, England in 1984 and a Certificate of Legal Practice, Malaya in 1985. Thereafter, he was admitted as an Advocate and Solicitor of the High Court of Malaya in 1986 and an Advocate of Sabah and Sarawak in 1987. Mr. Liew Jee Min @ Chong Jee Min is also the Director of public-listed companies of Parkson Holdings Berhad, Lion Posim Berhad and Hextar Industries Berhad.

Mr. Liew Jee Min @ Chong Jee Min also serves in various associations in Malaysia, among which are:

(i) Vice President of the Klang Chinese Chamber of Commerce & Industry (KCCCI);
(ii) Chairman of the Legal Affairs Committee of KCCCI and the Associated Chinese Chamber of Commerce & Industry of Coastal Selangor;
(iii) Council Member of the Chinese Chamber of Commerce & Industry of Kuala Lumpur and Selangor, and Chairman of its Legal Affairs Committee;
(iv) Council Member of the Kuala Lumpur & Selangor Hopo Association;
(v) Member of the Legal Affairs Committee of the Associated Chinese Chamber of Commerce & Industry of Malaysia; and
(vi) Legal Advisor of Malaysia Used Vehicles Autoparts Traders' Association, the Kuala Lumpur & Selangor Furniture Entrepreneur Association, Sekolah Menengah Chung Hua (PSDN) Klang, Selangor, Zhang Association Selangor & Kuala Lumpur and Federation Of Malaysian Manufacturers (FMM).

Mr. Liew Jee Min @ Chong Jee Min does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company.

Mr. Khoo Chin Leng

aged 66, male, a Malaysian, is the Managing Director of the Company and was appointed to the Board of the Company on 01 July 2013. He is a member of the Malaysian Institute of Accountants and a Fellow Member of the Chartered Association of Certified Accountants (FCCA), United Kingdom. Mr. Khoo Chin Leng joined Rubberex (M) Sdn Berhad, a wholly owned subsidiary of the Company, in 1988 as an Accountant and has held various positions within the Finance Division of the Group. Mr. Khoo Chin Leng was instrumental in the set-up and operations of the Group's subsidiary companies in China and had been active in the vinyl disposable glove operations in China from 2005 until the disposal of these subsidiary companies at the end of 2018. Prior to joining Rubberex (M) Sdn Berhad, he was attached to IJM Corporation Berhad, as its Accountant for five years. Mr. Khoo Chin Leng does not hold directorship in any other listed issuer or public companies.

Mr. Khoo Chin Leng does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company, other than his shareholding interests disclosed in this report.

Mr. Goh Hsu-Ming

aged 50, male, a Malaysian, is an Executive Director of the Company, who was appointed on 05 August 2021. Mr. Goh Hsu-Ming is a double-major graduate in Accounting and Finance from the University of Sydney, Australia. He has more than thirteen years experience in a Malaysian conglomerate with senior roles in capital markets, stockbroking and principal investments. Prior to this, he has also worked in Hong Kong and Singapore and was attached to a leading global investment bank for several years. He started his career with a Big-4 accounting firm in Malaysia. Mr. Goh Hsu-Ming is currently the Group Deputy CEO of the Hextar Group of companies. Mr. Goh Hsu-Ming does not hold directorship in any other listed issuer or public companies.

Mr. Goh Hsu-Ming does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company, other than his shareholding interests disclosed in this report.

Mr. Sim Yee Fuan

aged 59, male, a Malaysian, is an independent non-executive Director of the Company, appointed to the Board of Directors on 26 May 2023. He is also the Chairman of the Audit Committee and a member of the Nomination and Remuneration Committee of the Company as well.

Mr. Sim Yee Fuan holds a Bachelor of Accounting (Honours) degree from the University of Malaya and obtained his professional qualification from the Malaysian Institute of Certified Public Accountants (MICPA). He also holds a Masters in Business Administration from the Northern University of Malaysia and is a Chartered Accountant registered with the Malaysia Institute of Accountants (MIA).

Mr. Sim Yee Fuan started his career with Bank Negara Malaysia (BNM) in 1991 and was attached to the Foreign Exchange Administration and Banking Supervision departments of BNM until 1995. Following his stint with BNM, he was attached to several public listed companies in Malaysia from years 1995 to 2006 where he specialized in the areas of accounting, finance and corporate management.

Presently, Mr. Sim Yee Fuan sits on the Board of Unimech Group Berhad as its Executive Director and Seal Incorporated Berhad and Hextar Industries Berhad as its independent non-executive Director. He is also the Commissioner of PT Arita Prima Indonesia TBK, a company listed on the Indonesia Stock Exchange.

Mr. Sim Yee Fuan does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company.

BOARD OF DIRECTORS' PROFILE

(CONT'D)

Ms. Doris Cheng Chin Ching

aged 69, female, a Malaysian, is an independent non-executive Director of the Company appointed to the Board of Directors on 01 January 2023. She is also a member of the Audit Committee and Chairman of the Nomination and Remuneration Committee of the Company. Ms. Doris Cheng qualified as a Registered Nurse from the Government School of Nursing in Hospital Kuala Lumpur, Malaysia, and was subsequently awarded a Certificate in Education (Further Education) from the University of Huddersfield, United Kingdom. She also went on to obtain a Master of Science in Health Care Management from the University of Wales, Swansea, United Kingdom.

Ms. Doris Cheng has more than twenty eight years of experience in the Healthcare industry, having served ten years as a Registered Nurse with the Government, before joining several private healthcare companies in various capacities, from a Head Nursing Tutor in Pantai Medical Centre to a General Manager in Megah Medical Specialist Centre and subsequently as Chief Operating Officer at Damai Service Hospital, Kuala Lumpur.

Upon her retirement from the Healthcare industry, Ms. Doris Cheng ventured into the Warehousing/Logistics industry and is currently the Executive Director of Westport Handlers Sdn Bhd, which was incorporated in 2004 in Westports Malaysia Berhad Free Trade Zone, providing container freight station services, warehousing and logistics services in Malaysia. Ms. Doris Cheng does not hold directorship in any other listed issuer or public companies.

Ms. Doris Cheng does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company.

Ms. Lim Siew Eng

aged 73, female, a Malaysian, is an independent non-executive Director of the Company appointed to the Board of Directors on 01 January 2023. She also sits on the Audit Committee and the Nomination and Remuneration Committee of the Company.

Ms. Lim Siew Eng holds a Bachelor of Economics (Honours) degree from the University of Malaya and has more than twenty-eight years of experience in the financial services industry. She started her career with Malaysian International Merchant Bankers Berhad (now known as Hong Leong Investment Bank Berhad) where she had served as Head of Corporate Advisory before joining Maybank Investment Bank Berhad in 2004 as its Head of Corporate Finance.

During her tenure with the respective investment banks, she also served on the respective credit and management committees and was a Council member of the Malaysian Investment Banking Association. After her retirement, she was invited to be a member of the Qualitative Assurance Committee to assist in enhancing the overall quality of the Financial Sector Talent Enhancement Programme launched by the Institute of Bankers Malaysia in collaboration with Bank Negara Malaysia. Ms. Lim does not hold directorship in any other listed issuer or public companies.

Ms. Lim Siew Eng does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company.

Notes:

1. **Conviction of Offences**
   None of the directors have been convicted of any offences within the past five years other than possible traffic offences, if any.

2. **Directors' Shareholdings**
   The details of the directors' interests in securities of the Company are set out in the Statement of Shareholdings on page 104 of the Annual Report.

KEY SENIOR MANAGEMENT'S PROFILE

En. Sabri bin Abd Hamid

aged 60, male, a Malaysian is the President of Marketing (Gloves & PPE) for the Group. He holds a Bachelor of Economics and Statistics degree from the University of North Carolina in the United States. En. Sabri bin Abd Hamid joined Rubberex (M) Sdn Berhad, a wholly-owned subsidiary of the Company in 1994 as a Marketing Executive and is principally involved in the sales and operation of the Group's Gloves Division. Prior to joining Rubberex, En. Sabri bin Abd Hamid was the Assistant Manager of Franchise Foodstores in Charlotte, United States for three years.

En. Sabri bin Abd Hamid does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company, other than his shareholding interests disclosed in this report.

Ms. Stephanie Hew

aged 50, female, a Malaysian, is the Vice President (Corporate Affairs & Investor Relations) for the Group. She is a Finance graduate and holds a Bachelor of Management Studies (First Class Honours) degree from the University of Waikato in Hamilton, New Zealand. Ms. Stephanie Hew joined Rubberex (M) Sdn Berhad, a wholly-owned subsidiary of the Company in 1998 as an Internal Auditor, and has been involved in the areas of internal audit, corporate finance and various corporate exercises within the Group.

Ms Stephanie Hew does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company.

Ms. Koay Jin Kheng

aged 49, female, a Malaysian, was appointed as a director of Reszon Diagnostics International Sdn Bhd ("Reszon"), a wholly owned subsidiary of the Company on 01 August 2024. Reszon specializes in the manufacturing of in-vitro diagnostic (IVD) rapid test kits for infectious diseases and drugs of abuse screening, providing solutions for medical professionals and the clinical diagnostics market.

Ms. Koay Jin Kheng holds a Bachelor of Biotechnology with Management (Honours) degree from University Kebangsaan Malaysia. She has over eighteen years of experience in the life sciences industry. Prior to joining Reszon in 2021, she held a senior position at Merck Sdn Bhd for seven years, where she was involved in business development, product management, and strategic planning.

Ms. Koay Jin Kheng does not have any family relationship or conflict of interest with any other director or substantial shareholder of the Company.

Notes:

Save as disclosed above, none of the key senior management personnel have:

a) Any directorship in any other public companies and/or listed issuers;

b) Any conviction of offences (other than traffic offences) in the past 5 years; and

c) Any public sanction or penalty imposed by any relevant regulatory bodies during the financial year.

CHAIRMAN'S STATEMENT

Dear Valued Shareholders,

On behalf of the Board of Directors of Hextar Healthcare Berhad ("Hexcare" or the "Group"), I am once again, honoured and privileged to present to you our Annual Report and Audited Financial Statements for the Financial Year Ended 31 December 2025 ("FYE2025").

It has been more than six years since the onset of the COVID-19 pandemic, but its structural effects continue to reverberate across the global glove and medical device industries. Recovery has been slower and more uneven than anticipated, as rapid capacity expansion by other overseas manufacturers and heightened competition prolonged market imbalances amid subdued global demand.

Indeed, the Group faced significant headwinds in FYE2025, primarily from the intense price pressures, high energy and material costs as well as the sustained appreciation of the Malaysian Ringgit against major foreign exchange currencies that curtailed growth and squeezed operational margins. Challenges also prevailed geopolitically, with heightened trade, supply chain and inflationary risks trickled down to manufacturers, producers and ultimately, the consumers.

It was against this backdrop that Hexcare reported a slight improvement in Revenue of RM148.1 million, but contended with an eventual net loss of RM44.5 million for the financial year just ended, which included a provisional fair value loss of RM10.5 million from the Group's associated investment in lifestyle mall, Hextar World at Empire City. Despite these challenges, the Group's core businesses remained disciplined and focused, as we strengthened our operational foundation, pursued product innovation and reinforced our position as a leading player in the broader healthcare services industry. Aside from the Group's proven resilience and adaptability, I am also proud to acknowledge Hexcare's dedicated approach to Environmental, Social and Governance (ESG) issues via the adoption of profound ESG policies and staunch commitment to ethical practices, responsible sourcing, process transparency and employees' wellbeing, supporting stakeholder confidence and the long-term sustainability of the Group.

Looking ahead into 2026, Malaysia's economy is expected to remain resilient and outward-looking, supported by strong domestic demand, continued investment activity and expanding productive capacity across key sectors. The International Monetary Fund has raised Malaysia's growth projection to around 4.3 percent for 2026, reflecting confidence in the country's fundamentals and policy framework. (*Source: https://www.scoop.my/news/280129/imf-lifts-malaysias-gdp-forecast-to-4-3-for-2026-27/?utm*). The President of the Malaysian Rubber Glove Manufacturers Association (MARGMA) has also highlighted that, with global demand gradually absorbing existing industry capacity, 2026 is anticipated to mark the beginning of a sustainable recovery and a renewed growth trajectory for the Malaysian rubber glove sector. This outlook underscores the resilience and strategic significance of the industry within the broader Malaysian economy. (*Source: https://www.malaysiakini.com/brandedcontent/763065*).

Meanwhile, Malaysia's medical device industry remains a strategic growth driver, benefiting from strengthened regulatory frameworks, initiatives fostering innovation, and collaboration across the medical technology (MedTech) value chain. Flagship platforms such as International Medical Device Exhibition and Conference (IMDEC 2026) showcase Malaysia's capabilities and reinforce its position as a leading regional MedTech hub. (*Source: https://www.thestar.com.my/news/nation/2025/10/16/medical-device-industry-expected-to-grow-further?utm*). In this regard, Hexcare is well-positioned to contribute to and benefit from the continued growth of this significant sector, particularly through its established in-vitro diagnostic rapid test kits division.

On behalf of the Board of Directors and Management of Hexcare, I would like to reaffirm our steadfast commitment to you, our valued stakeholders. Despite the challenges and uncertainties faced over the past year, we remain resolute in our dedication and determination to navigate these adversities with resilience and strategic foresight. We are focused on leveraging our strengths, driving sustainable growth, and enhancing operational excellence, with the goal of emerging as a stronger, more agile Hexcare in the new financial year. Our unwavering commitment extends to creating long-term value for all stakeholders while upholding the highest standards of corporate governance, innovation, and social responsibility.

Acknowledgements

On behalf of the Board, I wish to extend my profound appreciation to the Management team and staff of Hexcare for their exemplary dedication, professionalism, and unwavering commitment throughout FYE2025. Their concerted efforts, resilience, and expertise have been pivotal in navigating a complex and dynamic business environment, ensuring operational continuity, strategic execution, and the sustainable advancement of the Group. The steadfast contributions of our people continue to form the bedrock of Hexcare's achievements and long-term success.

We also convey our sincere gratitude to our business partners, financiers, professional advisors, and relevant government authorities for their guidance, collaboration, and support. Their confidence and engagement have been instrumental in enabling Hexcare to address challenges, capitalize on opportunities, and reinforce its strategic positioning across all business segments. To our esteemed shareholders, I extend my deepest thanks for your continued trust, support, and confidence. Your commitment provides the foundation for Hexcare to pursue long-term value creation, enhance operational resilience, and uphold the highest standards of corporate governance and sustainability. Looking ahead, the Board remains resolute in its commitment to driving growth, strengthening competitiveness, and fostering a sustainable and responsible future for Hexcare.

LIEW JEE MIN @ CHONG JEE MIN
Chairman

MANAGEMENT DISCUSSION AND ANALYSIS

INTRODUCTION

Hextar Healthcare Berhad ("Hexcare") is a public listed company on Bursa Malaysia Securities Berhad (Stock code: HEXCARE/7803). Its headquarters and glove manufacturing facilities are located in Bercham Industrial Area, Ipoh, Perak on a total land size of approximately 24 acres. The subsidiary companies under Hexcare (collectively referred to as "the Group") are mainly involved in the production and sales of household or general-purpose gloves, industrial gloves and nitrile disposable gloves for the export market. With the European continent being its largest customer base, Hexcare established a wholly-owned overseas marketing office/warehouse totaling 35,000 sq. ft. in the port city of Valencia, Spain, Rubberex Spain S.L., to cater for the distribution of the Group's products around Spain, other European Union (EU) nations and South America.

Hexcare also owns and operates a medical device plant, Reszon Diagnostics International Sdn Bhd ("Reszon"), that is principally involved in the manufacturing of innovative in-vitro diagnostics (IVD) rapid test kits and enzyme-linked immunosorbent assay (ELISA) test kits specializing in the detection and diagnoses of infectious diseases and drug-of-abuse screening for medical professionals and the clinical diagnostic markets. Reszon's production and laboratory facilities are located in Subang Jaya, Selangor.

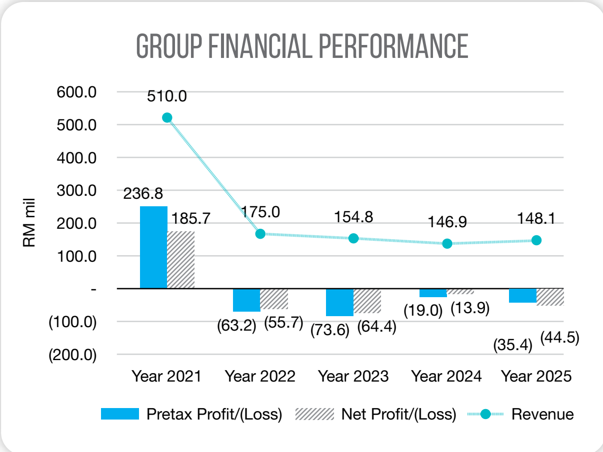
Apart from gloves and medical devices, Hexcare also holds a 20% equity stake in a shopping mall known as Hextar World at Empire City, developed as part of a larger project of Empire City in Klang Valley, Selangor. The mall has a net lettable area (NLA) of approximately 1.8 million sq. ft. and commenced operations in late November 2025.

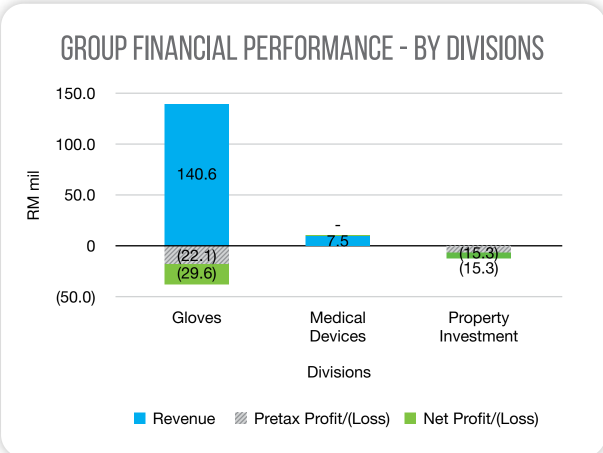
THE YEAR UNDER REVIEW

Financial year 2025 ("FYE2025") was essentially another challenging year for Hexcare, both financially and operationally as the Group contended with pricing pressures, soft market demand and unfavourable average selling prices ("ASP") that persisted unendingly throughout the year.

While the global healthcare sector and glove industry in general are showing signs of imminent recovery, the pace in which market demand supposedly catches up with supply had been measuredly slow and gradual. As a result, the Group remained in the red in FYE2025 with a Loss after Tax of RM44.5 million, which had widened from a previous loss position of RM13.9 million in financial year 2024 ("FYE2024"). Revenue improved slightly by 0.8%, from RM146.9 million previously to settle at RM148.1 million, primarily driven by a more favourable sales mix albeit the apparent strengthening and rapid appreciation of the Ringgit relative to the U.S. Dollar in FYE2025.

The Group's activities are mainly centered on three key operating divisions, namely Gloves, Medical Devices and Property Investment. The combined results of the Group's key operating divisions yielded an overall net loss of RM44.5 million for FYE2025, or a loss per share (LPS) of 4.04 sen, a deterioration from 1.33 sen in the previous financial year.





KEY OPERATING DIVISIONS

(i) Household and Industrial gloves

The performance of Hexcare's traditional stronghold Household and Industrial glove division improved in FYE2025 as it contributed RM90.2 million or 60.9% in terms of revenue to the Group, an increase from RM89.1 million or 60.7% from the previous year, owing to a more favourable product sales mix, despite the stronger Ringgit exchange in the current year.

While a total of 44.1 million pairs of household and industrial gloves were produced, against 41.0 million pairs sold during the year, this division was not without its usual operational risks such as fluctuations in raw material and energy prices, manpower as well as foreign currency exchange. During the year, Hexcare contended with rising labour costs, following the Minimum Wage policy implemented by the Malaysian government, however, the impact was mitigated by the lower cost of natural latex as well as synthetic latex, key components in the manufacture of gloves, which decreased by 8.7% and 11.4% respectively, relative to FYE2024. The Group systematically manages its production and market risks through dynamic cost controls, price adjustments and product sales mix optimisation.

The reusable nature and unique properties of household and industrial gloves predictably accord them greater stability and consistency in terms of pricing and less vulnerability to competition risks. Gross profit margins remained range-bound at blended rates of between 11.0% to 15.6% in both financial periods, underscoring the dependability and importance of this division to the Group.

(ii) Nitrile Disposable Gloves

The financial shortcomings of FYE2025 were predominantly driven by the continued effects of muted ASPs and soft market demand for disposable gloves, compounded by low capacity utilization, high production costs and margin compressions.

The Group continued to grapple with the after-effects of intense competition and supply-demand imbalances that has plagued the nitrile disposable gloves market post-pandemic. Production output decreased significantly, accredited to the exceptionally soft demand in the current year. The markedly reduced output was also a deliberate measure to moderate costs as well as to intentionally focus the Group's resources on specialized high-margin nitrile disposable gloves for the niche market which invariably resulted in lower production volumes in FYE2025.

For the financial year just ended, this division generated RM47.1 million in revenue, or a contribution of 31.8% to the Group, which was an improvement from RM42.8 million or 29.1% to the Group in the previous year. A total of 466.4 million pieces of gloves were sold compared to 410.0 million pieces in the previous year, an improvement by 13.8%, complemented by a more favourable ASP of USD24.00/1,000 pieces in the current year, compared to USD23.00/1,000 pieces previously.

Nevertheless, having to contend with the prevailing challenging market conditions, the Group conceded to a write-down in the value of certain unsold nitrile disposable glove stocks to net realizable values (NRV), by an amount of RM3.0 million. While the Group acknowledges the recession-proof nature of gloves coupled with greater healthcare and safety awareness within the medical community and the global population, competition remains keen and the pressure on ASP recovery is expected to persist in the short to medium term.

(iii) Trading of gloves

The Group's trading activities were mainly carried out by its sole overseas marketing arm, Rubberex Spain S.L. ("RSSL"), which was initially set up in 2005 to forge and support strategic retail business relationships in Spain. RSSL operates and maintains a 35,000 sq. ft. sized warehouse in Valencia and has a staff count of seven who manages the procurement of gloves from related companies in Malaysia, as well as from other regions in Asia, for eventual sales and distribution to customers in Spain, Europe and South America.

MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)

KEY OPERATING DIVISIONS (CONT'D)

(iii) Trading of gloves (cont'd)

In FYE2025, trading activities accounted for RM55.9 million or 37.8% of Group revenue, a slight increase from RM55.2 million or 37.5% of the previous financial year, driven by the Group's intentional efforts to capitalize on cost advantages by outsourcing for gloves from third party suppliers.

RSSL's business direction has primarily been focused on growth, capitalizing on its strong networks, alliances and recognized presence in Spain to establish inroads with customers around the EU regions and other Spanish-speaking nations. Taking advantage of the common language spoken by the vast majority of the population in South and Central Americas, RSSL's sales to these regions amounted to RM13.3 million or 26.2% of its revenue in FYE2025, an improvement from 24.1% in the previous year.

(iv) Medical Devices and Rapid Test Kits ("RTK")

Hexcare's wholly-owned medical device manufacturer, Reszon, contributed RM7.5 million in revenue to the Group in FYE2025, through the sales of various RTKs for the detection of COVID-19 (under the established brand name, "Salixium"), human immunodeficiency virus (HIV) and other infectious diseases such as lymphatic filariasis, typhoid, dengue as well as drug-of-abuse screenings. Reszon's products were mainly distributed within Malaysia, with exports to the United States of America, Indonesia, Australia and other parts of Asia accounting for 13.3% of its revenue.

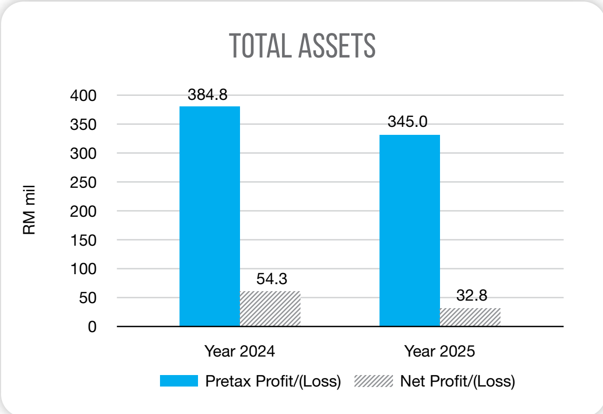
For FYE2025, this division was self-sustaining, with minimal borrowings and broke even in terms of earnings and profitability. Moving forward, the Management asserts that prospects and growth for this division remain promising, supported by its renewed concentrated focus on product portfolio diversification and new markets that will extend Reszon's customer base, both locally and internationally.

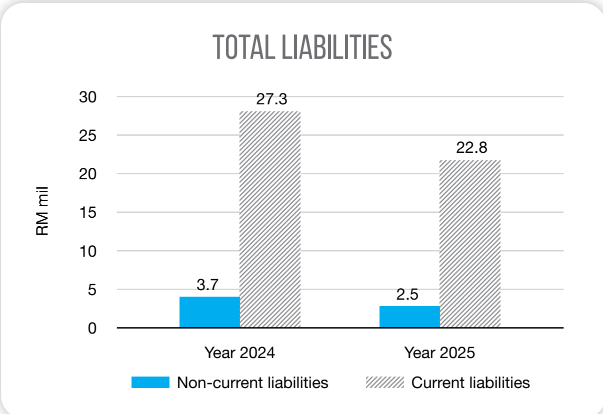
(v) Property Investment

Hexcare's inaugural venture into property investment was initiated in year 2022 via a 20% equity interest in an associated company involved in the construction and development of Hextar World at Empire City Klang Valley, Selangor. In FYE2025, the Group's share of losses in this undertaking amounted to RM2.7 million as essential operational costs were incurred for the launch and opening of the mall in November 2025. As with an investment the size and scale of Hextar World, the management does not expect any profit contribution to the Group in the short to medium term and have hence, prudently made a provisional loss allowance of RM10.5 million in the current year.

STRATEGIC CAPITAL ALLOCATION KEY TO MAXIMISING RETURNS

Assets and Liabilities





STRATEGIC CAPITAL ALLOCATION KEY TO MAXIMISING RETURNS (CONT'D)

Assets and Liabilities (cont'd)

The consolidated assets of the Group as of the end of FYE2025 stood at RM477.8 million, of which 72.3% or RM345.0 million were deemed non-current, compared to 71.4% or RM384.8 million out of RM539.1 million as of the previous year. The decrease in total assets by RM61.3 million was mainly contributed by lower values of the Group's inventories by RM19.5 million, property, plant and equipment and prepaid lease by RM18.6 million, investment in the Group's associated company by RM13.3 million, other assets by RM12.4 million and reduction in net deferred tax assets by RM7.0 million, set off against higher cash and bank balances by RM13.6 million year-on-year.

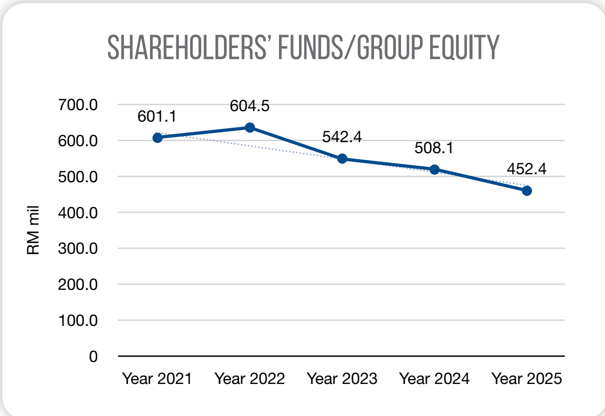
Property, plant and equipment as well as prepaid lease decreased by RM18.6 million as the Group accounted for depreciation cost of RM13.2 million, as well as the disposal of land by RM11.9 million, set off against net additions valued at RM6.5 million during the year. The decrease in other assets was attributed to the fair value adjustment of escrow shares held by the Group by RM11.3 million. Evidently, a deferred tax adjustment of RM7.0 million was also put through as the Group prudently considered the prospects and recoverability of its nitrile disposable glove division.

More positively, total cash and bank balances had appreciated by RM13.6 million to close at RM22.8 million by end-FYE2025, from RM9.2 million held previously, aided mainly by tax refunds of RM11.9 million and proceeds from the land disposal of RM11.9 million. Major cash outflows during the year included the advances to an associate of RM7.1 million, payment of income taxes by RM2.8 million, acquisition of property, plant and equipment of RM6.5 million and repayment of lease liabilities and borrowings of RM2.2 million in FYE2025.

On the other hand, the Group's total liabilities of RM25.3 million as of the close of FYE2025 represented a RM5.7 million or 12.2% decrease from previous year of RM31.0 million. Included in these balances were trade and other payables, advances received as well as borrowings and deferred tax liabilities. The reduction in total liabilities was driven by lower trade and other payables by RM3.2 million and the reduction in lease liabilities and borrowings of RM0.7 million during the year.

The Group's average trade receivable and payment collection periods in FYE2025 were 51 days and 61 days respectively which were consistent with previous year. The Group has also preserved sufficient and adequate liquidity to meet short-term debt obligations as evident from its latest current ratio of 5.8 times, a slight improvement from 5.6 times from the previous year. Debt remains negligible, with zero borrowings save for hire purchase payables, and the Group was supported by a relatively similar low debt-to-equity ratio of 6.0% for FYE2025.

Over the years, the Group has maintained very prudent and cautious approaches to debt and capital management in order to sustain shareholders' value. Group Equity as of the close FYE2025 was RM452.4 million, a reduction by RM55.6 million from a year ago, directly attributable to the financial loss of RM44.5 million recognized as well as the adjustment for fair values on escrow shares taken up to Equity of RM11.3 million in FYE2025.



Anticipated and/or Known Risks

(i) Still a Challenging Market

The glove industry in Malaysia has not had a meaningful respite from persistently low ASPs and sluggish demand, driven by supply trade imbalances and aggressive price competitions from other glove powerhouses on the global front. The disposable gloves market segment remains challenging and while excess glove supply has yet abated, the current competitive ASPs and margin squeezes have made it most trying for Malaysian glove manufacturers to outdo, largely due to higher materials, energy and labour costs in the local context.

Anticipated and/or Known Risks (cont'd)

(i) Still a Challenging Market (cont'd)

It was thus in this ever-progressive market space that Hexcare consciously moderated and down-sized its nitrile disposable glove division significantly, driving its production levels from 147.9 million pieces to a mere 34.4 million pieces during the year, amplified by the heightened operational costs associated with low plant capacity utilization rates. The Group then strategically directed its resources towards its other supplementary long-established business division i.e. the household and industrial gloves segment, which to this day, remains relatively stable and profitable. Having been in this business for more than thirty years, Hexcare is uniquely well-positioned in that it possesses an established distribution network and customer base that are supported by strong internal sales and marketing teams with extensive in-depth knowledge of the industry, allowing the Group to thrive and capture new opportunities as and when the market evolves.

As for the Group's medical devices division, reliance on a single product i.e. RTKs for the detection of a specific disease such as COVID-19, would be perilous since rapid advancements in the healthcare industry, coupled with the relative ease of assembling such devices have caused ASPs to tumble amidst a market saturated with similar producers or traders of COVID-19 test kits. At Hexcare, reliance is not placed on any single product or customer, and the Group has in its arsenal the capability, technical expertise and experience to produce and market a wide selective range of medical devices for the detection of other infectious diseases and drug-of-abuse screenings. Hexcare's array of medical devices are also registered and licensed with the Medical Device Authority, an agency within the Ministry of Health, Malaysia, accentuating the Group's responsibility and long-term commitment to the business.

(ii) Unpredictability of Raw Material Prices

The cost of material inputs, particularly key components such as latex and chemicals in the production of gloves, are acutely vulnerable to price fluctuations and subject to volatility in the face of external trade policies, inflation and supply chain risks. Prices of synthetic latex, specifically nitrile butadiene rubber (NBR), a by-product of the petrochemical industry, and applied in the production of industrial gloves, soared by 11.4% during the year, as supply disruptions and war risks inflicted turmoil on energy and logistical costs. Likewise, natural or raw latex costs, an actively traded agricultural commodity and applied in the production of household gloves, also increased by 8.7%, underscoring volatile market and sensitivity risks tracked to fragile economic recoveries of most latex producing countries of Asia.

Risks of major fluctuations and uncertainties in the pricing of raw materials affect production planning, costing and eventual product pricing. In order to mitigate the impact of these risks, the Group continues to closely monitor the costs of raw materials, hedges its orders and applies price-adjustment mechanisms to counter price fluctuation risks where necessary, while remaining competitive in the market.

(iii) Human Resource Management

Risks in Human Resource ("HR") Management pertain to rising employment costs, supply and quality of labour, turnover and retention of staff and compliance to labour laws and regulations. The recruitment of foreign workers is also incessantly fraught with myriad challenges in terms of regulatory audits and social compliances. Malaysia's current Minimum Wage Policy and mandatory Employee Provident Fund (EPF) contributions for foreign workers, which came into effect in 2025 also inevitably impacted on the Group's product costs and pricing.

As in most manufacturing businesses, the supply of labour, particularly skilled labour has to be addressed adequately in order for factories to operate productively and efficiently. At Hexcare, workers' skill needs are frequently addressed via on-the-job skills training, re-skilling as well as up-skilling so as to safeguard continuity, stability and productivity at the plants. Risks in HR management are also present in an aging workforce where 16.2% of the Group's human capital are aged 50 and above, foretelling potential skill gaps and disparities when experienced employees retire. At Hexcare, this exposure is dynamically managed through active knowledge transfers and mentorship programs designed to strengthen the workforce and future-proof the organization.

Anticipated and/or Known Risks (cont'd)

(iii) Human Resource Management (cont'd)

There are equal weighted risks and opportunities in the application of tools and technologies for factory processes through automation and digitalization. Changes in manpower requirement, workflow progressions and job responsibilities impact on the recruitment and retention of human resources when new or advanced technologies are implemented. Where feasible, the Group does adopt automation on certain processes at its plants in order to heighten efficiency, improve outcomes, lessen repetitive manual tasks and eliminate human-induced errors, however, the implantation of technology and automation is squarely balanced with employee welfare, job security and long-term economic practicality for the Group.

(iv) Foreign Currency Exchange Risks

Given that the Group is predominantly export-oriented, proceeds from trade receivables are mostly denominated in foreign currencies, specifically the United States Dollar (USD) and Euro (EUR), and to a lesser extent, the Sterling Pound (GBP), Chinese Yuan (CNY) and Swiss Francs (CHF) as well. As such, the Group is exposed to foreign exchange rate fluctuation risks, which could impact on the Group's revenue and earnings, depending on the strength or weakness of the Ringgit against these currencies. In FYE2025, the Ringgit gained notably by 6.4% relative to the USD, to exchange at an average rate of RM4.28 compared to RM4.57 previously.

To mitigate the risks associated with these foreign currency exchange fluctuations, the Group hedges a portion of its trade receivables as well as payables, so as to safeguard against potential adverse effects to the Group's earnings. In addition to hedging, the Group also manages foreign currency exchange risks by maintaining a mixed currency portfolio in order to minimize currency concentration risks and utilizing other financial instruments such as currency swaps, if necessary. In any case, the Group does not engage in baseless speculative stakes with regards to foreign currency exchanges in any of its business transactions.

(v) Business Diversification Risks

Aside from its principal glove and healthcare businesses, one of Hexcare's notable diversification risks was evident in Property Investments, where the Group has a 20% equity interest in Hextar World, its namesake shopping and lifestyle mall situated in Empire City, in Petaling Jaya, Selangor. To-date, Hexcare has invested a sum of RM180.0 million into this venture, from the start of its construction since 2022 up till the launch of the mall in November 2025. An investment of this size and significance, valued at approximately 38.4% of the Group's total assets in FYE2025, is inherently fraught with massive financial and operational uncertainties, more so as the Group had no prior management experience in this diversified business. Besides the typical commercial, economic and regulatory risks associated with such an undertaking, the Group takes proactive risk management approaches with regards to future-proofing the business, such as conducting regular briefings and reviews on financial performances or matters related to this investment, on a very regular basis.

At Hexcare, intensive due diligence and comprehensive risk assessments are usually carried out prior to any major investment decisions and any new business proposals are deliberated and collectively approved by the Board of Directors before they are executed and/or implemented. Where necessary, the Group also engages the services of professional advisors and independent consultants to guide and recommend best practices in order to protect the interests and investments of the Group.

(vi) Compliances to Environmental, Social and Governance ("ESG") Requirements

Hexcare's ESG framework essentially outlines a series of policies, guidelines and standards that the Group adheres to in its daily business operations, some of which are also regulatory mandated by authorities. Examples in this regard include compliances to laws and regulations pertaining to the treatment of environmental wastes, workers' health and safety and corporate governance. The consequences and risks of non-compliances are usually hefty and failures to address these issues could lead to lawsuits, fines and loss of company reputation. In any case, during the year, there were no instances of non-compliance to relevant laws and regulations that resulted in any fines, reprimands or penalties imposed by any regulatory authorities, both in Malaysia and overseas.

Anticipated and/or Known Risks (cont'd)

(vi) Compliances to Environmental, Social and Governance ("ESG") Requirements (cont'd)

Besides the crucial mandatory and ESG compliances, the Group also attends to other unregulated ESG considerations such as matters relating to recycling, supplier assessments, customer satisfaction, workplace diversity, training and development as well as community support. In addition to risks, opportunities also abound where effective, transparent monitoring and reporting of these activities ultimately reflect on sound management, lending the Group greater credibility and standing with financiers and other stakeholders, thus securing the sustainability and repute of Hexcare.

(vii) Geopolitical Risks and Trade Uncertainties

Existential risks prevail in the on-going conflicts such as the Russia-Ukraine war that continue to impact global economic outlook, financial markets, trade stability, supply chains and energy prices. Further trade disruptions were also compounded throughout FYE2025 when the United States government announced reciprocal tariffs and subsequent revised tariffs on imported goods from Malaysia. Economic and trade uncertainties created by the imposition of such taxes have far-reaching consequences, more so if the events escalate into a trade war, raising investment risks and inflationary pressures on prices of goods.

While Hexcare acknowledges that North America is one of its export destination and key market segment, at this juncture, the Management does not expect the tariffs to have any material adverse impact to the Group's operations as existing supply commitments and pricing mechanisms are dynamically reviewed and adjusted from time to time. The Management will continue to monitor these trade policies so that appropriate timely measures may be taken to address such risks as they presently evolve and develop.

PROSPECTS AND OUTLOOK

As nations and global markets transition out of the pandemic, the economic outlook for the healthcare sector, and the glove industry in general, have shown promising signs of stabilization and recovery. Sustained by resilient global healthcare demand, heightened safety and hygiene awareness and inventory restocking, the added tailwind of higher US tariffs imposed on Chinese glove manufacturers could just be the growth catalyst for Malaysia to regain its market share and cement its position as a key rubber glove producing nation. On the other hand, the current geopolitical tensions in the Middle East have also caused severe disruptions to critical raw material inputs and added cost pressures to the entire glove supply chain dynamics.

Hexcare is cautiously navigating the course of recovery by focusing on maintaining efficiencies, exploring new market segments and scaling up automation while also actively taking proactive steps to neutralize carbon footprints in the quest to ensure business sustainability. MARGMA and market industry players are also supportive of an optimistic view on the growth in demand for rubber gloves and have pledged commitment to sustainable progress towards compliance with the European Union Deforestation Regulation (EUDR) and Corporate Sustainability Due Diligence Directive (CSDDD) of European Union countries in order to secure the glove industry's future *(Source: https://www.mida.gov.my/mida-news/margma-confident-global-demand-for-rubber-gloves-will-rebound/)*.

Meanwhile, at Reszon, Hexcare's medical device division, growth and innovation would primarily be driven by renewed demand for diagnostics tools alongside existing health protocols and improved healthcare access. According to the Malaysian Investment Development Authority (MIDA), Malaysia is the largest market for medical devices in the ASEAN region with an estimated total market size of USD1.8 billion and over 90% of medical devices manufactured in Malaysia are exported to top 10 export destinations globally *(Source: https://www.mida.gov.my/publications/malaysias-medical-devices-industry-immense-growth-potential/)*. Support by the government with prioritization of the medical device sector in the Twelve Malaysia Plan and the New Industrial Master Plan (NIMP) 2030 are also crucial in advancing Malaysia to the forefront of medical technology innovation.

PROSPECTS AND OUTLOOK (CONT'D)

In the realm of property investments in Malaysia, the prospects in the local context are progressive and would primarily be driven by the country's robust economic growth of between 4.0% to 4.5% in 2026, supported by strong domestic demand and foreign investments despite trade disruptions from the impact of US tariffs *(Source: https://www.reuters.com/world/asia-pacific/malaysias-economy-grew-57-year-q4-2025-official-advance-estimate-shows-2026-01-16/)*. With the recovery and growth momentum in Malaysia's tourism sector, rise in the middle-class population and Malaysia's ambition for a developed nation status by 2028-2029, Hexcare's investment in Hextar World at Empire City Mall is viewed positively. Besides being income and earnings accretive to the Group, this foremost venture could also serve as a viable platform for Hexcare's future acquisitions and inroads into property investments.

DIVIDEND POLICY

Hexcare does not have a dividend policy in place. It has also not declared or paid any dividends in the last six financial years, being focused on charting a long-term expansionary growth path for the future. With positive cash reserves, minimal borrowings, an able Management team and proven business track records, the Group is well geared to undertake strategic investments, notwithstanding organic expansions, that could potentially generate higher returns and value to shareholders in the long run.

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-22, 2-27, 419-1

INTRODUCTION

The Board of Directors of Hextar Healthcare Berhad ("Hexcare" or the "Group") and its subsidiary companies is pleased to present its overview of the Group's Sustainability Performance for the period 1 January 2025 to 31 December 2025 ("FYE2025").

SCOPE AND BOUNDARY

This Sustainability Statement covers all of Hexcare's manufacturing subsidiaries in Malaysia over which we have full operational control, with the exception of Rubberex Spain SL as it is the Group's only overseas marketing arm, and whose operations do not impact materially on the Group's overall sustainability performance coverage.

REPORTING FRAMEWORKS

This Statement has been developed in accordance to Bursa Malaysia's Listing Requirements, with reference to Bursa Malaysia's Sustainability Reporting Guide (3rd Edition), FTSE4Good Bursa Malaysia Index, Sustainable Development Goals ("SDGs") and the Global Reporting Initiative ("GRI") Standards. Sustainability practices and continuous improvements are progressively on-going and constantly reviewed as we strive to balance business with the interests of our stakeholders and the community at large.

ASSURANCE

To enhance the credibility of this Statement, we engaged UHY Malaysia PLT ("UHY") to provide limited assurance on selected material sustainability indicators. This was done in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements other than Audits and Reviews of Historical Financial Information*" ("ISAE 3000 (Revised)"), and in respect of the greenhouse gas emissions information included within this report, in accordance with International Standard on Assurance Engagements 3410, "*Assurance Engagements on Greenhouse Gas Statements*" ("ISAE 3410"). This pivotal appointment of an independent assurer is crucial and underscores Hexcare's commitment to transparency and accountability in our sustainability efforts.

For more details on the Assurance Statement, please refer to pages 84 to pages 88 of this report.

OUR SUSTAINABILITY JOURNEY

At Hexcare, we continue to be guided by the three key sustainability mainstays highlighted in our previous reports: – Economic, Environmental and Social. In response to growing worldwide interests on Environmental, Social and Governance ("ESG") issues impacting the ways businesses are run, we incorporated the "Governance" aspect into our Economic pillar since FYE2022, acknowledging that governance management should be measured alongside business performance rather than independently assessed as a singular distinct pillar. Guided by the internationally recognized United Nations Sustainability Development Goals ("UNSDG") and aspirations, we seek to adopt strategic approaches to support and empower communities, encourage social inclusivity and improve the long-term health of the natural environment we live in. At Hexcare, we also addressed climate change and reinforced our efforts towards decarbonization. In line with Malaysia's goal towards Net Zero Carbon Emission by year 2050, Hexcare has also committed to achieving a carbon neutral position by 2030 and a Net Zero Carbon Emissions target by 2050.

Along our Sustainability journey, we are heartened and pleased to have been included as a constituent company in the FTSE4Good Bursa Malaysia ("F4GBM") Index and the FTSE4Good Bursa Malaysia Shariah ("F4GBMS") Index consistently since December 2022 up till June 2025. The F4GBM Index measures the performance of public-listed companies of the FTSE Bursa Malaysia EMAS Index, against internationally recognized benchmarks for demonstrating sound ESG practices while the F4GBMS tracks the constituents in the F4GBM that are Shariah-compliant, in accordance with the Shariah Advisory Council screening methodology. We are motivated and committed to upholding the Group's strong ESG principles in our quest to achieve greater transparency, economic returns and other intangible benefits that would eventually add to long-term shareholder values.

Hexcare is also proud and honoured to be affiliated with the United Nations Global Compact Network Malaysia and Brunei ("UNGCMYB"), the official local chapter of a special initiative of the United Nations Secretary-General, the United Nations Global Compact ("UNGC"), which is the largest corporate sustainability initiative in the world. As a corporate member, Hexcare is supported and guided by UNGC's call to align strategies and operations with universal principles on human rights, labour, environment, climate change and anti-corruption, and actions that advance societal goals.

There are 17 overall goals and 169 specific targets in the UNSDG. Businesses and governments are encouraged to collaborate in order to implement measures to support and meet the framework's ambitious goals by 2030. We have identified 9 out of 17 SDGs that are relevant to Hexcare's business strategies and initiatives, and they are:

UNSDG 3: Good health and well-being
UNSDG 5: Gender Equality
UNSDG 6: Clean Water and Sanitization
UNSDG 7: Affordable and Clean Energy
UNSDG 8: Decent Work and Economic Growth
UNSDG 10: Reduced Inequalities
UNSDG 12: Responsible Consumption and Production
UNSDG 13: Climate Action
UNSDG 16: Peace, Justice and Strong Institutions

RESTATEMENTS

Hexcare restated its target to achieve 40.0% female representation in the global workforce, extending the timeline from 2025 to 2030. This revision is made in consideration of the nature of the manufacturing industry, where achieving the original target has been challenging. Nevertheless, the extension reflects the Group's continued commitment to improving disclosure and promoting a more balanced and equitable workforce composition.

In addition, the Group has revised its target to reduce and maintain the work-related injury rate at 0.8, extending the timeline from 2025 to 2030. This adjustment reflects improved employee awareness and strengthened reporting practices, which have resulted in higher reported incidents and demonstrate greater transparency as well as a more proactive safety culture across operations. Notwithstanding the increase in reported cases, total man-hours lost declined significantly compared to FYE2024, indicating an overall improvement in the severity of incidents and enhanced workplace safety performance.

FEEDBACK

We extend an invitation to our stakeholders to share their feedback regarding this Statement and the topics it addresses through our company email, info_hexcare@hextar.com.

OUR SUSTAINABILITY GOALS VS. FYE2025 PERFORMANCE AT A GLANCE

ECONOMIC

Zero tolerance to bribery or corruption	• **Achieved zero** bribery or corruption cases in FYE2025
Maintain all manufacturing factories certified with ISO 9001 Quality Management System	• We are certified with ISO 9001:2015
Maintain all manufacturing factories certified with ISO 13485 Quality Management System (Medical Devices)	• We are certified with ISO 13485:2016

ENVIRONMENTAL

Achieve Net Zero Carbon Emission by 2050	• Ongoing
All manufacturing factories to be ISO 14001 Environmental Management System certified by 2030	• We are certified with ISO 14001:2015
Targets to achieve a reduction of 10.0% in global water withdrawal in 2030 with FYE2022 as a baseline	• Ongoing

OUR SUSTAINABILITY GOALS VS. FYE2025 PERFORMANCE AT A GLANCE (CONT'D)

ECONOMIC (CONT'D)

Reduction of water withdrawal for Year	m^3 (in %)
2022	Baseline year
2023	0.2
2024	0.2
2025	0.2

Target to achieve a reduction of 15.0% for our absolute GHG emissions for Scope 1 and Scope 2 in 2025 with FY2022 as a baseline	• Achieved in FYE2025 • Achieved a reduction of 24.1% for our absolute GHG emissions for Scope 1 and Scope 2 as of 31 December 2025

Reduction of CO_2e for Year	GHG Emission (Scope 1&2) (in %)
2022	Baseline year
2023	8.0*
2024	9.3
2025	6.8

*Restated

Target to achieve a reduction of 50.0% for our absolute GHG emissions for Scope 2 in 2030 with FY2022 as a baseline	• Ongoing

Reduction of CO_2e for Year	GHG Emission (Scope 2) (in %)
2022	Baseline year
2023	7.5*
2024	8.8
2025	6.3

*Restated

OUR SUSTAINABILITY GOALS VS. FYE2025 PERFORMANCE AT A GLANCE (CONT'D)

SOCIAL

Achieve 40.0% female global workforce by year 2030	• Ongoing • 37.0% global workforce is female as of 31 December 2025

Description / Years	FYE2025	FYE2024	FYE2023
Female global workforce	37.0%	34.2%	35.2%*

*Restated

Achieve 45.0% female leadership in managerial positions (Manager and above) by year 2030	• Achieved 51.6% female leadership in managerial positions as of 31 December 2025

Description / Years	FYE2025	FYE2024	FYE2023
Female Managerial level	51.6%	54.5%	50.0%*

*Restated

Achieve 80.0% local employment in the overall workforce by year 2030	• Ongoing • 69.3% local employment in the overall workforce as of 31 December 2025

Description / Years	FYE2025	FYE2024	FYE2023
Local employment	69.3%	74.1%	73.3%*

*Restated

Zero tolerance to discrimination, harassment, violence, forced labour and child labour in the workplace	• **Achieved zero** incidence of discrimination or any violence in FYE2025
All manufacturing factories to be ISO 45001 Occupational Health & Safety Management System certified by 2030	• We are certified with ISO 45001:2018
Reduce and maintain the work-related injuries rate to 0.8 by 2030	• Ongoing

Description / Years	FYE2025	FYE2024	FYE2023
Work related injuries	12	7	15
Lost time incident rate	2.82	1.17	2.04*
Total Man-Hours Lost	3,024	4,872	8,688

*Restated

OUR SUSTAINABILITY GOALS VS. FYE2025 PERFORMANCE AT A GLANCE (CONT'D)

SOCIAL (CONT'D)

Zero incidence of fatalities	• **Achieved zero** incidence of fatalities in FYE2025

Description / Years	FYE2025	FYE2024	FYE2023
Work related fatalities	Nil	Nil	Nil

STAKEHOLDER ENGAGEMENT

GRI 2-16, 2-29

For any sustainability effort to be realised, stakeholder engagement is crucial to effectively assess the impacts that business decisions have on the three sustainability core values highlighted above. At Hexcare, stakeholder engagement begins with identifying the relevant stakeholders, both internal and external to the Group, documenting their roles, prioritizing their impacts and developing the right communication tools to achieve our goals and ensure continuous value creation. These include assessing financial impacts, market trends, anticipating challenges and fine-tuning our sustainability strategies to align with the broader interests of the economy, society and the environment. The following table summarises our key stakeholders, engagement platforms and main areas of concern, for our FYE2025 assessment:

Key Stakeholders	Why They Matter	Engagement Platforms	Key Areas of Concern	Our Response
Employees	Our employees are the driving force behind our manufacturing excellence. Their skills, safety, and well-being are essential to maintaining efficient operations and high product quality. We invest in training, fair treatment, and a safe, inclusive work environment for our employees	• Memorandums • Meetings with management • Performance appraisal reviews • Employee engagement activities • Workshops and training programs	• Health and safety • Welfare and benefits • Training and career development opportunities • Human rights and fair labour practices	• Uphold ethical labor standards • Maintain a safe and healthy work environment • Offer continuous learning and development • Provide competitive benefits and welfare programs
Customers	Our customers are at the heart of our business, driving demand for our products. We prioritize their satisfaction by maintaining product consistency, ensuring timely delivery, and providing responsive service	• Meetings and site visits • Customer audits • International tradeshows • Customer satisfaction surveys • Phone calls and email communications	• Supply chain management • Product quality and safety • Customer satisfaction • Competitive pricing and on-time delivery	• Adhere to strict international quality standards • Deliver high-quality products that meet expectations

STAKEHOLDER ENGAGEMENT (CONT'D)

Key Stakeholders	Why They Matter	Engagement Platforms	Key Areas of Concern	Our Response
Shareholders/ Investors	Our shareholders and investors provide the capital and confidence that support our business growth. We are committed to responsible governance, financial transparency, and delivering long-term value and stability	• Financial performance • Business and segmental updates • Capital market integrity • Ethics and integrity • Compliance with regulations • Sustainable achievements • Business growth plans • Corporate website • Annual general meetings • Annual and quarterly reports • Announcements on Bursa Securities • Press releases • Conferences and analyst briefings	• Financial performance • Business and segmental updates • Capital market integrity • Ethics and integrity • Compliance with regulations • Sustainable achievements • Business growth plans	• Timely update financial performance and announcements • Uphold good governance practices • Outline, monitor and disclose sustainability targets and achievements
Government/ Regulators	Regulatory agencies ensure we operate within safe, legal, and ethical boundaries. We actively comply with local and international standards and maintain open communication with authorities to uphold our licenses and responsibilities to operate	• Meetings and site visits • Government website • Regulatory audit/inspection • Participating in seminars/ workshops/ briefing sessions organize by regulatory authorities	• Labour rights • Safety compliance • Environmental compliance • Regulatory compliance • Permits and licenses	• Full compliance with regulatory requirements • Aware of and support initiatives driven by government or regulatory bodies • Adoption of practices outlined in the Malaysian Code on Corporate Governance

STAKEHOLDER ENGAGEMENT (CONT'D)

Key Stakeholders	Why They Matter	Engagement Platforms	Key Areas of Concern	Our Response
Suppliers	Suppliers are critical to our supply chain—from raw materials to packaging to services. We collaborate closely with reliable, ethical partners to ensure consistent quality, cost-efficiency, and sustainability throughout the production process	• Meetings and site visits • Supplier assessments • Phone calls and email communications	• Business ethics • Pricing and supplies • Product quality and safety • Supply chain management	• Comply with Procurement policies and procedures • Promote responsible sourcing and supply chain traceability
Local Communities	As a responsible corporate citizen, we strive to positively impact the communities around our operations. We support community welfare, environmental sustainability, and local development through meaningful outreach and partnerships	• Corporate social responsibility (CSR) programmes • Corporate website	• Pollution management • Employment opportunities	• Support community welfare through contributions and assistance programmes

MATERIALITY ASSESSMENT

MATERIALITY ASSESSMENT AND MATRIX

The Board of Directors of Hexcare, together with Management, takes responsibility for the governance of ESG or sustainability within the Group, including the setting of strategies, targets and allocation of resources. We conduct yearly reviews of our material sustainability matters for applicability and prioritize them in accordance to their importance for our businesses as well as to our stakeholders. Materiality assessment serves as one of the important steps in developing our corporate sustainability strategies by identifying and highlighting the material sustainability matters that are most relevant to our stakeholders and business operations.

MATERIALITY ASSESSMENT (CONT'D)

MATERIALITY ASSESSMENT PROCESS

GRI 3-1, 3-4, 3-6

The materiality assessment process starts from our internal ESG Committee, which comprises key Management staff and divisional or departmental Heads, who meet at least once monthly, to assess and review ESG matters that are pertinent and relevant to Hexcare. Our ESG Executive/Manager is responsible for organizing these meetings, collating data, monitoring and presenting key findings for the Committee's review and assessment. The process typically involves interactive participation from the members as ESG matters are deliberated and assessed on the basis of their importance or impact to the stakeholders of Hexcare. Periodically, key ESG matters are also communicated and updated on the Company's website. Annually, the results are then condensed, summarized in graphical form and published in Hexcare's Annual Report.

Materiality Assessment Process

Phase 1

Identification of relevant ESG topics

Hexcare identifies the relevant ESG topics by referring to various internal and external sources of information. This process involves assessing not only the Company and Group, but also referencing the Bursa Malaysia Sustainability Reporting Guide (3rd Edition), Malaysian Code on Corporate Governance ("MCCG") and adhering to the Global Reporting Initiative (GRI) Standard.

Phase 2

Prioritisation of ESG topics

Hexcare identifies and prioritises pertinent ESG topics by evaluating their significance to Hexcare's business operations and their importance to key internal and external stakeholders.

Phase 3

Validation of ESG topics

The Board of Directors and Management of Hexcare reviews the results of the material assessment, and endorses them along with associated targets, management progress, and performance. The Group conducts an annual review of the materiality assessment to incorporate any latest developments and changes. The outcomes of the prioritisation exercise were graphically represented on a materiality matrix.

Phase 4

Reporting of ESG topics

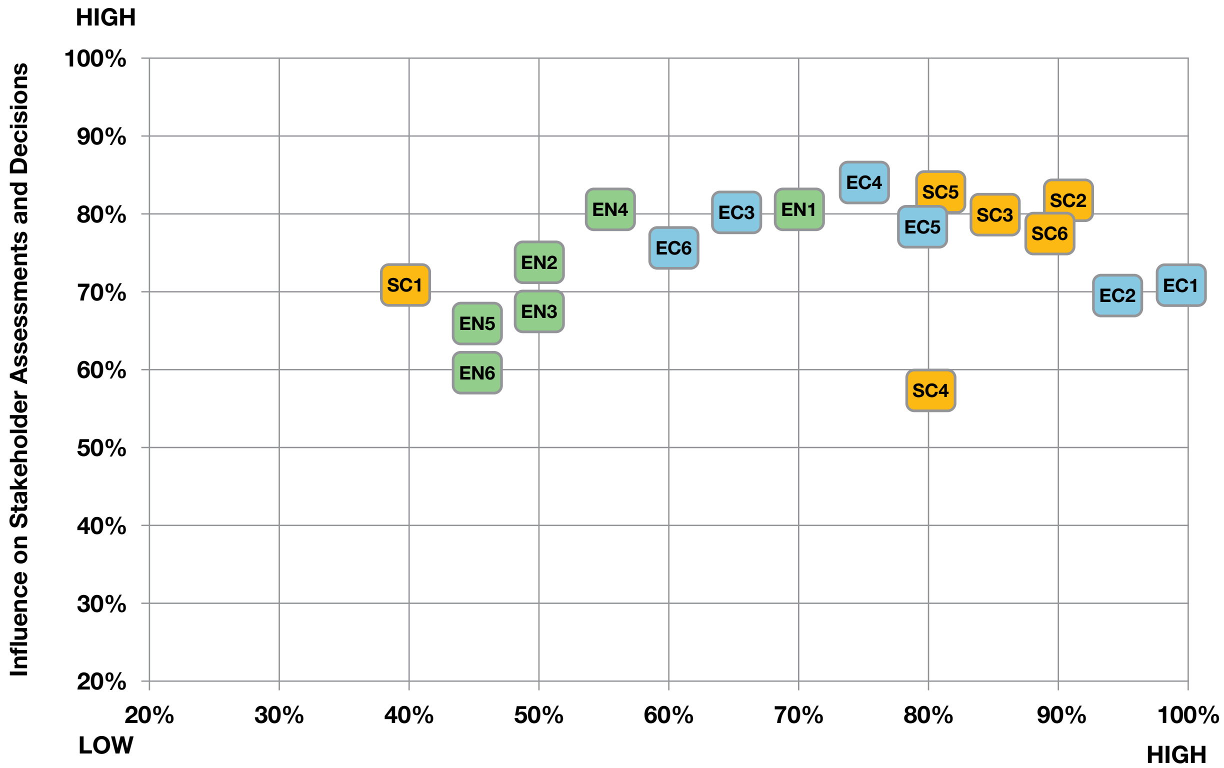
The materiality matrix and ESG topics are presented to our stakeholders in the Sustainability Statement section of our Annual Report.

MATERIALITY ASSESSMENT (CONT'D)

MATERIALITY MATRIX

GRI 3-2

Following the Materiality Assessment Process, the findings are summarized and presented diagrammatically, ranked from low to high in terms of their impact to both Hexcare's internal and external stakeholders. This assessment had been carried out with particular emphasis on our Malaysia operations where the Group's main factories, resources and key personnel are based.



Economic	Environmental	Social
EC1 Strong shareholder support	**EN1** Accreditation and compliance	**SC1** Remuneration and rewards
EC2 Solid balance sheet	**EN2** Efficient use of resources	**SC2** Health, safety and wellbeing
EC3 Product quality	**EN3** Pollution and emission control	**SC3** Workplace diversity and equal opportunities
EC4 Customers' satisfaction	**EN4** Commitment to the future	**SC4** Training and development
EC5 Compliance to Business Social Compliance Initiatives (BSCI) guidelines	**EN5** Scheduled waste management	**SC5** Giving back to society
EC6 Corporate governance and risk management	**EN6** Emissions management	**SC6** Human rights

RISK MANAGEMENT FOR OUR KEY MATERIAL MATTERS

GRI 3-3, 201-2

In the current business environment, where social responsibility and environmental impact are closely linked to long-term success, Hexcare recognizes that the challenges we face can also serve as drivers of sustainable opportunities. This report presents our approach to managing these interconnected risks while emphasizing the strategic opportunities that foster sustainable growth and create value for our stakeholders.

Materiality	Risks	Opportunities
EC1 Strong shareholder support	Shareholders may prioritize short-term profits over sustainable growth, leading management to make decisions that can hinder long-term success.	Companies with strong shareholder support ensures sufficient funding for growth, innovation, or acquisitions.
EC2 Solid balance sheet	A solid balance sheet can sometimes reflect a conservative approach, which may limit the company's ability to quickly adapt to market changes, potentially resulting in slower growth.	A solid balance sheet helps build investor confidence by demonstrating the company's capacity to generate stable returns and sustain operations over the long term.
EC3 Product quality	Inability to meet customers' expectations impact customers' confidence and loyalty, ultimately leading to the loss of customers.	High-quality products build brand trust, encouraging repeat business and customer recommendations.
EC4 Customers' satisfaction	Failing to meet customer expectations or resolving complaints effectively may lead to customers switching to competitors.	Satisfied customers tend to remain loyal and may recommend the brand to others, driving company growth.
EC5 Compliance to Business Social Compliance Initiatives (BSCI) guidelines	Ethical violations or non-compliance can result in public backlash and customer boycotts.	Adhering to compliance standards attracts socially responsible partners and ethical investors, enhancing loyalty and driving sales growth.
EC6 Corporate governance and risk management	Weak governance structures can result in poor decision-making or resource allocation.	Effective risk management and transparent governance attract investors seeking stable, well-managed companies that can adapt successfully to crises.
EN1 Accreditation and compliance	Achieving and maintaining compliance with standards may require substantial investment, and failure to do so can lead to fines or the loss of certifications.	Adhering to regulations and standards boosts the company's credibility, enhances consumer trust, and creates opportunities to enter new markets.
EN2 Efficient of use Resources	Inefficient energy use and resource management lead to increased energy bills and waste disposal costs, which can negatively affect the company's profitability over time.	Reducing energy consumption and optimizing resource use in manufacturing processes can lower operational costs over time, boosting profitability.
EN3 Pollution and emission control	Failure to manage pollution and emissions effectively can lead to regulatory penalties, reputational damage and signal a lack of commitment to sustainability.	Implementing effective pollution control measures and reducing emissions can enhance compliance with regulations, improve brand reputation, and open doors to green certifications or incentives.

RISK MANAGEMENT FOR OUR KEY MATERIAL MATTERS (CONT'D)

Materiality	Risks	Opportunities
EN4 Commitment to the future	Embracing new technologies or practices may strain financial resources, especially if the return on investment (ROI) takes time to materialize.	Long-term sustainability initiatives provide resilience and ensure the company remains competitive in an evolving market landscape.
EN5 Scheduled waste management	Non-compliance with environmental regulations may result in regulatory actions from authorities, while also negatively impacting local communities.	Implementing effective waste reduction and resource efficiency strategies not only generates cost savings in operations but also aligns with our broader sustainability objectives.
EN6 Emissions management	Accurately measuring and tracking GHG emissions reductions can be complex, and failure to do so effectively could result in non-compliance or missed targets.	Managing emissions and demonstrating environmental responsibility can enhance the company's reputation among customers who prioritize sustainability, particularly in markets that favor green and ethical businesses.
SC1 Remuneration and rewards	Unfair or misaligned remuneration and reward systems can lead to low morale, disengagement, and higher turnover rates.	Fair and transparent remuneration practices increase employee satisfaction, fostering loyalty and enhancing long-term retention.
SC2 Health, safety and wellbeing	Workplace accidents and injuries may lead to productivity loss, legal repercussions and reputational damage.	Strong health and safety culture improve overall employee well-being and drive increased productivity while maintaining our reputation as a responsible and trustworthy company.
SC3 Workplace diversity and equal opportunities	Failing to ensure equal opportunities may result in discrimination lawsuits or penalties.	Companies that promote diversity attract a wider talent pool and contribute to better decision-making and problem-solving.
SC4 Training and development	Inadequately trained employees contribute to lower productivity and performance.	Effective learning and development training enhances employees' professional knowledge and fosters a high-performance culture.
SC5 Giving back to society	Poorly executed social responsibility initiatives may fail to resonate with the target community.	Meaningful corporate social responsibility initiatives strengthen relationships with local communities and enhances the company's reputation.
SC6 Human rights	Violating human rights or failing to adhere to ethical standards can lead to regulatory penalties, impact employee retention and culture, and damage the company reputation.	Strong human rights practices reinforces our reputation as a responsible employer and improves our competitiveness.

ECONOMIC PILLAR

ECONOMIC (EC1) – STRONG SHAREHOLDER SUPPORT

The Company's deliberate name change to Hextar Healthcare Berhad in 2022 was a natural and logical progression for the Group, undertaken to better reflect our core business and cement our commitment to the broader healthcare sector. Hexcare's new identity, under the larger Hextar Group of Companies' umbrella, has the full backing and support of our largest shareholder, Dato' Ong Choo Meng. Under Dato' Ong's stewardship, he ushered in a unique blend of corporate culture to Hexcare, and also seamlessly integrated his management team into the Group, merging a wealth of knowledge, experience and expertise from various professional fields with Hexcare's talents for greater synergistic values, as we capitalize on our mutual strengths to chronicle new growth and secure the long-term sustainability of the Group.

Hexcare's other notable investment in medical test kit maker, Reszon Diagnostics International Sdn Bhd ("Reszon"), in 2022 was also a conscious business decision undertaken in the best interest of the Group. This operational division was headed by the pioneer and founder of Reszon, Mr. Law Eng Lim, who brought with him a capable team of experienced, professional managers and invaluable technical knowledge. Reszon develops and manufactures a strong portfolio of innovative in-vitro diagnostics (IVD) rapid test tests and enzyme-linked immunosorbent assay (ELISA) kits for medical professionals and clinical diagnostic markets worldwide. Although Mr. Law has since resigned from Reszon in the previous year to pursue other ventures, he still to this day, remains the Company's only other substantial shareholder.

Expanding the Group's product offerings opens up limitless growth opportunities in terms of markets, applications, networks and customers. Hexcare's inaugural venture into property investment, via a 20.0% equity stake in the flagship Hextar World at Empire City Mall valued at RM180.0 million, also indicates a similar commitment to provide an alternative income stream with the potential to generate higher returns and value to shareholders in the long term. Without the support and backing of our shareholders, these acquisitions would not have materialized into fruition.

ECONOMIC (EC2) – SOLID BALANCE SHEET

The Group's Total Equity or net tangible assets as of the end of financial year 2025 ("FYE2025") was RM452.5 million, after having taken into account the net loss of RM44.5 million recorded in the current year. Hexcare's paid-up ordinary shares, net of treasury shares held, stood at more than 1.1 billion shares in circulation, giving the Group a net asset (NA) per share of 41 sen. Based on the Company's last publicly traded share price of 9.5 sen at the close of the year, this represented an upside of 31.5 sen per share or a 331.2% premium for each share held, indicating high potentials for returns and values to shareholders.

It is worth noting that the Group's earlier investments in both Hextar World at Empire City Mall and Reszon were financed by internal cash reserves. With negligible borrowings in its books, the Group is also in a positive net cash position, an indicator of strong financial health with more than adequate liquidity and ample resources to finance any future viable investments plans.

ECONOMIC PILLAR (CONT'D)

ECONOMIC (EC3, EC4, EC5) – MEETING HIGH QUALITY STANDARDS AND ENSURING CUSTOMERS' SATISFACTION

GRI 419-1

Our Assessment

Hexcare believes that certifications and accreditations are essential in demonstrating our commitment to excellence, reliability, and quality across our products, services, and systems. These recognitions validate our adherence to high standards and best practices, reinforcing our accountability to customers, business partners, the public, and shareholders. By obtaining and maintaining these certifications, we uphold our dedication to continuous improvement, industry excellence, and a strong reputation in the market.

Our Approach

For the current year, we maintain that Hexcare's operations are duly certified with the following accreditations for the manufacture of gloves and in-vitro diagnostics medical devices:

- ISO 9001:2015 Quality Management Systems; and
- EN ISO 13485:2016 Quality Management Systems (Medical Devices).

In addition, Hexcare also holds the following key valid certifications relevant to the manufacturing, sales and distribution of the Group's products:

- Registered with Medical Device Authority of Malaysia under section 5(1) of Medical Device Act 2012 (Act 737) for nitrile examination gloves intended for medical and dental use;
- EC Type Examination Inspection Certificate issued by Asociacion de Investigacion de la Industria Textil (Spain), Notified Body no. 0161 for the application of Regulation (EU) 2016/425 of the European Parliament and of the Council of 9th March 2016, in which the essential health and safety requirements that Personal Protective Equipment (PPE) must comply with;
- Registered with the U.S. Food and Drug Administration pursuant to Title 21, 807 et seq. of the United States Code of Federal Regulation; and
- Compliance to SEDEX Members Ethical Trade Audit (SMETA) methodology conducted by the Supplier Ethical Data Exchange (SEDEX) organization for the monitoring of ethical business practices in global supply chains, against key audit pillars of Labour Standards, Health and Safety, Business Ethics and the Environmental (SMETA 4-Pillar Social Compliance).

Just as it is essential to maintain and hold the above key certifications, the Group also performs regular assessments and validations to ensure that its warranties are substantiated, most notably on its suppliers and customers, yearly:

ECONOMIC PILLAR (CONT'D)

ECONOMIC (EC3, EC4, EC5) – MEETING HIGH QUALITY STANDARDS AND ENSURING CUSTOMERS' SATISFACTION (CONT'D)

Our Performance

SUPPLIER ASSESSMENTS

GRI 2-6, 204-1, 205-1, 205-3

These assessments were carried out on our suppliers of raw materials, packaging materials, parts and services, both formally and informally, to evaluate if these suppliers have met expectations with regards to quality and accuracy of materials ordered, customer services, pricing and lead times. The Group also adopts a fair and impartial approach in its purchasing activities by ensuring competitive prices for its materials and parts; for certain major capital expenditure, we occasionally practice open tenders and awards the purchases or contracts to the lowest bidder.

In FYE2025, the evaluation of suppliers for our Malaysia operations have consistently achieved Grade A, with performances rated in the range of 71.0% to 99.9%, underscoring the quality and positive attributes of such providers and business partners in order to justify engaging their services with the Group:

	Average Rating
Suppliers of raw materials	85.7%
Suppliers of packaging materials	90.9%
Other suppliers	83.1%

Hexcare is committed to sustainable procurement and supply chain management, prioritising local suppliers not just out of patriotism, but also as a means to derive environmental and socio-economic benefits. The focus on local suppliers also maximises the multiplier effect on the local economy by fostering employment opportunities and supporting the growth of small and medium enterprises within Malaysia, thereby contributing to the nation's economic advancement.

In our quest to support local and reduce reliance on imports, the Group consciously sources for its materials and supplies from within Malaysia. In FYE2025, the ratio of the Group's local procurement to international spending remained at 86:14. The increase in overseas procurement was primarily due to the limited availability of certain specialised materials and inputs, which are only supplied by international vendors. Despite this shift, the Group remains committed to maximising local procurement wherever feasible and will continue to explore opportunities to strengthen its local supplier base.

ECONOMIC PILLAR (CONT'D)

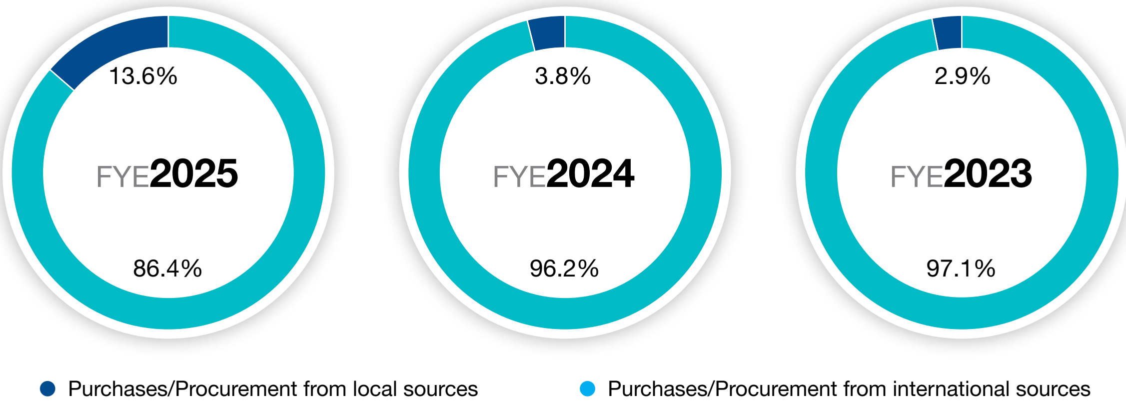
ECONOMIC (EC3, EC4, EC5) – MEETING HIGH QUALITY STANDARDS AND ENSURING CUSTOMERS' SATISFACTION (CONT'D)

Our Performance (Cont'd)

SUPPLIER ASSESSMENTS (CONT'D)

	FYE2025	FYE2024	FYE2023
Purchases/Procurement from local sources	86.4%	96.2%	97.1%*
Purchases/Procurement from international sources	13.6%	3.8%	2.9%*

*Restated



Since the establishment of our Anti-Bribery and Corruption Policy, versions in English and Malay published on the Company's website, Hexcare has taken the initiative to explicitly inform our suppliers and business partners of the Group's zero-tolerance stance on corruption and bribery via official notifications; responses were tracked and acknowledgements followed-up. Hexcare is committed to complying with the Malaysian Anti-Corruption Commission Act 2009 and its 2018 Amendment (MACCA) that prohibit bribery and corruption and has taken active steps to ensure that our suppliers are equally committed to this stance in their business dealings with the Group as well. In FYE2025, there were zero incidents of bribery or corruption reported.

Although corruption risk assessments were not conducted during this period, we intend to carry them out within the year as part of our ongoing efforts to strengthen governance and risk management practices. In the meantime, we have taken proactive steps to reinforce our commitment to ethical business conduct by dispatching Anti-Bribery and Corruption acknowledgement letters to all new suppliers. This initiative is intended to ensure that our suppliers are aware of, and aligned with, our standards on integrity, transparency, and zero tolerance towards bribery and corruption.

No. of Notifications of Anti-Bribery and Corruption sent to new suppliers	20
No. of replies received	11
Response rate	55.0%

ECONOMIC PILLAR (CONT'D)

ECONOMIC (EC3, EC4, EC5) – MEETING HIGH QUALITY STANDARDS AND ENSURING CUSTOMERS' SATISFACTION (CONT'D)

Our Performance (Cont'd)

SUPPLIER ASSESSMENTS (CONT'D)

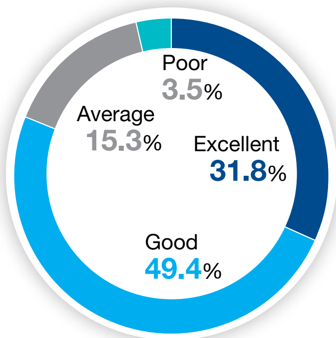
Hexcare also has in place a Whistleblowing Policy that further allows employees of the Group and other stakeholders to report and disclose any improper conduct or wrongdoing, in strict confidence and without fear of retaliation, provided the reporting is done in good faith and on reasonable grounds. This policy is made available in both English and Malay versions, on the company's website. In FYE2025, the Group did not receive nor handled any whistleblower's report.

Customers' surveillance and social audits

At the core of any company's success is the custody and satisfaction of its customers that are undeniably the drivers of revenue and business sustainability. At Hexcare, we assess customers' satisfaction levels on an annual basis, via formal surveys and questionnaires, in order to understand their expectations, identify areas of under-performance and maintain rapport.

The results of such surveys in FYE2025 indicated that 81.2% of our customers have rated the Group as "good" or "excellent" in terms of product quality, service and business support:

No. of customers surveyed	156
No. of replies received Response rate	85 54.5%
Results:	
Rating: Excellent	31.8%
Rating: Good	49.4%
Rating: Average	15.3%
Rating: Poor	3.5%



Besides formal surveys, Hexcare also regularly receives and hosts overseas customers or buyers, both existing and new prospects, who pay official calls to the plants for quality reviews and assessments. Through these visits, our Sales and Marketing teams garner valuable feedback on product requirements, market trends, product application, process improvements, shipments and deliveries. Customers' complaints, if any, are also addressed promptly via formal channels of communication and feedback.

Occasionally, customers also conduct and attend to their own surveillance audits or social audits in order to conclude to their satisfaction that Hexcare and its group of companies do not violate internationally recognized workplace standards and codes of conduct. Guided by the Business Social Compliance Initiative (BSCI) supply chain management system, social audits play a crucial role in safeguarding the continuity of the Group's operations. These audits served to ensure that processes and workers that form part of our products' supply chain were accorded fair equitable working conditions in accordance with international labour laws governing the rights and duties of employees, employers, trade unions and governments. In FYE2025, a total of six such social audits carried out on-site by customers and/or third-party appointed independent auditors and the results have indicated that no issues of deviation or non-compliance were detected.

More significantly, the Group was graded and has passed its annual stringent and rigorous Supplier Ethical Data Exchange's (SEDEX) Members Ethical Trade Audit (SMETA) for the monitoring of ethical business practices in global supply chains and was satisfactorily accorded compliance to their key audit pillars of Labour Standards, Health and Safety, Business Ethics and the Environmental. With that, Hexcare is an endorsed SMETA 4-Pillar Social Compliant Factory.

ECONOMIC PILLAR (CONT'D)

ECONOMIC (EC6) – CORPORATE GOVERNANCE AND RISK MANAGEMENT

GRI 2-23, 2-24, 205-2, 406-1, 409-1, 410-1, 418-1

Our Assessment

Hexcare believes that strong and effective corporate governance fosters a culture of integrity and responsibility where the interests of all stakeholders are aligned with economic success; it is vital in building trusts, promoting financial viability and ultimately securing the long-term sustainability of any organization.

Our Approach

At Hexcare, we are committed to upholding strong corporate governance and effective risk management practices. We implement clear policies, rules, and frameworks to ensure transparency, accountability, and ethical decision-making across all levels of the organization. This structured approach helps us safeguard stakeholder interests, enhance financial stability, and mitigate potential risks, ultimately supporting the long-term growth and sustainability of our company.

Our Performance

Effective Board of Directors

In leading corporate governance, the Board of Directors ("Board") of Hexcare is tasked with this pivotal role of directing the principles of transparency, fairness, ethical behavior and risk management in the Company and within the Group. The Board recognizes that a gender-diverse Board can provide greater depth and breadth of perspective. Therefore, a target was established to maintain a threshold of 30.0% female directors on the Board. In FYE2025, the Board of Hexcare has a female to male diversity ratio of 33.3%. Hexcare's corporate governance practices and applications have been detailed in our Corporate Governance Report uploaded on Bursa Securities and also in our Corporate Governance Overview Statement published in this Annual Report. The Board and Management of Hexcare are likewise guided by the principles and values of the latest Malaysian Code on Corporate Governance (MCCG) 2021 in the conduct of our businesses.

Number of Directors by Gender and Age Group						
	FYE2025		FYE2024		FYE2023	
Gender/Year	%	Count	%	Count	%	Count
Male	66.7%	4	66.7%	4	66.7%	4
Female	33.3%	2	33.3%	2	33.3%	2
Total	**100.0%**	**6**	**100.0%**	**6**	**100.0%**	**6**
	FYE2025		FYE2024		FYE2023	
Age Group/Year	%	Count	%	Count	%	Count
Under 30	–	–	–	–	–	–
Between 30-50	–	–	–	–	–	–
Above 50	100.0%	6	100.0%	6	100.0%	6
Total	**100.0%**	**6**	**100.0%**	**6**	**100.0%**	**6**

ECONOMIC PILLAR (CONT'D)

ECONOMIC (EC6) – CORPORATE GOVERNANCE AND RISK MANAGEMENT (CONT'D)

Our Performance (Cont'd)

Effective Board of Directors (Cont'd)

As we strive to uphold good governance practices and in advancing towards our sustainability goals, the employees and operations at Hexcare are also governed by these vital policies endorsed by the Board and adopted across the Group:-

- Sustainability Policy;
- Environmental Policy;
- Human Rights Policy;
- Whistleblowing Policy;
- Code of Conduct and Ethics;
- Zero Recruitment Fees Policy;
- Risk Management Framework;
- Personal Data Protection Policy;
- Anti-Corruption and Bribery Policy; and
- Policies on Workplace Discrimination and Workplace Harassments.

Other than the Risk Management Framework, these policies are published on the Company's website and are available in both English and Malay, for the accessibility and convenience of our employees. We are pleased to report that there were no incidences of disciplinary actions or dismissals of employees due to any violations of the above practices in FYE2025.

Employees at Hexcare are encouraged to report any known or suspected illegal or unethical behaviours to their immediate supervisors, managers, Heads of Department (HODs), or the Head of Human Resources. In addition, the Company's Managing Director and senior management are required to promptly report any known or suspected violations of the Code of Conduct and Ethics to the Chairman of the Audit Committee. All officers are expected to refer to and comply with the Company's Whistleblowing Policy, which provides an anonymous, secure, and confidential channel for all stakeholders to raise genuine concerns or report any misconduct or wrongdoing. The provisions, protections, and procedures outlined in the Whistleblowing Policy for reporting violations of the Code of Conduct are accessible via the Company's website. For FYE2025, no such violations nor whistle-blowing reports were received by Hexcare.

Data Protection and Cybersecurity

The practice that safeguards our electronic information and data from loss, theft and misuse is all the more critical today with the advancements in information technology and proliferation of e-commerce at unprecedented rates. Data protection also entails the assurance that information such as customers' names, addresses, bank details, suppliers' information and employees' personal details kept at our systems and servers are protected from unauthorised access, manipulation or corruption. The consequences of data and security breaches could have far-reaching effects on a company's trust and reputation.

At Hexcare, the Personal Data Protection Policy has been developed to primarily inform stakeholders that our data collection process is lawful, transparent and safe. It governs how we employ strict technical and organisational measures to protect personal data including user or physical access controls to hardware and software devices, data back-up (on-site and off-site), secure destruction or deletion of data as well as employee training on the care and handling of data. As a general rule, data collected and processed by Hexcare will not be kept longer than is necessary for the intended purpose(s), including financial and accounting records which are usually retained for a period of at least seven years.

ECONOMIC PILLAR (CONT'D)

ECONOMIC (EC6) – CORPORATE GOVERNANCE AND RISK MANAGEMENT (CONT'D)

Our Performance (Cont'd)

Data Protection and Cybersecurity (Cont'd)

Our information technology and related systems have also been reviewed and audited by our internal auditors, who provided adequate assurance that the present system of information controls at Hexcare is sufficient and satisfactory. In FYE2025, we are pleased to report that there were zero substantiated complaints concerning data breaches of customer privacy and losses of customer data reported in the Group.

ENVIRONMENTAL PILLAR

ENVIRONMENTAL (EN1) – ACCREDITATION AND COMPLIANCE

Hexcare is certified by SIRIM QAS International Sdn Bhd, a local accredited certification, inspection and testing services provider, and diligently upholds its ISO 14001:2015 compliance to the highest international environmental standards, both in its manufacturing processes and factory management.

ENVIRONMENTAL (EN2) – EFFICIENT USE OF ENERGY AND RESOURCES

GRI 301-1, 302-1, 302-3, 302-4

Our Assessment

Hexcare recognizes that the efficient use of energy and resources is essential for sustainability, cost-effectiveness, and environmental responsibility. By prioritizing conscientious and efficient energy consumption, we aim to reduce our environmental footprint, enhance operational efficiency, and contribute to long-term business resilience.

Our Approach

Hexcare complies with the Energy Efficiency and Conservation Act (EECA) 2024 (Act 861), which came into force on 1 January 2025, replacing the Efficient Management of Electrical Energy Regulations 2008 (EMEER 2008). In line with this, Hexcare continues to engage Inventive Energy Asia Sdn. Bhd., a licensed Energy Service Company (ESCO) with a certified Registered Electrical Energy Manager (REEM) recognised by the Energy Commission of Malaysia (Suruhanjaya Tenaga Malaysia, "STM"), to conduct energy assessments and submit bi-annual energy efficiency reports to STM. This supports the Group's ongoing efforts to monitor and improve energy performance.

Looking ahead, Hexcare plans to implement the ISO 50001 Energy Management System (EnMS) in 2026. The adoption of ISO 50001 is expected to provide a structured and internationally recognised framework for managing energy performance, setting measurable targets, and driving continuous improvement across all operational levels. In tandem with this, the Group aims to build internal capabilities by developing an in-house Registered Electrical Energy Manager (REEM), which will further strengthen oversight, enhance responsiveness, and support long-term sustainability objectives.

In 2021, Hexcare commissioned the installation of a solar photovoltaic power generation system at its plant, at an approximate cost of RM5.0 million, with the intent of harnessing the power of the sun to produce a form of renewable energy that is clean and environmentally friendly. This investment is beneficial to the Group as a hedge against electricity tariff hikes and is a practical viable approach to conserving and managing energy charges.

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN2) – EFFICIENT USE OF ENERGY AND RESOURCES (CONT'D)

Our Performance

The electricity yield from our solar panels in FYE2025 was 1,725 MWh, of which 1,325 MWh was utilized at our plants and 400 MWh subsequently exported back to the national electricity grid, Tenaga National Berhad ("TNB"). Based on this preliminary data, the cost savings generated from solar energy for year 2025 amounted to approximately RM345,000. Since commencement in year 2022, we have effectively reduced a total of 4,970 metric ton (MT) of carbon dioxide (CO_2) emission with the installation of the solar photovoltaic power generation system.

Solar Panels	FYE2025	FYE2024	FYE2023
Electricity yield (MWh)	1,725	2,476	1,958
Electricity utilized (MWh)	1,325	1,843	1,565
Electricity exported back to TNB (MWh)	400	633	393
Reduction in MT CO_2e	1,346	1,931	1,527

In FYE2025, the Group also accomplished notable milestones in our ongoing commitment to environmental sustainability. The savings in electricity consumption was primarily driven by our intentional shift to solar energy which was a move towards a more sustainable and clean energy source, in line with our objective to minimize carbon emissions. Following lower production intensities, the reduction in electricity, diesel and petrol consumption were also attributable to the decrease in production demand, which correspondingly led to diminished energy needs.

Energy Consumption	FYE2025 (MWh)	FYE2024 (MWh)	FYE2023 (MWh)
Petrol	130	137	55
Diesel	232	213	226*
Natural gas	12,671	39,852	82,021
Electricity (from TNB)	9,443	12,575	19,430
Electricity (from solar panels)	1,725	1,843	1,565
Woodchips and PKS	15,716	15,042	15,927
Total	**39,917**	**69,662**	**119,224**

*Restated based on actual usage

ENVIRONMENTAL PILLAR (CONT'D)

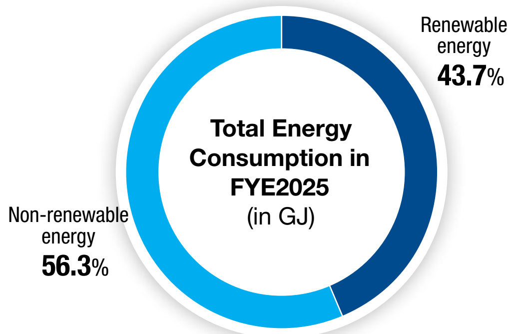
ENVIRONMENTAL (EN2) – EFFICIENT USE OF ENERGY AND RESOURCES (CONT'D)

Our Performance (Cont'd)

Energy Consumption	FYE2025	FYE2024	FYE2023
	(GJ)	(GJ)	(GJ)
Petrol	470	494	198
Diesel	836	769	812
Natural gas	45,615	143,467	295,277
Electricity (from TNB)	33,995	45,269	69,948
Electricity (from solar panels)	6,210	6,635	5,635
Woodchips and PKS	56,579	54,151	57,338
Total	**143,705**	**250,785**	**429,208***

*Restated to incorporate petrol usage

Solar panels installed at Hexcare's glove production plants in Ipoh, Malaysia



Note:
1. Non-renewable energy: Petrol, diesel, electricity from TNB and natural gas usage from mobile and stationary equipment
2. Renewable energy: Energy consumption from renewable sources generated from solar panels, woodchips and PKS

TOTAL ELECTRICAL CONSUMPTION BY DIVISION

Gloves	FYE2025	FYE2024	FYE2023
Electricity Consumption (kWh)	10,376,259	13,728,208	20,257,925
Production Output (mil pieces)	211.1	236.3	528.9
Intensity (MWh/mil pieces)	0.049	0.058	0.038
Medical Devices	**FYE2025**	**FYE2024**	**FYE2023**
Electricity Consumption (kWh)	391,474	689,660	737,129
Production Output (mil units)	2.3	4.3	4.3
Intensity (MWh/mil units)	0.168	0.159	0.173

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN2) – EFFICIENT USE OF ENERGY AND RESOURCES (CONT'D)

TOTAL ELECTRICAL CONSUMPTION BY DIVISION

The electricity intensity for the Glove division in FYE2025 was 0.049 MWh per million pieces, a decrease from 0.058 MWh per million pieces in FYE2024, reflecting improved efficiency in electricity usage despite lower production volumes of household and industrial gloves during the year. Meanwhile, the electricity intensity for the Medical Devices division increased from 0.159 MWh per million units to 0.168 MWh per million units in FYE2025 as lower production volumes of medical test kits resulted in higher electricity consumption per unit and reduced efficiency.

Guided by UNSDG 12: Responsible Consumption and Production, at Hexcare, we are also committed to the sustainable use and consumption of our resources, namely key materials such as natural latex and nitrile (synthetic) latex, used in the manufacture of gloves at our plants. The responsible consumption of materials aims to integrate environmental aspects into purchasing decisions and encourages more sustainable consumption and production patterns through specific measures or management of materials that seek to protect our ecosystems and resources for future generations.

Key Raw Materials	FYE2025	FYE2024	FYE2023
	(kg/1,000 pieces of gloves)		
Natural Latex Consumption Intensity	29.4	25.4	29.8
Nitrile Latex Consumption Intensity	20.5	10.3	6.2

In FYE2025, the Group's natural latex consumption intensity per thousand pieces of gloves was 29.4 kg whereas for nitrile latex it was 20.5 kg, compared to 25.4 kg and 10.3 kg, respectively, in the prior year. The increase in consumption intensity was primarily attributed to a portion of natural latex becoming overmatured due to the occurrence of unplanned and intermittent downtimes during the year. These operational disruptions affected production stability and reduced processing efficiency, resulting in higher material usage per unit of output and increased wastage. On the other hand, nitrile latex consumption intensity increased following the cessation of nitrile disposable glove production in July 2025, as the intensity is now primarily driven by nitrile industrial gloves, resulting in a higher relative intensity. The Group's willful decision to maintain a higher ratio of natural latex consumption over nitrile latex was also predominantly considered in view of natural latex being more environmentally friendly, made from a renewable resource and crucially, is biodegradable over time, upholding Hexcare sustainability efforts in balancing resources consumption with long-term environmental preservation.

Above all else, in our quest for continuous improvements and innovations in efficient energy consumption, Hexcare has in place an internal Energy Savings Committee, comprising 12 staff and competent personnel from various departments, who meet at least once quarterly to review and promote responsible energy use within the Group, strengthening our long-term commitment towards Net Zero Carbon Emission 2050.

ENVIRONMENTAL (EN3) – POLLUTION AND EMISSION CONTROL

Our Assessment

At Hexcare, effective pollution and emission control are crucial for ensuring environmental sustainability and regulatory compliance. This not only reduces our environmental footprint but also demonstrates our commitment to responsible resource management and sustainable operations. By prioritizing clean and safe water discharge, we uphold our corporate responsibility and contribute to a healthier environment for future generations.

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN3) – POLLUTION AND EMISSION CONTROL (CONT'D)

Our Approach

Hexcare is committed to minimizing our environmental impact through effective pollution and emission control measures. One of our key initiatives is the installation and operation of our wastewater treatment plant (WWTP) which effectively removes contaminants from water consumed at our plants before its safe release back to the natural environment. This ensures that all discharged water meets regulatory standards, reducing pollutants and safeguarding water quality.

Our Performance

EFFLUENT DISCHARGES AND WATER SECURITY

GRI 303-3, 303-4, 303-5

At Hexcare, we acknowledge that water is a very important yet limited resource in our manufacturing plants where this precious commodity is critical to our glove production processes. Hence, water conservation is also a core aspect in our operations, and we constantly optimise our production processes to increase water efficiency and reduce water consumption. Regular monitoring is carried out to track water withdrawal and water consumption intensity. Apart from that, the Group evaluates water management plans across all our manufacturing plants on a regular basis. This enables us to make proactive improvements, helps us reduce the risk of business disruption during water shortages and enhances cost optimisation. As part of the decision-making process for investments into new plants and expansions, the Group takes water demand, supply and infrastructure into careful consideration.

The Group targets to achieve a reduction of 10.0% in global water withdrawal by 2030 with FYE2022 as a baseline. Hexcare remains committed to sustainable water management despite total water withdrawals of 816,000 cubic meters in FYE2025, an increase of 23.8% from 659,000 cubic meters in the previous year, largely due to a specific once-off process improvement undertaken during the year. In addition, some of the water saving initiatives that we have put in place at our Ipoh site include:

1. A rain water harvesting system at our Malaysia glove production plants, which when fully optimized, is expected to save approximately 1,000 cubic meters of water withdrawal per year for non-critical usages such as for general cleaning or gardening purposes; and

2. Installed filters in leaching tanks to manage the sludge accumulation, reducing the frequency of water changes and downtime required for cleaning the tanks. Through the implementation of this initiative, we reduced the water change frequency from twice weekly to once weekly, thereby saving approximately 740 cubic meters of water withdrawal in FYE2025.

Rubberex (M) Sdn Berhad

Rubberex Alliance Sdn Bhd

Rain water harvesting at Hexcare's glove production plant in Ipoh, Malaysia

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN3) – POLLUTION AND EMISSION CONTROL (CONT'D)

Our Performance (Cont'd)

Besides pollution and emission controls, the Group's effluent discharges are effectively treated before release to the river systems and/or reused within the factories. The Group is guided by the Environmental Quality (Industrial Effluent) Regulations 2009 and is in compliance to the design and construction of its industrial effluent treatment systems as well as specifications of industrial effluent treated and/or disposed. The quality of effluent discharges is closely monitored to ensure that processed water is safely treated and pose no threat to the environment before it is released to our drainage and local river systems. In FYE2025, there were no incidences of non-compliances relating to water quality or quantity permits, standards or regulations that resulted in fines, penalties or warnings from the authorities.

In FYE2025, our Malaysian plants treated and released approximately 756,000 cubic meters of water back to the local river systems. Compared to water withdrawn from our national water source of 816,000 cubic meters, this corresponds to a discharge ratio of 0.93, reflecting our commitment to efficient water management and responsible stewardship of local water resources. The reduction in the volume of water treated was due to the temporary suspension of operations at one of our factory sites. The Group has set a target to achieve a reduction of 10.0% in global water withdrawal in 2030 with FYE2022 as a baseline. As of FYE2025, we have achieved a 0.6% reduction toward our 10.0% target in global water withdrawal.

	FYE2025 mil m^3	FYE2024 mil m^3	FYE2023 mil m^3
Volume of water treated *(Back to local river system)	0.76	0.84	0.94
Volume of water withdrawn **(Withdrawn from local municipal water source)	0.82	0.66	0.82
Ratio (water treated : water withdrawn)	0.93	1.27	1.15
Volume of water withdrawn in water-stressed region	Nil	Nil	Nil

*Water treated is equivalent to water discharged
**Water withdrawn is equivalent to water consumed

The Group also primarily operates in Malaysia, within Ipoh, Perak and Subang Jaya, Selangor, where, according to the WRI (World Resources Institute), are not water stressed areas (https://www.wri.org/applications/aqueduct.water-risk-atlas). The Group intends to maintain these bases and have no immediate plans to relocate to any known water-stressed regions in Malaysia or overseas within the next five(5) years. Nevertheless, we acknowledge that floods, droughts and other water related risk issues brought on by unpredictable weather patterns and climate change will likely impact on the way businesses are organized and operated in future.

PRESERVATION OF FORESTS AND BIODEGRADABILITY

The world's forests play a vital role in regulating our climate, absorbing carbon dioxide from the atmosphere and effectively counteract global warming. In our quest to tackle the challenges of climate change and protect the destruction of forests and the precious biodiversity in them, the Group consciously sources its wood and paper products such as packaging materials, wooden pallets and stationeries from Forest Stewardship Council (FSC) certified sources and materials. Products that carry the FSC label are made form 100.0% recycled materials or are sourced from FSC-certified forests, essentially helping to reverse the effects of deforestation and preserving our environment.

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN3) – POLLUTION AND EMISSION CONTROL (CONT'D)

Our Performance (Cont'd)

PRESERVATION OF FORESTS AND BIODEGRADABILITY (CONT'D)

Hexcare's household and certain industrial gloves produced in Malaysia are largely made from natural rubber – they are recyclable as well as biodegradable in soil where the gloves naturally disintegrate into organic matter over time, causing no harm to the environment or water systems. Where possible, plastic and other synthetic non-biodegradable matters in our shipped goods are also replaced with wood products that are sustainable and renewable.

According to Malaysian Meteorological Department (MET Malaysia) or World Meteorological Organization (WMO), Malaysia is generally free from extreme climate events like typhoons, fires, and droughts, and, therefore, may not experience significant impacts on product manufacturing and raw material availability. Additionally, in response to our government's enforcement of the gradual phase-out of single-use plastics, Hexcare is proactively seeking to transition to plastic made from 30% Post-Consumer Recycled (PCR) or Post-Industrial Recycled (PIR) material and 70% virgin plastic resin in the near future.

In another tangible effort to reduce our carbon footprint, where possible, the Group also promoted the packaging of gloves in the doubled-up 200 piece-pack or 2,000 pieces per carton style so as to optimize paper and chemicals usage, contributing to less wastes, lower costs and a kinder environment in the long run.

To promote the culture of Recycle, Reduce and Reuse, staff and workers are also encouraged to deposit recyclable items such as used paper, glass and plastic wares at designated well-marked storage bins located strategically within the factory grounds. Larger, disposed industrial containers and bags containing contaminated wastes and chemicals, such as of the type SW409 are also collected for recycling by a specific licensed contractor for off-site scheduled waste recovery on a regular basis.

ENVIRONMENTAL (EN4) – COMMITMENT TO THE FUTURE

GRI 2-14, 201-2

Our Assessment

Hexcare believes that a strong commitment to environmental sustainability is essential for securing the future of our communities and livelihood. By integrating sustainable practices into our operations, we strive to minimize our environmental footprint, foster innovation, and create lasting value for future generations. Our dedication to sustainability reflects our commitment to a cleaner, healthier planet and the continued success of Hexcare.

Our Approach

Hexcare's commitment to the sustainability of the environment goes way back to when its latest nitrile disposable glove phase was first proposed in 2019; the processes in this plant were designed to be powered by natural gas rather than biomass due to it being a cleaner, more viable and environmentally friendly alternative to conventional fuel. Despite having to invest in gas-powered boilers and other facilities, the Group believed that the benefits would far outweigh the costs in the long run.

Our Performance

Hexcare remains steadfast in its commitment to environmental sustainability. In FYE2022, we converted our older household and industrial glove production lines that are currently energized by biomass into gas-powered boilers as well. When the consumption of biomass fuels such as woodchips, sawdust and palm kernel shells are eliminated, the switch to cleaner energy is expected to promote the preservation of air and noise quality and reduce greenhouse gas emissions in the environment substantially.

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN4) – COMMITMENT TO THE FUTURE (CONT'D)

Our Performance (Cont'd)

Hexcare is very much conscious of rapidly rising climate change risks, including those that are Physical and Transitional in nature. In response, we proactively identify and manage such risks and opportunities that materially impact our value creation abilities. Driven by our in-house ESG Committee and under the direction of the Board of Directors of Hexcare who oversees the overall management of sustainability matters in the Group, including climate change, our executive directors, Mr Khoo Chin Leng and Mr Goh Hsu-Ming are primarily tasked with ensuring the integration of climate–related initiatives with the ultimate target of Net Zero Carbon Emissions by 2050. This include initiatives focused on reducing energy consumption and emissions, managing water and wastes, as well as addressing potential climate-related impacts on facilities and operations. In the process, we also acknowledge the following risks and opportunities that are currently present in our Sustainability journey:

- **Risks**
  - √ Climate change related disclosures and regulations that would impact on our financial and regulatory reporting; and
  - √ Reallocation of financing from financial institutions into other green-intensive investments that would affect our business funding.
- **Opportunities**
  - √ Management of climate change risks and adoption of greener technology could result in less wastages and contribute to overall cost savings for the Group;
  - √ Stakeholders' trust and perception could be improved through effective emissions management and disclosures; and
  - √ Positive differentiation in the market for long-term value creation that would benefit stakeholders.

ENVIRONMENTAL (EN5) – SCHEDULED WASTE MANAGEMENT

GRI 306-1, 306-2, 306-3, 306-4, 306-5

Our Assessment

Hexcare believes that Scheduled Waste Management is crucial within the company as it ensures the proper handling, disposal, and recycling of hazardous materials in compliance with environmental regulations. By effectively managing scheduled waste, Hexcare minimizes its environmental impact, promotes sustainability, and protects the health and safety of employees and the community. This commitment to responsible waste management reflects the company's dedication to ethical practices and environmental stewardship.

Our Approach

At Hexcare, responsible waste and pollution management entail the proper and correct disposal of wastes or unwanted by-products in accordance with the Department of Environment ("DOE") Scheduled Wastes Regulations 2005 (Environmental Quality Act 1974). To ensure proper scheduled waste management, all hazardous wastes at our plants are stored at designated areas, properly labelled and declared in DOE's Electronic Scheduled Waste Information System (eSWIS) before disposal. All scheduled wastes are disposed through licensed schedule waste contractors within 180 days from generation.

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN5) – SCHEDULED WASTE MANAGEMENT (CONT'D)

Our Performance

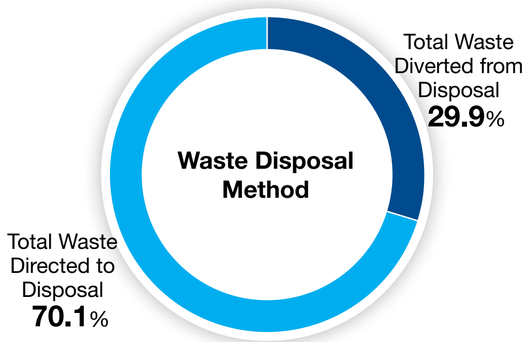
The types of hazardous wastes generated by our plants include latex sludge, clinical waste, waste acetone, contaminated containers and other solid wastes. In FYE2025, 495.8 MT of scheduled waste was generated as by-products of the Group's glove operations, of which latex sludge and compounded latex lumps make up the highest proportion:

Code	Scheduled or Hazardous wastes Generated	Total Weight (MT)	Disposal Method
SW 110	Electronic Waste	0.5	To reuse, if possible. To dispose to approved disposal facility, if not reusable.
SW 305	Oil waste (Spent Lubricant Oil)	19.8	
SW 409	Contaminated Containers	34.1	
SW 321	Compounded Latex Lump waste	83.2	
SW 321	Sludge	355.4	Approved disposal facility / waste management company either landfill or combustion
SW 410	Contaminated Rags	2.8	
Total		**495.8**	

The disposal of such wastes were carried out by competent skilled personnel under the watchful eye of Management to ensure that there is no contamination of ground water, surface water and air quality that could harm the environment or affect human health. In FYE2025, the following such wastes were recorded, managed and disposed appropriately by the Group:

	FYE2025 (MT)	FYE2024 (MT)	FYE2023 (MT)
Hazardous Waste	495.8	693.5	698.1
Non-Hazardous Waste	15.2	15.2	11.7
Total Waste Diverted from Disposal	152.8	340.5	198.1
Total Waste Diverted to Disposal	358.2	368.2	511.7

*Non-hazardous waste consisting of mixed plastic, carton packaging, and damaged pallets



ENVIRONMENTAL (EN6) – EMISSIONS MANAGEMENT

GRI 305-1, 305-2, 305-3, 305-5

Our Assessment

As a responsible global corporate citizen, we believe that it is important to continuously reduce the impact of greenhouse gas ("GHG") emissions from year to year through improving operational efficiencies and applying green technologies where feasible. By adopting these practices, we aim not only to comply with environmental regulations but also to contribute positively to the global effort of reducing our carbon footprint and promoting a more sustainable future.

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN6) – EMISSIONS MANAGEMENT (CONT'D)

Our Approach

Hexcare added Emissions Management in FYE2022 as an organized approach to track GHG emissions by the Group's operations and this has proven to be a useful tool in helping organizations see their progress and achieve set targets for environmental sustainability goals.

We established our emissions data table to represent Hexcare's operational carbon emissions following the guidelines in the Greenhouse Gas (GHG) Protocol, which is a standard governing the accounting and reporting of seven GHG covered by the Kyoto Protocol, and subsequently taken pro-active steps to reduce them. In the process, we have also defined the operational boundaries for the purpose of such calculation, taking into account the scopes of both direct and indirect emissions within the boundaries. The emission factors used were made with reference to recognized sources such as the Malaysian Green Technology Corporation's website (CDM Electricity Baseline for Malaysia), the Department for Environment (DOE), Food and Rural Affairs (Defra) UK GHG Conversion Factors and the Intergovernmental Panel on Climate Change (IPCC), which are relevant to our operations.

Our Performance

Hexcare is committed to an absolute GHG emissions decreases for Scope 1 and Scope 2 by 15.0% by 2025, and has set a long-term target of absolute GHG emissions reduction for Scope 2 by 50.0% by 2030, using FYE2022 as the baseline.

GHG EMISSION		CO_2e for Year (MT)		
		FYE2025	FYE2024	FYE2023
Scope 1	Petrol and Diesel	96	92	78*
	Natural Gas	2,541	9,051	17,660
	Woodchips and PKS	8,340	8,080	8,559
	Sub Total	**10,977**	**17,223**	**26,297**
Scope 2	Purchased Electricity	5,524	7,356	11,366
	Sub Total	**5,524**	**7,356**	**11,366**
Total (Scope 1&2)		**16,501**	**24,579**	**37,663**
Scope 3	Purchased goods and services	122	98	122
	Upstream Transportation and Distribution	410	469	642
	Waste generated in operations	366	398	493
	Business Travel	4	16	39**
	Employee Commuting	248	332	309
	Downstream Transportation and Distribution	1,419	1,436	1,728
	Sub Total	**2,569**	**2,749**	**3,333**
Grand Total (Scope 1, 2&3)		**19,070**	**27,328**	**40,996**

*Restated based on actual usage
**Restated to exclude Spain's business travel

ENVIRONMENTAL PILLAR (CONT'D)

ENVIRONMENTAL (EN6) – EMISSIONS MANAGEMENT (CONT'D)

Our Performance

Notes:

Scope 1 emissions refer to direct CO_2e emitted from sources that are owned by the Group, such as our machineries and company-owned vehicles

Scope 2 emissions refer to indirect CO_2e emitted from the consumption of purchased electricity

Scope 3 emissions refer to indirect CO_2e emitted from the value chain of our company, including both upstream and downstream emissions

The Group's natural gas emissions under Scope 1 and electricity emissions under Scope 2 saw approximate reductions of 71.9% and 24.9% in CO_2e discharges, respectively, when comparing FYE2025 to FYE2024. These decreases are primarily attributed to the reduction in energy consumption at our production lines owing to lower outputs and operational hours in the current year. Our Scope 3 emissions data also recorded a decrease in indirect CO_2e from the Group's value chain, particularly in upstream operations and employee commuting in FYE2025 compared to FYE2024.

Our corporate office in Ipoh, Perak is further equipped with an Electric Vehicle ("EV") Charging Unit, with a robust power output of 22kW for the charging of our hybrid-powered company vehicles. This strategic initiative not only demonstrates our commitment to sustainability but also plays a pivotal role in our overarching efforts to decrease Scope 1 GHG emissions. This effort aligned seamlessly with our transition from thirteen units of diesel-fueled forklifts to ten units of environmentally-friendly rechargeable battery-powered ones, further cementing our dedication to eco-conscious practices and nurturing a more sustainable tomorrow.

Electric Vehicle Charging Unit at our corporate office

SOCIAL PILLAR

SOCIAL (SC1) – REMUNERATION AND REWARDS

GRI 2-17, 2-25, 2-26

Our Assessment

Hexcare believes that remuneration and rewards are crucial within the company because they directly impact employee motivation, performance, and overall satisfaction. Fair and competitive compensation ensures that employees feel valued and recognized for their hard work, which in turn fosters a positive work environment and drives productivity.

Our Approach

Hexcare has group-wide human resource policies with regards to recruitment and retention are comparable to industry averages, employees' skills set, performance, experience and qualifications. The Group maintains a lean organization chart, with minimal reporting lines of authority so as to encourage communication and accountability.

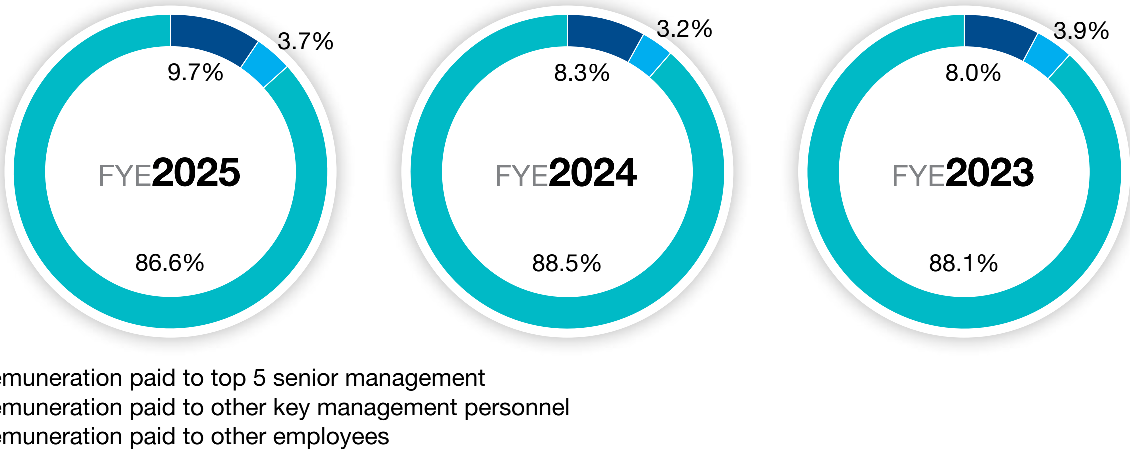
SOCIAL PILLAR (CONT'D)

SOCIAL (SC1) – REMUNERATION AND REWARDS (CONT'D)

Our Performance

In FYE2025, the remuneration of the Group's key management personnel, including the Managing and Executive Directors, have accounted for approximately 13.4% of total employee benefits expenses, an increase from 11.5% of the previous year.

	As % of total employee benefits expenses		
	FYE2025	FYE2024	FYE2023
Remuneration paid to top 5 senior management	9.7%	8.3%	8.0%
Remuneration paid to other key management personnel	3.7%	3.2%	3.9%
Remuneration paid to other employees	86.6%	88.5%	88.1%



As have salary increments and promotions, staff bonuses were disbursed in both financial years and amounts paid to key management personnel were based on merit, directly linked to the results of their divisions as well as their individual leadership and executive performances.

As of 31 December 2025, the average length of service by the Group's key management personnel was 20.0 years, underscoring the extensive breadth of knowledge, experiences and leadership of these individuals. The Group also valued loyalty among its employees and long service awards were granted to employees who have been with the Group for at least ten years. In the current year, a total of 28 employees were rewarded and presented with tokens of appreciation for their continuous services to the Group:

No. of employees presented with 10-year service awards: 19
No. of employees presented with 20-year service awards: 5
No. of employees presented with 30-year service awards: 4

SOCIAL PILLAR (CONT'D)

SOCIAL (SC2) – HEALTH, SAFETY AND WELLBEING

GRI 403-2, 419-1

Our Assessment

At Hexcare, we prioritize the comfort, physical, and mental wellbeing of our employees, and crucially ensuring that their safety at work is never compromised. We take a proactive approach by creating safe and healthy work environments across all our operations and workplaces. We strongly believe that a safe, healthy, and supportive work environment is essential not only for preventing injuries and illnesses but also for enhancing efficiency and productivity.

Our Approach

Hexcare has in place an established Occupational Safety and Health (OSH) Policy that governs all employees, contractors, customers, visitors, members of the public and related parties to the adherence of applicable national and international health, safety and environmental laws.

In accordance with the Occupational Safety and Health Act of 1994 (Safety and Health Officer) Order 1997, employers in certain types of industries and/or size are required to employ a Safety and Health officer ("SHO") for the purpose of managing matters relating to workplace safety and health. It is also imperative that the SHO be duly qualified and/or have received the relevant prescribed training necessary to act as a SHO.

At Hexcare, we take liberation in our employment of a qualified and experienced full-time SHO who, guided by the Hazard Identification Risk Assessment and Risk Control (HIRARC) tool, oversees all aspects of workplace safety at our plants including conducting regular workplace inspections, audits and risks assessments, accident investigations, promote safe practices and communicate findings to Management as well as relevant authorities so that our factories may operate in the safest, most effective modes.

Additionally, we have established in-house Safety and Health Committees within the Group, whose members consist of various departmental heads who also support the functions of the SHO in ensuring workplace safety.

Our Performance

HEALTH AND SAFETY COMPLIANCE

GRI 403-1, 412-1

Item	Requirement	Frequency	Description
Noise Risk Assessment (NRA)	In compliance with Occupational Safety and Health Act 1994	Once every five years. This assessment was last conducted in October 2024.	For monitoring purpose, when the noise level exceeds 82 dB(A) in a specific area, employees in those specific areas must undergo audiometric testing.
Local Exhaust Ventilation (LEV)	In compliance with Occupational Safety and Health Act (Use and Standards of Exposure of Chemical Hazardous to Health) Regulations 2000	Once a year. This assessment was conducted in October 2025.	Is a test of whether the LEV systems installed and operated at our factory meet the minimum required duct transport velocities. If they do not meet the requirement, the specific LEV system will need to be arranged for service.
Chemical Health Risk Assessment (CHRA)	In compliance with Occupational Safety and Health Act 1994	Once every five years. This assessment was last conducted in December 2024.	Is an assessment conducted by an external consultant to verify the chemicals we use and ensure compliance with regulations regarding annual chemical training and the proper use of personal protective equipment (PPE) by workers when handling chemicals.

SOCIAL PILLAR (CONT'D)

SOCIAL (SC2) – HEALTH, SAFETY AND WELLBEING (CONT'D)

Our Performance (Cont'd)

HEALTH AND SAFETY COMPLIANCE (CONT'D)

Item	Requirement	Frequency	Description
Boundary Noise Monitoring	In compliance with Environmental Noise Limits and Control (Third Edition) 2019	Once a year. This assessment was conducted in February 2026.	Is a test conducted to assess and ensure that noise levels generated within the facility remain within the permissible limits set by regulations.
Isokinetic Stack and Air Emission Monitoring&Dark Smoke Observation	In compliance with Environmental Quality (Clean Air) Regulations 2014	Quarterly. This assessment was last conducted in October 2025.	Is a test performed to evaluate air emissions from industrial stacks, measure pollutant levels, assess the efficiency of air pollution control systems, and minimize the environmental impact of emissions.

Hexcare has been audited and certified yearly to be in compliance to the requirements of ISO 45001:2018 Occupational Health and Safety Management Systems. Below are the mandatory health screening programs carried out, in compliance to ISO 45001:2018.

HEALTH SCREENINGS

GRI 403-3, 403-4, 403-6, 403-7, 403-8

Item	Requirement	Frequency	No. of employees tested in	
			FYE2025	FYE2024
Audiometric Test	In compliance with Occupational Safety & Health (Noise Exposure) Regulations 2019	Once a year	241	250
Chemical Exposure Monitoring	In compliance with Occupational Safety and Health Act (Use and Standards of Exposure of Chemical Hazardous to health) Regulations 2000	Once a year	15	12
Medical Surveillance	In compliance with Occupational Safety and Health Act 1994	Once a year	44	45
Health Screening	N/A	N/A	49	79

Following the introduction of the Health Screening Program 3.0 (HSP) by the Social Security Organization in Malaysia (PERKESO) in 2023, Hexcare initiated further free yearly health screenings on our own accord, to eligible workers for the early detection of non-communicable diseases (NCDs) such as diabetes, high blood pressure, cancer, and the risk of heart disease. The goal of this initiative was to identify and treat workers in high-risk groups, thereby ensuring their continued productivity and contributing to a vibrant business environment that helps stimulate the economy. In November 2025, Hexcare organized these screenings, which were conducted by external qualified medical professionals from MyCare Clinic, on-site, at a dedicated office space for the convenience and accessibility for our eligible workers. Out of the 72 staff eligible for the screenings, 49 participated, resulting in a successful turnout rate of 68.0%.

SOCIAL PILLAR (CONT'D)

SOCIAL (SC2) – HEALTH, SAFETY AND WELLBEING (CONT'D)

HEALTH SCREENINGS (CONT'D)



Health Screening Program conducted at Hexcare in 2025

HEALTH AND SAFETY TRAINING

GRI 403-5

In FYE2025, 441 workers in Hexcare accumulated a total of 2,150 hours of Health and Safety training, including First Aid and attended various briefings on Health and Safety Standards and health screenings by external training providers. These training efforts reflect our commitment to equipping employees with essential knowledge required to actively contribute towards ensuring a safe workplace. Through these training initiatives, we aim to foster a culture of safety within the organization, ensuring that all employees are well-prepared to contribute actively to maintaining a safe and healthy working environment.

	FYE2025	FYE2024	FYE2023
Number of employees trained on Health and Safety Standards	441	501	557*
Training hours on Health and Safety Standards	2,150	4,004	4,783

* Restated

In line with our commitment to public welfare, Hexcare collaborated with Hospital Raja Permaisuri Tuanku Bainun Ipoh to organize a blood donation drive at its premises in June 2025. A total of 20 individuals successfully donated blood after undergoing screening by the medical team. This initiative not only highlights our commitment to social responsibility but also strengthens our corporate governance through transparent and ethical collaboration with public institutions, fostering a culture of care and support within our community.



Health and Safety Training /Program conducted at Hexcare in 2025

SOCIAL PILLAR (CONT'D)

SOCIAL (SC2) – HEALTH, SAFETY AND WELLBEING (CONT'D)

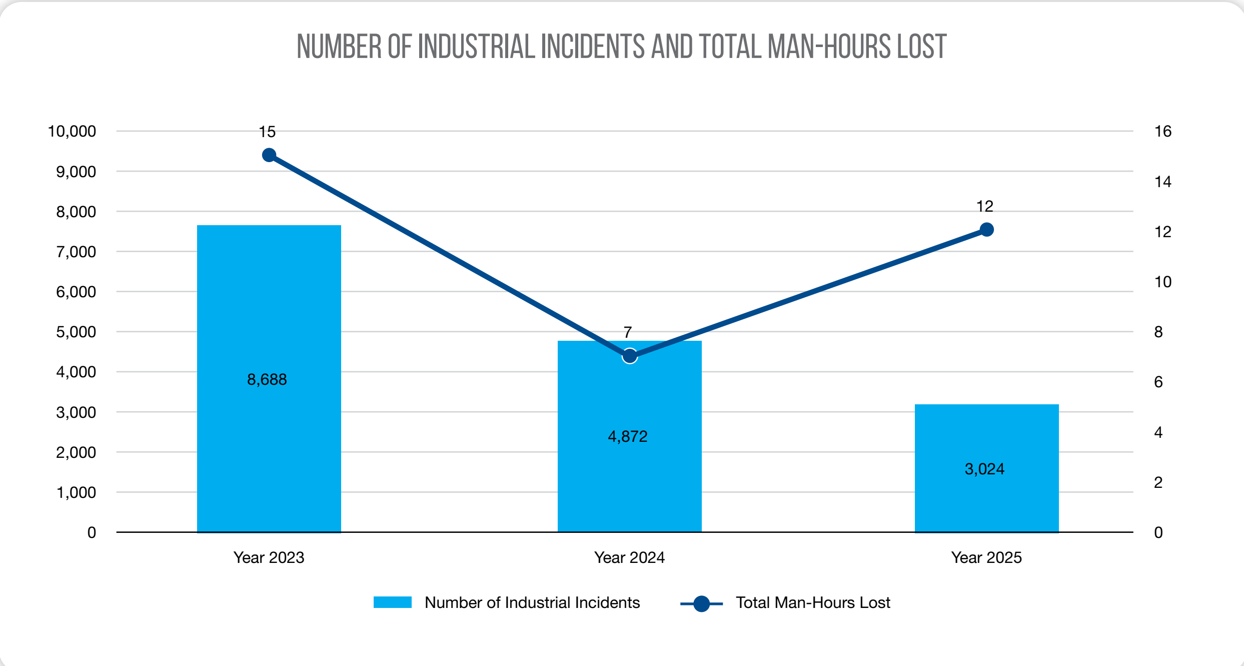
INDUSTRIAL INCIDENTS

GRI 403-9

A total of seven industrial incidents were reported at our Malaysia plants in 2025, of which five were classified as "major", requiring more than five days' medical leave, and seven "minor" cases. The Lost Time Incident Rate (LTIR) increased to 2.82 in FYE2025, compared to 1.17 in the preceding year. This rise reflects enhanced employee awareness and strengthened reporting practices, underscoring improved transparency and a more proactive safety culture across our operations. Notwithstanding the increase in reported incidents, the total man-hours lost in FYE2025 decreased significantly to 3,024, compared to 4,872 in FYE2024. Most crucially, no fatalities were involved in any of our plants in the past three years. All industrial incidents were duly notified to the Department of Occupational Safety and Health (DOSH) (Jabatan Keselamatan dan Kesihatan Pekerjaan (JKKP)) and documented accordingly. During the year, DOSH also conducted fourteen audits and checks on Hexcare's plants to ensure safe work practices, chemical handling procedures and emergency systems, and we are pleased to note that no major non-compliances were raised.

	FYE2025	FYE2024	FYE2023
No. of fatalities	Nil	Nil	Nil
No. of industrial incidents:			
• Major (requiring more than 5 days' medical leave)	5	4	9
• Minor	7	3	6
Total Man-Hours Lost	3,024	4,872	8,688
Lost Time Incident Rate (LTIR)	2.82	1.17	2.04*

*Restated



SOCIAL PILLAR (CONT'D)

SOCIAL (SC2) – HEALTH, SAFETY AND WELLBEING (CONT'D)

INDUSTRIAL INCIDENTS (CONT'D)

Fire Drills

In order to equip workers with emergency handling skills and readiness in an event of dangers or disasters such as a fire outbreak, drills and trainings are regularly carried out, including at night and at workers' dormitories, to familiarize our employees with safety procedures, escape routes, evacuation plans and meeting points in case of a fire. These fire drills and protocols are under the purview of the Group's in-house Safety and Health Committee members who also double as Emergency Response Teams. They consist of 62 competent employees from various departments and work shifts, who have been trained in basic fire-fighting, medical care and first aid. In FYE2025, five fire drills were carried out, and the average response time from these exercises, from the trigger of alarm to full assembly was 6.6 minutes, which was satisfactorily below that recommended by the local fire department of 7.0 minutes.

Fire drills conducted by Hexcare in 2025

EMPLOYEES' WELFARE

Other than the standard health benefits accorded such as paid sick leaves, maternity and paternity leaves, health insurances and dental care, employees of the Group were also encouraged to adopt healthy lifestyles and work-life balances. The Management has actively supported fellowship and employee participation through the organization of various friendly sports competition and activities throughout the year. In FYE2025, two competitive badminton and bowling friendly matches were held during the year, where workers from various divisions and departments within Hexcare engaged in inter-company friendly competitions, promoting teamwork, communication and camaraderie within our workforce.

SUSTAINABILITY STATEMENT

(CONT'D)

SOCIAL PILLAR (CONT'D)

SOCIAL (SC2) – HEALTH, SAFETY AND WELLBEING (CONT'D)

EMPLOYEES' WELFARE (CONT'D)

For the safety and convenience of its staff and workers, Hexcare also installed on-site, a dedicated automatic teller machine (ATM) by a local bank to ease the task of cash withdrawals and/or deposits. This machine has been placed at a well-lit area, within sight of the security guards on duty and safely monitored by closed-circuit television cameras twenty-four hours a day.

In place of a direct monetary donation, Hexcare supported a local charity run organized by the Ray of Hope Society in June 2025, where 25 of our employees eagerly participated. This approach allowed us to make a tangible impact beyond financial support, enabling our team to actively engage with the cause. Participating in the run not only contributes to raising awareness and support for important charitable initiatives but also promotes employee health, wellness, and team bonding. By coming together for a common purpose, our employees had the opportunity to strengthen interpersonal connections, demonstrate teamwork, and embody the values of Hexcare in a meaningful, hands-on way. This initiative reflects our commitment to fostering a workplace culture that balances social responsibility, employee engagement, and holistic well-being.

The Group recognizes that an encouraging and inclusive culture or work environment promotes a greater sense of motivation, amity and goodwill among employees and enhances their overall work experience at Hexcare. As part of our commitment to inclusivity, we commemorate major holidays and festive occasions together throughout the year, providing employees with opportunities to engage in meaningful cultural exchanges and strengthen their connections with colleagues. These celebrations not only reinforce our company values but also help build stronger relationships and promote unity within our workforce. By embracing diversity and creating a supportive environment, we ensure that our employees feel valued, fulfilled, and appreciated. At Hexcare, we are committed to fostering a safe and conducive work environment where our employees feel valued, contented and appreciated.

SOCIAL PILLAR (CONT'D)

SOCIAL (SC2) – HEALTH, SAFETY AND WELLBEING (CONT'D)

EMPLOYEES' WELFARE (CONT'D)



Employees engage in fun run and gather to celebrate festive occasions

SOCIAL (SC3) – WORKPLACE DIVERSITY AND EQUAL OPPORTUNITIES

GRI 2-7, 2-8, 202-1, 202-2, 401-1, 405-1, 405-2

Our Assessment

Hexcare believes that a diverse workplace is an essential corporate asset that acknowledges a greater range of talent, perspectives and strengths of its workforce; this promotes greater productivity, fosters teamwork, improves collaboration and ultimately supports a company's innovation, growth and sustainability. We celebrate diversity and practice equality and inclusion in our hiring practices.

Our Approach

Our approach to Workplace Diversity is grounded in providing equal opportunities for all employees, irrespective of their nationality, gender, race, religion, age, sexual orientation, or disability. By doing so, we ensure that every employee feels valued, respected, and empowered to reach their full potential within the company, contributing to a positive work environment and enhancing our collective success.

SOCIAL PILLAR (CONT'D)

SOCIAL (SC3) – WORKPLACE DIVERSITY AND EQUAL OPPORTUNITIES (CONT'D)

Our Approach (Cont'd)

Hexcare complies with current laws on the minimum and standard wage levels that were set by the government in our recruitment process, and ensures that the ratio of basic salary and remuneration of women to men is 1:1 at all times. At Hexcare, equal employment opportunities also extend to persons with disabilities. The Persons with Disabilities Act 2008 in Malaysia provides that such persons shall have the right to access employment on an equal basis as persons without disabilities. Opportunities for employment provide persons with disabilities a safe environment to hone their skills, instill confidence and self-independence which would also encourage and inspire others in the community. The Group has no qualms in offering more equal employment opportunities to persons with disabilities in the quest to support their livelihood and our local community should and if the need arises.

Hexcare advocates fair treatment and opportunities to its employees; we are impartial to the traditional factory-based, technical roles previously held mostly by males, and equal chances were also accorded to our female engineers, chemists and technicians within the Group. We have set an immediate target of 40.0% female participation in our workforce by year 2025 in order to meet gender equality goals.

Our Performance

The people pool at Hexcare has always been culturally diverse with a harmonious blend of nationalities, talents and age groups. As of 31 December 2025, the Group had a total headcount of 462, exclusive of seven local Spanish staff based at our subsidiary company in Spain. The senior Management team of the Group is 100% Malaysian. All eligible full-time employees of Hexcare are also covered by applicable group-wide medical and health insurance policies.

The Group has always strived to ensure a higher proportion of local workers to foreign, and in FYE2025, this was no exception; 320 out of total 462 workers or 69.3% of the Group workforce are Malaysians. The categorization of the Group's foreign workforce as at the end of FYE2025 consisted of workers from Myanmar (70.4%), Nepal (28.9%) and Indonesia (0.7%) brought in to fulfil critical manual tasks at certain sections of the factory floor that require greater continuity and stability in terms of workers' attendance and turnover. The deliberate decision to employ and retain foreign workers from only a few select countries was so that these foreign workers may foster better support networks, companionship and teamwork among themselves while employed by the Group. Contractors and/or temporary staff includes those on short-term work agreement contracts with the Group and whose services were terminated upon completion, made up 0% of our workforce in 2025. Hexcare targets to achieve at least 80.0% local employment and 40.0% female participation in our overall workforce by year 2030.

Number of employees by nationality						
Nationality/Years	FYE2025		FYE2024		FYE2023	
	Count	%	Count	%	Count	%
Local	320	69.3	479	74.1	586	73.3
Foreigner	142	30.7	167	25.9	213	26.7
Total	**462**	**100.0**	**646**	**100.0**	**799***	**100.0**
Number of employees by gender						
Gender/Years	**FYE2025**		**FYE2024**		**FYE2023**	
	Count	**%**	**Count**	**%**	**Count**	**%**
Male	291	63.0	425	65.8	518	64.8
Female	171	37.0	221	34.2	281	35.2
Total	**462**	**100.0**	**646**	**100.0**	**799***	**100.0**

*Restated

SOCIAL PILLAR (CONT'D)

SOCIAL (SC3) – WORKPLACE DIVERSITY AND EQUAL OPPORTUNITIES (CONT'D)

Our Performance (Cont'd)

The majority of our Group's workforce is relatively young and dynamic. Sustainability for the Group is assured from a ready pool of willing, motivated learners, guided by the right balance of qualified experienced mentors.

Number of employees by Age & Gender – FYE2025								
Age Group/ Employee Category	Managers		Executives		Non-Executives		Overall	
	Count	%	Count	%	Count	%	Count	%
Under 30	-	-	5	1.1	121	26.2	126	27.3
Between 30-50	15	3.2	26	5.6	220	47.6	261	56.5
Above 50	16	3.5	4	0.9	55	11.9	75	16.2
Total	31	6.7	35	7.6	396	85.7	462	100.0
Gender/ Employee Category	**Managers**		**Executives**		**Non-Executives**		**Overall**	
	Count	**%**	**Count**	**%**	**Count**	**%**	**Count**	**%**
Male	15	3.2	15	3.3	261	56.5	291	63.0
Female	16	3.5	20	4.3	135	29.2	171	37.0
Total	31	6.7	35	7.6	396	85.7	462	100.0

The Group presently has in its employment the engagement of three persons with disabilities, equivalent to 0.6% of our global staff count, who are attached to the Gloves Operation division.

Number of employees						
Description/Years	FYE2025		FYE2024		FYE2023	
	Count	%	Count	%	Count	%
Global staff with a disability	3	0.6	3	0.5	2	0.3

Workplace diversity at Hexcare also encompassed the initial recruitment of 123 indigenous or "orang asli" workers in FYE2025, who were mobilized from nearby local villages and settlements for employment opportunities at our plants. Hiring indigenous workers at fair and equal wages helps build trust and long-term relationships with local communities, improves workforce stability and enhances the long-term sustainability of the Group.

The recruitment of staff and workers during the year were carried out to satisfy vacant positions and job functions within our operations. In FYE2025, Hexcare also repatriated 25 foreign workers who had completed their employment contract with the Group back to their home countries. The new hire and turnover rates for FYE2025 were 38.4% and 71.7%, respectively. The following table provides a detailed breakdown of the recruitment and turnover trends for FYE2025:

SOCIAL PILLAR (CONT'D)

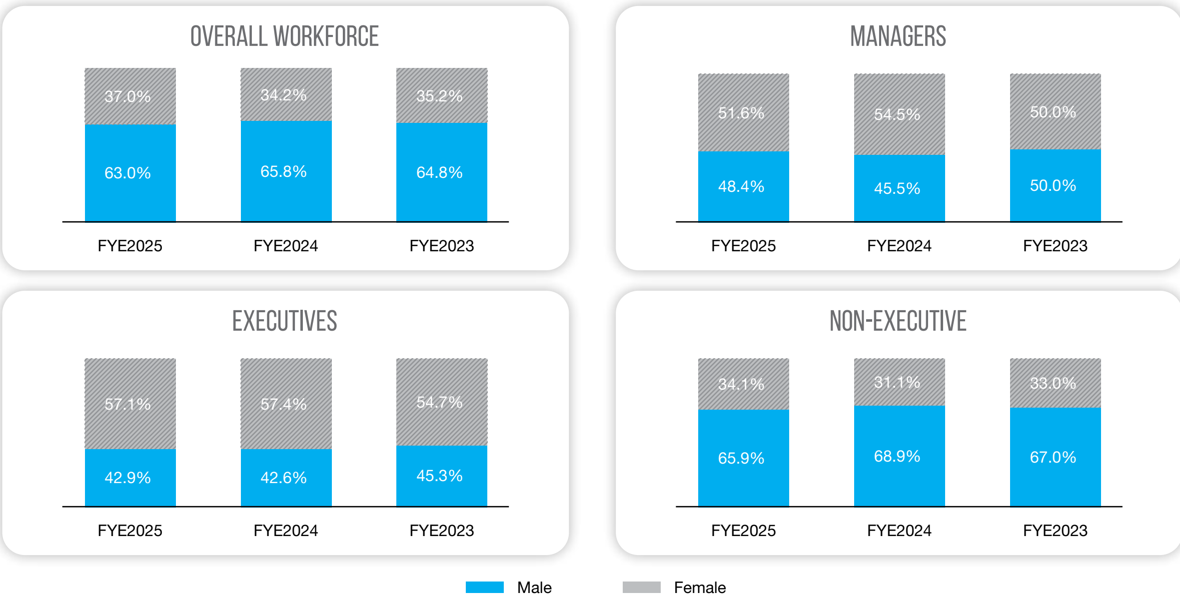
SOCIAL (SC3) – WORKPLACE DIVERSITY AND EQUAL OPPORTUNITIES (CONT'D)

Our Performance (Cont'd)

New Hires	Male	Female	Total
By Employee Category			
Managers	1	0	1 (0.5%)
Executives	0	0	0 (0.0%)
Non-Executives	1	211	212(99.5%)
Turnover	**Male**	**Female**	**Total**
By Employee Category			
Managers	1	1	2 (0.5%)
Executives	8	7	15 (3.8%)
Non-Executives	207	173	380 (95.7%)
			FYE2025
New hires rate (%)			38.4%
Turnover rate (%)			71.7%

As of 31 December 2025, the Group had a 37.0% female representation in its workforce, which at present is adequate and unprejudiced, as reflected below:

Gender Diversity by Level



SOCIAL PILLAR (CONT'D)

SOCIAL (SC4) – TRAINING AND DEVELOPMENT

Our Assessment

Hexcare believes that training and development programs are crucial to the success of both our employees and the company as a whole. We enhance employee skills, performance results, and job satisfaction by providing continuous learning opportunities to staff and workers in Hexcare. This commitment fosters a positive work environment and drives both individual and organizational success.

Our Approach

The Group has always been a strong advocate of employee training and development. These programs are held throughout the year and may be conducted in-house or off-site, virtual or physical. Continuous training and learning programs provide opportunities for employees to acquire new skill sets as well as improve their knowledge base, productivity, confidence and morale. This leads to increased job satisfaction, lower employee turnover and promotes a performance-based culture that is encouraging, supportive and sustainable.

Our Performance

SAFETY AND PROFESSIONAL TRAINING

GRI 404-1, 404-2, 410-1, 412-2

Hexcare remains committed to investing in training and development programs, utilizing both the physical and online channels of communications for the conduct of these trainings where applicable. In FYE2025, the Group invested approximately RM232,000 in various training programs, encompassing those that were both knowledge-based and skills-based, to address workforce competency gaps, skills upgrade and enrich professional development of our employees. The Group recorded a total of 5,197 training hours in FYE2025, compared to 6,770 hours in FYE2024, reflecting a decrease due to a reduced workforce in 2025. However, the average training hours per employee increased by 6.7%, from 10.5 hours in FYE2024 to 11.2 hours in FYE2025.

Total Number of Training Hours by employee category						
	FYE2025		FYE2024		FYE2023	
	hours	%	hours	%	hours	%
Managers	718	13.8%	672	9.9%	891	11.3%
Executives	1,513	29.1%	1,633	24.1%	1,834	23.3%
Non-Executives	2,966	57.1%	4,465	66.0%	5,133	65.4%
Total	**5,197**	**100.0%**	**6,770**	**100.0%**	**7,858 ****	**100.0%**

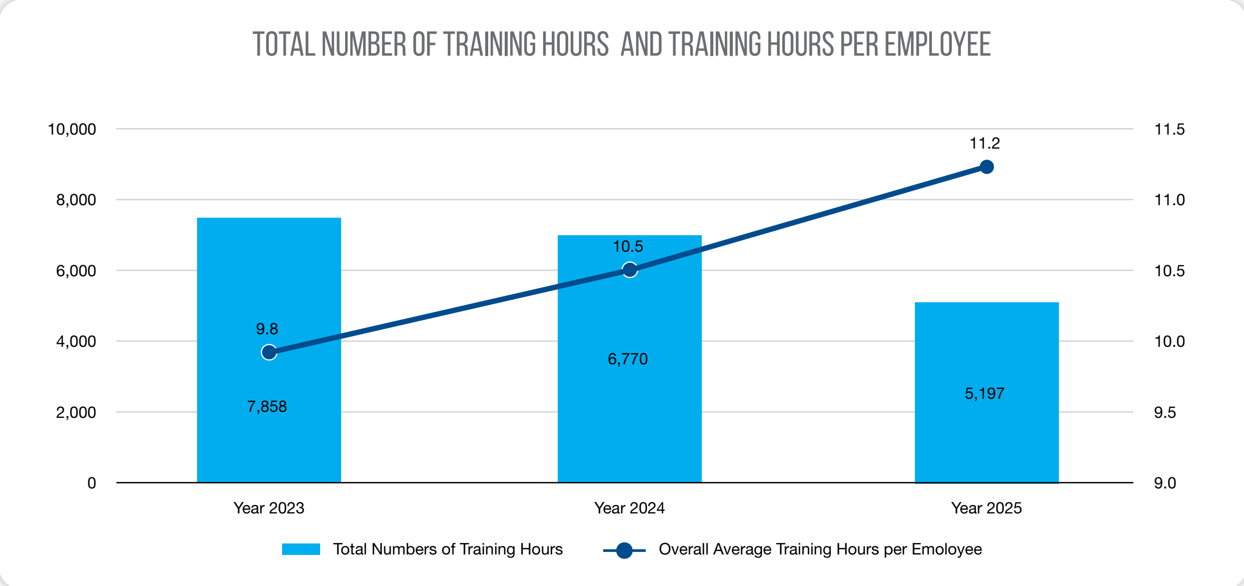
*Restated

SOCIAL PILLAR (CONT'D)

SOCIAL (SC4) – TRAINING AND DEVELOPMENT (CONT'D)

Our Performance (Cont'd)

SAFETY AND PROFESSIONAL TRAINING (CONT'D)



Where appropriate, the Group also utilizes opportunities and resources provided by the Malaysian government's Human Resource Development Fund (HRDF) for its training needs and expenditures. The returns on these hours invested on our human resource capital far outweighs the upfront costs over the long run as we build a progressive and skilled workforce that is driven and motivated for success. Some of the professional and skills development programs carried out in FYE2025 were as follows:

Safety Training	Forklift training
	Safety Toolbox Talks
	Essential First Aid, CPR & AED
	Shover Handling Safety Training
	Basic Fire Fighting (Fire Safety Awareness)
	Safety Briefing for Confined Space: Biomass 4G
	Ergonomic Awareness and Initial Era Report Briefing
	Chlorine (Safe Handling & Emergency Situation) Training
	Authorized Entrant & Standby Person (AESP) for Confined Space
	Refresher Safety Training & Safe Work Procedure During Ramadhan Kareem
	Chemical Handling , Chemical Spillage Control, Hearing Conservation Program and PPE Training

SOCIAL PILLAR (CONT'D)

SOCIAL (SC4) – TRAINING AND DEVELOPMENT (CONT'D)

Our Performance (Cont'd)

SAFETY AND PROFESSIONAL TRAINING (CONT'D)

Professional Training	Let's Talk Finance
	Halal Awareness Training
	Halal Competency Training
	Mastering Latest Employment Act
	Supplier Compliance Audit Network
	Corrective Action Preventive Action
	Root Cause Analysis for Problem Solving
	EU Deforestation Regulation (EUDR) Training
	Professional Certificate Halal Executive Program
	Off Site Team Building - The Supercharged Team
	Regulatory Training on Post-Market Requirement
	Process & Software Validation System :ISO 13485:2016
	Understanding and Implementation ISO 9001:201 QMS
	Search Engine Optimization & Search Engine Marketing
	Forensic Analysis on the Wastewater Operational Upset
	Medical Device Labelling and Advertisement Requirements
	Cost Accounting Technique for Cost Management & Control
	Field Training (FTR) Preperation Workshop for CePBFO/CePSO
	Certified Environmental Professional in Scrubber Operation (CePSO)
	Sexual Harassment Bullying: Prevention Eradication in the Workplace
	Implementation of 5S Methodology in Scheduled Wastes Management
	Certified Environmental Professional in Scheduled Waste Management (CePSWaM)
	CybersafeAML: Bridging the Gap Between Cyber-Security & Anti Money Laundering
	HALAL Sector Seminar: Halal Medical Device - Compliance as a Catalyst for Industry Excellence
	FMM Seminar on Corporate Compliance:Dissecting the Recent Amendments to the Personal Data Protection Act 2010 and Companies Act 2016

SOCIAL PILLAR (CONT'D)

SOCIAL (SC4) – TRAINING AND DEVELOPMENT (CONT'D)

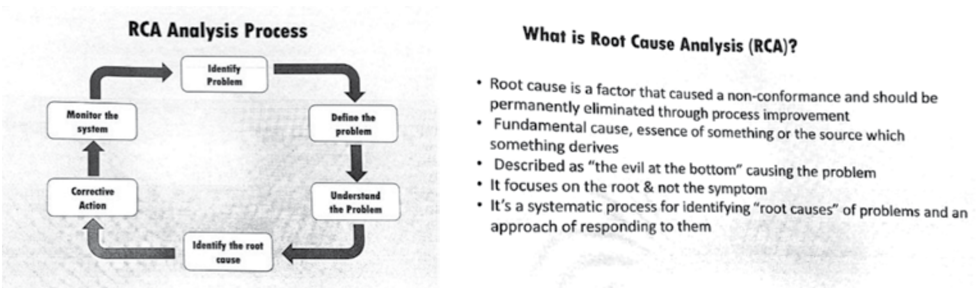
Our Performance (Cont'd)

SAFETY AND PROFESSIONAL TRAINING (CONT'D)

In addition, during the year, Hexcare also provided a range of specific personal development training programs designed to enhance both professional growth and skill development, relevant to employees' scope of work and job responsibilities. To ensure the retention of our talented workforce, we prioritise fostering their personal development and skills by consistently offering a diverse range of technical, non-technical, and compliance training workshops as outlined below:

Topic : Root Cause Analysis (RCA) for Problem Solving
Organizer : Federation of Malaysian Malaysian Manufacturers (FMM) Perak
Outcomes :

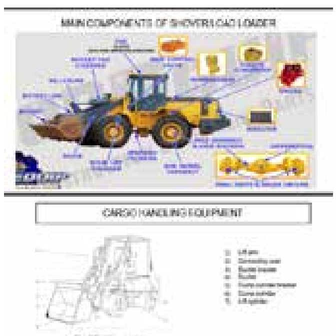
1) To learn how to establish an effective team for conducting RCA.
2) To understand how to identify what happened, how it occurred, and why the problem arose.
3) To develop the ability to identify potential causes and distinguish between immediate causes and root causes.
4) To understand how to prevent re-occurrence of issues.
5) To recognize common barriers to effective RCA and apply techniques to overcome them.



Topic : Shover Handling Safety Training
Organizer : Mamu Osh Solution Sdn Bhd
Outcomes :

1) To understand the relevant legislative requirements, regulations, and standards.
2) To gain knowledge of loader fundamentals and operational orientation.
3) To identify workplace hazards associated with shovel handling.
4) To understand preventive maintenance practices and pre-operational inspection procedures.
5) To apply Job Safety Analysis (JSA) and HIRARC principles in daily operations.





SOCIAL PILLAR (CONT'D)

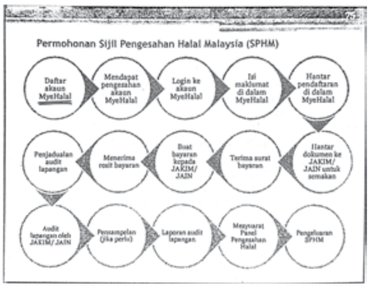
SOCIAL (SC4) – TRAINING AND DEVELOPMENT (CONT'D)

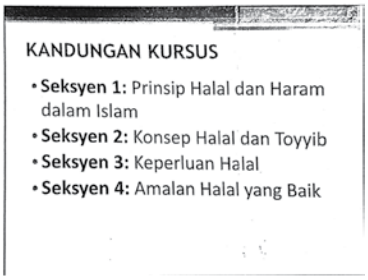
Our Performance (Cont'd)

SAFETY AND PROFESSIONAL TRAINING (CONT'D)

Topic : Halal Awareness Training
Organizer : Enesen Management
Outcomes :

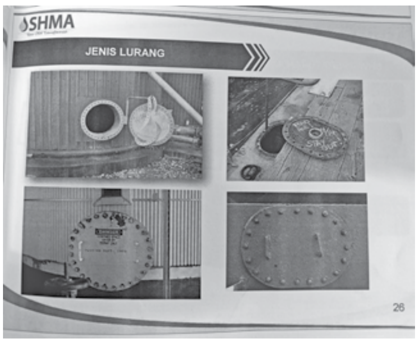
1) To understand the concept and principles of halal food and drinks.
2) To understand the terms and conditions for Malaysian halal certification.
3) To gain an overview of the basic requirements for halal application.
4) To understand the proper use of the halal logo and certification.





Topic : Authorized Entrant & Standby Person (AESP) for Confined Space
Organizer : OSHMA Sdn Bhd
Outcomes :

1) To demonstrate the proper use of PPE and related equipment for confined space work.
2) To apply safe confined space entry procedures in accordance with established guidelines.
3) To understand the legal requirements related to confined space operations.
4) To understand the duties and responsibilities of authorized entrants and standby personnel
5) To identify and describe potential hazards present in confined spaces.



SOCIAL PILLAR (CONT'D)

SOCIAL (SC4) – TRAINING AND DEVELOPMENT (CONT'D)

Our Performance (Cont'd)

ANTI-BRIBERY TRAINING

GRI 205-2

All employees of the Group are mandated to undergo anti-bribery and corruption training conducted internally by our Human Resources (HR) department upon recruitment; each employee also formally acknowledges their understanding and adherence to the Group's Anti-bribery and Corruption policy by signing a staff declaration form.

Number of employees trained on Anti-Bribery and Corruption						
	FYE2025		FYE2024		FYE2023	
	count	%	count	%	count	%
Managers	30	96.8	0	0.0	0	0.0
Executives	35	100.0	5	10.4	4	7.5
Non-Executives	395	99.7	46	8.1	231	32.5
Overall	460	99.6	51	7.9	235*	29.4

* Restated

SOCIAL (SC5) – GIVING BACK TO SOCIETY

GRI 413-1

Our Assessment

Hexcare is deeply committed to the belief that businesses should play an integral role in supporting and uplifting the communities they operate in. We encourage employees to volunteer and participate in initiatives that improve society, believing that these efforts not only benefit the community but also enhance employee satisfaction. Employees go beyond their roles by volunteering and personally contributing to charitable causes, fostering a strong sense of purpose and connection. This commitment to social responsibility strengthens both the company's community ties and its workplace culture, making Hexcare a socially responsible and rewarding environment for all.

Our Approach

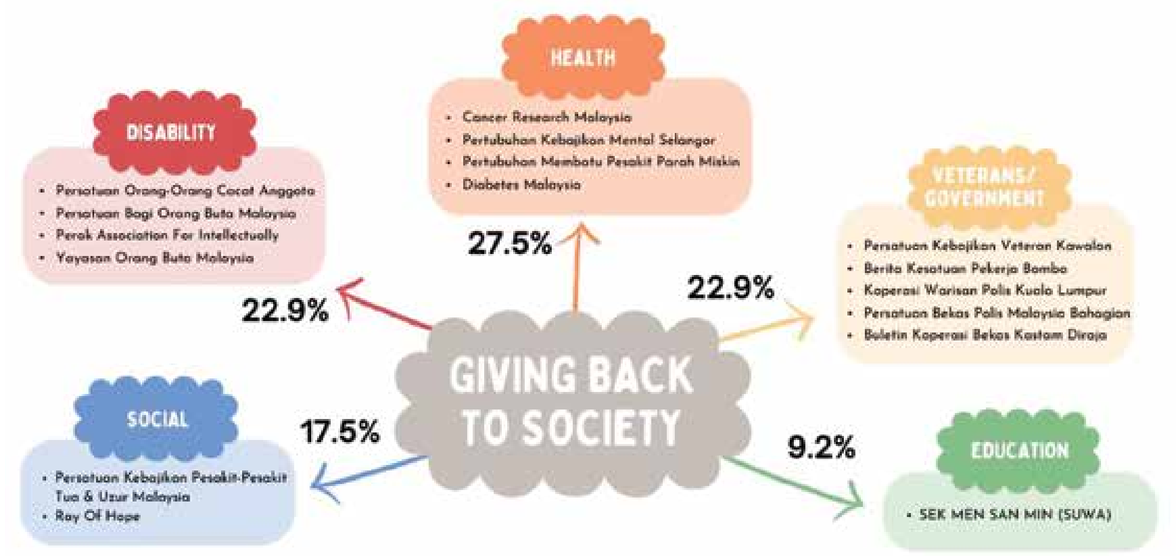
As responsible community members and business operators, Hexcare and the Group carries out its corporate social responsibilities (CSR) in good faith, contributing monetary support and assistance to various deserving charities and organizations.

SOCIAL PILLAR (CONT'D)

SOCIAL (SC5) – GIVING BACK TO SOCIETY (CONT'D)

Our Performance

In FYE2025, a total of RM22,000 in cash donations and non-monetary contributions-in-kind were made, which aided approximately 435 members of the community. Our employees demonstrated their commitment to community service by actively volunteering their time at elderly care homes as well as participating in blood donation drives. These contributions were distributed across the following focus groups:



SOCIAL (SC6) – HUMAN RIGHTS

GRI 406-1, 408-1, 409-1

Our Assessment

Human rights is a key focus of the United Nations Sustainable Development Goals that emphasizes gender equality, specifically on women's empowerment and human rights. At Hexcare, our advancement to this goal channels our efforts toward protecting human rights and fostering a culture that is free from any discrimination in the form of nationality, gender, race, religion, age, sexual orientation or disability. Our commitment also extends to our supply chain network, where we uphold high ethical standards and prohibit human rights abuses across our upstream as well as downstream operations. By integrating these principles throughout our Group processes, we strive to create a workplace and a world where everyone's rights are regarded, respected and upheld.

Our Approach

Hexcare does not employ child or under-aged labour, neither does it promote forced labour in its operations. The Group's Human Resource division takes counter-measures during the hiring process by screening for age using official identification documents such as valid identity cards or passports of workers to verify their ages during the recruitment process. All of our employees meet the current minimum legal recruitable age of 18 years.

In compliance with the new Employment Act (Amendment) 2022 enforced since 1 January 2023, Hexcare has reduced the maximum weekly working hours from 48 to 45, aligning with International Labour Organization (ILO) conventions to safeguard worker welfare as we recognize that living wages are an important part of empowering the community and eradicating poverty and inequality. There are no forced or contractual overtime hours in the Group's workforce. This allows employees to cover their basic needs and that also allows them to attain financial independence. The Group's Labour Rights Policy, which outlines the various rights of our employees is available in both English and Malay, published on the company's website and communicated effectively to all employees.

SOCIAL PILLAR (CONT'D)

SOCIAL (SC6) – HUMAN RIGHTS (CONT'D)

Our Approach (Cont'd)

An employee's freedom of association and participation in the formation, membership and lawful activities of a trade union, workers' association, or workers' council, and the rights to bargain collectively in accordance with and within the Trade Union Act 1959, the Industrial Relations Act 1967, and the Immigration Act 1956/63 of Malaysia is a respectable right of any employee. Hexcare did not and will not discriminate or take any disciplinary or punitive actions on employees and workers who exercise these rights.

We are committed to upholding human rights, and this dedication is reflected in our Human Rights-related policies which outline our approach to managing and mitigating potential negative human rights impacts, including:

- Human Rights Policy;
- Policy on Workplace Discrimination; and
- Policy on Workplace Harassment

These policies guide our efforts to foster a workplace that respects and protects the rights of all individuals.

Our Performance

HUMAN RIGHTS VIOLATIONS COMPLAINTS

In FYE2025, there were no incidences of non-compliance to labour laws and regulations that resulted in any fines, reprimands or penalties imposed by any regulatory authorities, both in Malaysia and overseas. At Hexcare, we honour and champion human rights simply because they embody key values in our society such as fairness, equality, dignity and respect – values that immeasurably sustain humankind.

	FYE2025	FYE2024	FYE2023
No. of substantiated complaints involving human rights violations	NIL	NIL	NIL

GRI CONTENT INDEX

Statement of Use: Hextar Healthcare Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025, in reference to the applicable GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard: Not applicable

GRI Content Index			
GRI Indicator	**Disclosure**	**Location**	**Omission & Explanation**
GRI 2: General Disclosures 2021			
The organization and its reporting principles			
2-1	Organisational details	SS Page 24	
2-2	Entities included in the organisation's sustainability reporting	SS Page 24	
2-3	Reporting period, frequency and contact point	SS Page 24	
2-4	Restatement of Information	SS Page 25	
2-5	External Assurance	SS Page 24	
Activities and workers			
2-6	Activities, value chain and other business relationships	SS Pages 37-40	
2-7	Employees	SS Pages 61-64	
2-8	Workers who are not employees	SS Page 62	
Governance			
2-9	Governance structure and composition	BODP & KSMP (Pages 10 - 13)	
2-10	Nomination and selection of the highest governance body	Board Charter - https://ir2.chartnexus.com/hexcare/docs/cg/Board-Charter.pdf	
2-11	Chair of the highest governance body	Board Charter - https://ir2.chartnexus.com/hexcare/docs/cg/Board-Charter.pdf	
2-12	Role of the highest governance body in overseeing the management of impacts	Board Charter - https://ir2.chartnexus.com/hexcare/docs/cg/Board-Charter.pdf	
2-13	Delegation of responsibility for managing impacts	KSMP (Page 13)	
2-14	Role of the highest governance body in sustainability reporting	SS Page 50	

GRI CONTENT INDEX

(CONT'D)

GRI Content Index			
GRI Indicator	**Disclosure**	**Location**	**Omission & Explanation**
GRI 3: Material Topics 2021			
Governance			
2-15	Conflicts of interest	Conflict Of Interest Policy - https://ir2.chartnexus.com/hexcare/docs/cg/CONFLICT-OF-INTEREST-POLICY.pdf	
2-16	Communication of critical concerns	SS Pages 29-31	
2-17	Collective knowledge of the highest governance body	CGOS (Pages 91-99)	
2-18	Evaluation of the performance of the highest governance body	CGOS (Pages 91-99)	
2-19	Remuneration policies	Remuneration Policy - https://ir2.chartnexus.com/hexcare/docs/cg/REMUNERATION-POLICY.pdf	
2-20	Process to determine remuneration	CGOS (Pages 91-99)	
2-21	Annual total compensation ratio	-	Not applicable
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	SS Page 24	
2-23	Policy commitments	SS Page 42	
2-24	Embedding policy commitments	SS Page 42	
2-25	Processes to remediate negative impacts	SS Pages 53-72	
2-26	Mechanisms for seeking advice and raising concerns	SS Pages 53-72	
2-27	Compliance with laws and regulations	SS Pages 24-25	
2-28	Membership associations	-	Not applicable
Stakeholder Engagement			
2-29	Approach to stakeholder engagement	SS Pages 29-31	
2-30	Collective bargaining agreements	-	Not applicable

GRI CONTENT INDEX

(CONT'D)

GRI Content Index			
GRI Indicator	**Disclosure**	**Location**	**Omission & Explanation**
GRI 2: General Disclosures 2021			
3-1	Process to determine material topics	SS Page 32	
3-2	List of material topics	SS Page 33	
3-3	Management of material topics	SS Pages 34-35	
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	MDA (Pages 16 -23)	
201-2	Financial implications and other risks and opportunities due to climate change	SS Pages 34-35, 50	
201-3	Defined benefit plan obligations and other retirement plans	-	Not applicable
201-4	Financial assistance received from government	-	Not applicable
GRI 202: Market Presence 2016			
202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	SS Pages 61-62	
202-2	Proportion of senior management hired from the local community	SS Page 62	
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	SS Page 39	
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	SS Page 39	
205-2	Communication and training about anti-corruption policies and procedures	SS Page 70	
205-3	Confirmed incidents of corruption and actions taken	SS Page 39	
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	SS Page 44	
302-2	Energy consumption outside of the organization	-	Not applicable
302-3	Energy intensity	SS Page 45	Not applicable
302-4	Reduction of energy consumption	SS Page 44	
302-5	Reductions in energy requirements of products and services	-	Not applicable

GRI CONTENT INDEX

(CONT'D)

GRI Content Index			
GRI Indicator	**Disclosure**	**Location**	**Omission & Explanation**
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	-	Not applicable
303-2	Management of water discharge-related impacts	-	Not applicable
303-3	Water withdrawal	SS Page 48	
303-4	Water discharge	SS Page 48	
303-5	Water consumption	SS Page 48	
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	SS Page 52	
305-2	Indirect (Scope 2) GHG emissions	SS Page 52	
305-3	Other indirect (Scope 3) GHG emissions	SS Page 52	
305-4	GHG emissions intensity	-	Not applicable
305-5	Reduction of GHG emissions	SS Page 52	
305-6	Emissions of ozone-depleting substances (ODS)	-	Not applicable
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	Not applicable
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	SS Page 50	
306-2	Management of significant waste-related impacts	SS Page 50	
306-3	Waste generated	SS Page 51	
306-4	Waste diverted from disposal	SS Page 51	
306-5	Waste directed to disposal	SS Page 51	
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	SS Page 64	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-	Not applicable
401-3	Parental leave	Our Suatainability (Website) - https://hextarhealthcare.com/our-sustainability/	

GRI CONTENT INDEX

(CONT'D)

GRI Content Index			
GRI Indicator	**Disclosure**	**Location**	**Omission & Explanation**
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	SS Pages 55-56	
403-2	Hazard identification, risk assessment, and incident investigation	SS Pages 55-56	
403-3	Occupational health services	SS Pages 56-57	
403-4	Worker participation, consultation, and communication on occupational health and safety	SS Pages 56-57	
403-5	Worker training on occupational health and safety	SS Page 57	
403-6	Promotion of worker health	SS Page 56	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SS Page 56	
403-8	Workers covered by an occupational health and safety management system	SS Page 56	
403-9	Work-related injuries	SS Page 58	
403-10	Work-related ill health	-	Not applicable
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	SS Pages 65-66	
404-2	Programs for upgrading employee skills and transition assistance programs	SS Pages 66-69	
404-3	Percentage of employees receiving regular performance and career development reviews	-	Not applicable
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	SS Page 41, 62	
405-2	Ratio of basic salary and remuneration of women to men	SS Page 62	
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	SS Pages 42, 72	
GRI 408: Child Labour 2016			
408-1	Operations and suppliers at significant risk for incidents of child labour	SS Page 72	

GRI CONTENT INDEX

(CONT'D)

GRI Content Index			
GRI Indicator	**Disclosure**	**Location**	**Omission & Explanation**
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	SS Page 72	
GRI 410: Security Practices 2016			
410-1	Security personnel trained in human rights policies or procedures	SS Page 67	
GRI 412: Human Rights Assessment 2016			
412-1	Operations that have been subject to human rights reviews or impact assessments	SS Pages 55-56	
412-2	Employee training on human rights policies or procedures	SS Pages 42, 67	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-	Not applicable
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	SS Pages 70-71	
413-2	Operations with significant actual and potential negative impacts on local communities	-	Not applicable
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SS Page 42	

Note:

SS – Sustainability Statement
MDA – Management Discussion and Analysis
CGOS – Corporate Governance Overview Statement
BODP – Board of Directors' Profile
KSMP – Key Senior Management Profile

PRESCRIBED TABLE

Hextar Healthcare Berhad

BMLR Transition Period

Date & Time: 2026-04-23_18:06:15

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Employees trained on anti-corruption by employee category - Managers	Percentage	96.8	100.0	External (Limited)
Anti-Corruption	Employees trained on anti-corruption by employee category - Executives	Percentage	100.0	100.0	External (Limited)
Anti-Corruption	Employees trained on anti-corruption by employee category - Non-Executives	Percentage	99.7	100.0	External (Limited)
Anti-Corruption	Operations assessed for corruption-related risks	Percentage	0.0	-	External (Limited)
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	-	External (Limited)
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM (MYR)	22,000	-	External (Limited)
Community/Society	Total number of beneficiaries of the investment in communities	Number	435	-	External (Limited)
Diversity	Employee by gender - Managers Male	Percentage	3.2	-	External (Limited)
Diversity	Employee by gender - Managers Female	Percentage	3.5	-	External (Limited)
Diversity	Employee by gender - Executives Male	Percentage	3.3	-	External (Limited)
Diversity	Employee by gender - Executives Female	Percentage	4.3	-	External (Limited)
Diversity	Employee by gender - Non-Executives Male	Percentage	56.5	-	External (Limited)

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PRESCRIBED TABLE

(CONT'D)

Hextar Healthcare Berhad
BMLR Transition Period

Date & Time: 2026-04-23_18:06:15
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Employee by gender - Non-Executives Female	Percentage	29.2	-	External (Limited)
Diversity	Employee by age group - Managers <30 years old	Percentage	0.0	-	External (Limited)
Diversity	Employee by age group - Managers 30-50 years old	Percentage	3.2	-	External (Limited)
Diversity	Employee by age group - Managers >50 years old	Percentage	3.5	-	External (Limited)
Diversity	Employee by age group - Executives <30 years old	Percentage	1.1	-	External (Limited)
Diversity	Employee by age group - Executives 30-50 years old	Percentage	5.6	-	External (Limited)
Diversity	Employee by age group - Executives >50 years old	Percentage	0.9	-	External (Limited)
Diversity	Employee by age group - Non-Executives <30 years old	Percentage	26.2	-	External (Limited)
Diversity	Employee by age group - Non-Executives 30-50 years old	Percentage	47.6	-	External (Limited)
Diversity	Employee by age group - Non-Executives >50 years old	Percentage	11.9	-	External (Limited)
Diversity	Directors by gender - Male	Percentage	66.7	-	External (Limited)
Diversity	Directors by gender - Female	Percentage	33.3	Maintain a threshold of 30.0% female directors on the Board	External (Limited)
Diversity	Directors by age group - <30 years old	Percentage	0.0	-	External (Limited)
Diversity	Directors by gender - 30-50 years old	Percentage	0.0	-	External (Limited)
Diversity	Directors by gender - >50 years old	Percentage	100.0	-	External (Limited)

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(CONT'D)

Hextar Healthcare Berhad

BMLR Transition Period

Date & Time: 2026-04-23_18:06:15

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Energy Management	Total energy consumption	Gigajoules	143,705	-	External (Limited)
Health and Safety	Number of work-related fatalities	Number	0	-	External (Limited)
Health and Safety	Lost time incident rate (LTIR)	Rate	2.82	Reduce and maintain the work-related injuries rate to 0.8 by 2030	External (Limited)
Health and Safety	Number of employees trained on health and safety standards	Number	441	-	External (Limited)
Health and Safety	Total hours worked	Hours	852,390	-	External (Limited)
Health and Safety	Number of lost workdays	Number	126	-	External (Limited)
Labour Practices and Standards	Total hours of training by employee category - Managers	Hours	718	-	External (Limited)
Labour Practices and Standards	Total hours of training by employee category - Executives	Hours	1,513	-	External (Limited)
Labour Practices and Standards	Total hours of training by employee category - Non-Executives	Hours	2,966	-	External (Limited)
Labour Practices and Standards	Employees that are contractors or temporary staff	Percentage	0.0	-	External (Limited)
Labour Practices and Standards	Total number of employee turnover by employee category - Managers	Number	2	-	External (Limited)
Labour Practices and Standards	Total number of employee turnover by employee category - Executives	Number	15	-	External (Limited)
Labour Practices and Standards	Total number of employee turnover by employee category - Non-Executives	Number	380	-	External (Limited)
Labour Practices and Standards	New employee hires by employee category - Managers	Number	1	-	External (Limited)
Labour Practices and Standards	New employee hires by employee category - Executives	Number	0	-	External (Limited)

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-23_18:06:15

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(CONT'D)

Hextar Healthcare Berhad

BMLR Transition Period

Date & Time: 2026-04-23_18:06:15

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices and Standards	New employee hires by employee category - Non-Executives	Number	212	-	External (Limited)
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	-	External (Limited)
Supply Chain Managament	Proportion of spending on local suppliers	Percentage	86.4	-	External (Limited)
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	External (Limited)
Water	Total volume of water used	Megalitres	816	-	External (Limited)
Waste Management	Total waste generated	Metric tonnes	511.0	-	External (Limited)
Waste Management	Total waste diverted from disposal	Metric tonnes	152.8	-	External (Limited)
Waste Management	Total waste directed to disposal	Metric tonnes	358.2	-	External (Limited)
Emission Management	Scope 1 emissions	t CO_2e	10,977	-	External (Limited)
Emission Management	Scope 2 emissions	t CO_2e	5,524	Reduce absolute Scope 2 GHG emissions by 50% by 2030, using FY2022 as the baseline	External (Limited)
Emission Management	Scope 3 emissions	t CO_2e	2,569	-	No assurance
Emission Management	Category 1 Purchased goods and services	t CO_2e	122	-	No assurance
Emission Management	Category 4 Upstream Transportation and Distribution Category 4 Upstream Transportation and Distribution	t CO_2e	410	-	No assurance
Emission Management	Category 5 Waste generated in operations	t CO_2e	366	-	No assurance
Emission Management	Category 6 Business Travel	t CO_2e	4	-	External (Limited)

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Hextar Healthcare Berhad

BMLR Transition Period

Date & Time: 2026-04-23_18:06:15

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Emission Management	Category 7 Employee Commuting	t CO_2e	248	-	External (Limited)
Emission Management	Category 9 Downstream Transportation and Distribution	t CO_2e	1,419	-	No assurance

ASSURANCE STATEMENT

UHY Malaysia PLT
202406000040 (LLP0041391-LCA)
Chartered Accountants
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Perak Darul Ridzuan
Malaysia

Independent Limited Assurance Report on Subject Matter Information in Hextar Healthcare Berhad's Sustainability Statement 2025

We, UHY Malaysia PLT ("UHY") were engaged by Hextar Healthcare Berhad ("Hexcare") to provide limited assurance on selected sustainability indicators ("Subject Matter Information") as reported by Hexcare in its Sustainability Statement for the year ended 31 December 2025 ("Sustainability Statement").

The scope of our work was limited to the selected sustainability matters presented in the Sustainability Statement and did not include coverage of data sets or information unrelated to the data and information underlying the Subject Matter Information below and their related disclosures; nor did it include information reported outside of the Sustainability Statement.

Limited Assurance Conclusion

Based on the work we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information presented in the Sustainability Statement has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of this report.

Subject Matter Information

The scope of our work was limited to assurance over selected sustainability indicators reported in the Hexcare's Sustainability Statement, as presented below.

Underlying Subject Matter	Units
Anti-Bribery and Anti-Corruption	
Training on anti-corruption by employee category	Percentage %
Operations assessed for corruption-related risks	Percentage %
Confirmed incidents of corruption and action taken	Cases

UHY

Independent Limited Assurance Report on Subject Matter Information in Hextar Healthcare Berhad's Sustainability Statement 2025 (cont'd)

Subject Matter Information (cont'd)

The scope of our work was limited to assurance over selected sustainability indicators reported in the Hexcare's Sustainability Statement, as presented below (cont'd).

Underlying Subject Matter	Units
Community Engagement	
Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR
Total number of beneficiaries of the investment in communities	Number
Diversity and Equal Opportunity	
Employee by gender and age group, for each employee category	Percentage %
Directors by gender and age group	Percentage %
Energy Management	
Electricity consumption	Gigajoules
Health and Safety	
Number of work-related fatalities	Number
Lost time incident rate	Rate
Number of employees trained on health and safety standards	Number
Labour Practices and Standards	
Total hours of training by employee category	Hours
Employee that are contractors or temporary staff	Percentage %
Total number of employee turnover by employee category	Number
Substantial complaints concerning human rights violations	Number
Supply chain management	
Proportion of spending on local suppliers	Percentage %
Data privacy and security	
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number
Water	
Total volume of water consumption	Megalitres
Waste Management	
Total waste generated, and breakdown of the following:	
Total waste diverted from disposal	Metric tonnes
Total waste directed to disposal	Metric tonnes
Emissions Management	
Scope 1 emissions	Tonnes of CO2e
Scope 2 emissions	Tonnes of CO2e
Scope 3 emissions (only category 6 business travel and category 7 employee commuting)	Tonnes of CO2e

ASSURANCE STATEMENT

(CONT'D)

Independent Limited Assurance Report on Subject Matter Information in Hextar Healthcare Berhad's Sustainability Statement 2025 (cont'd)

Subject Matter Information (cont'd)

The scope of our work was limited to assurance over selected sustainability indicators reported in the Hexcare's Sustainability Statement, as presented below (cont'd).

Our assurance is with respect to the year ended 31 December 2025 Subject Matter Information only and we have not performed any procedures with respect to earlier periods or any other information included in the Hexcare's Sustainability Statement and, therefore, do not express any conclusion thereon.

Reporting Criteria

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which Hexcare is solely responsible for selecting and applying.

The reporting criteria adopted for reporting the Subject Matter Information are based on Hexcare's application of sustainability reporting frameworks, standards and guidelines along with their definitions and calculation methodologies as disclosed within the Sustainability Statement ("Reporting Criteria").

Board of Directors and Management's Responsibilities

The Directors and Management of Hexcare are responsible for:

- the design, implementation and maintenance of internal control relevant to the preparation and presentation of Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- selecting and/or establishing suitable Reporting Criteria;
- measuring or evaluating and presenting the Subject Matter Information in accordance with the Reporting Criteria; and
- the preparation of the Sustainability Statement and the Reporting Criteria and their contents.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information has been prepared in accordance with the Reporting Criteria;
- forming an independent limited assurance conclusion based on the work we have performed and the evidence we have obtained; and
- reporting our limited assurance conclusion to Hexcare.

Our Quality Management and Independence

Our firm applies Malaysian Approved Standard on Quality Management, ISQM 1, *Quality Management for Firms that Perform Audits and Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the By-Laws *(on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

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Independent Limited Assurance Report on Subject Matter Information in Hextar Healthcare Berhad's Sustainability Statement 2025 (cont'd)

Assurance standards and level of assurance

We performed a limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements 3000 (Revised), *"Assurance Engagements other than Audits and Reviews of Historical Financial Information"* ("ISAE 3000 (Revised)"), and in respect of the greenhouse gas emissions information included within the Subject Matter Information, in accordance with International Standard on Assurance Engagements 3410, *"Assurance Engagements on Greenhouse Gas Statements"* ("ISAE 3410"). These standards requires that we plan and perform this engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks which vary in nature from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not report a reasonable assurance conclusion.

Work performed

Considering the circumstances of the engagement our work included, but was not restricted to:
- assessing the suitability of the Reporting Criteria as the basis of preparation for the Subject Matter Information;
- conducting interviews with management and relevant staff at group level and selected business unit level concerning sustainability strategies and policies for material issues, and the implementation of these across the business operations;
- assessing the risk of material misstatement of the Subject Matter Information, whether due to fraud or error, and responding to the assessed risk as necessary in the circumstances;
- conducting interviews with relevant management of Hexcare and examining selected documents to obtain an understanding of the processes, systems and controls in use for measuring or evaluating, recording, managing, collating and reporting the Subject Matter Information;
- conducting interviews with sites, selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria;
- performing analytical procedures for consistency of data with trends and our expectation;
- performing selected limited substantive testing including agreeing a selection of the Subject Matter Information to corresponding supporting information;
- considering the appropriateness of a selection of selected unit conversion factor calculations and other calculations used by Hexcare to prepare the Subject Matter Information including by reference to widely recognised and established conversion factors;
- considering the organisational boundary of Hexcare for the reporting of Subject Matter Information;
- evaluating the overall presentation of the Subject Matter Information; and
- reading the Sustainability Statement and narrative accompanying the Subject Matter Information in the Sustainability Statement with regard to the Reporting Criteria, and for consistency with our findings.

ASSURANCE STATEMENT

(CONT'D)

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Independent Limited Assurance Report on Subject Matter Information in Hextar Healthcare Berhad's Sustainability Statement 2025 (cont'd)

Inherent limitations

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Sustainability Statement may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Sustainability Statement, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Intended use of this report

This limited assurance report, including our conclusion, has been prepared solely for the Board of Directors of Hexcare in accordance with the terms of the letter of engagement between us. Our work has been undertaken so that we might state to Hexcare those matters we are required to state to them in an independent limited assurance report and for no other purpose. We have not considered the interest of any other party in the Subject Matter Information.

To the fullest extent permitted by law, we do not accept nor assume responsibility and deny any liability to any party other than Hexcare for our work or this report, or for the conclusion we have reached.

Our report is released to Hexcare on the basis that it shall not be copied, referred to or disclosed, in whole (save for inclusion in the Hexcare's Sustainability Statement 2025) or in part, without our prior written consent.

UHY Malaysia PLT
Firm Number: 202406000040 (LLP41391-LCA) & AF 1411
Chartered Accountants

Kuala Lumpur

Date: 23 April 2026

AUDIT COMMITTEE REPORT

MEMBERS OF THE AUDIT COMMITTEE

Sim Yee Fuan	(Chairman, Independent Non-Executive Director)
Doris Cheng Chin Ching	(Member, Independent Non-Executive Director)
Lim Siew Eng	(Member, Independent Non-Executive Director)

MEETINGS OF THE AUDIT COMMITTEE

1. The Chairman of the Audit Committee shall report on each meeting to the Board of Directors and the Secretary of the Audit Committee shall be the Company Secretary;

2. The Secretary of the Audit Committee shall be entrusted with the circulation of the agenda and notice of meetings prior to each meeting and shall record all proceedings and minutes of Audit Committee meetings;

3. The quorum for an Audit Committee meeting shall be at least two members and the majority of members present must be independent directors;

4. Audit Committee meetings shall be held not less than four times a year and internal or external auditors may attend the meetings upon the invitation of the Audit Committee;

5. At least twice a year, the Audit Committee shall meet with the external auditors without the presence of any executive directors and management of the Company to deliberate on the audit plans, summaries of findings and any other matters directly affecting the Company and the Group; and

6. Five Audit Committee meetings were held during the financial year ended 31 December 2025. The attendance record of each member is as follows:-

Name	Attendance	Percentage
Sim Yee Fuan	4/5	80%
Doris Cheng Chin Ching	5/5	100%
Lim Siew Eng	5/5	100%

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE

The main activities of the Audit Committee in the financial year ended 31 December 2025 were as follows:

1. Reviewed the adequacy and relevance of the scope, functions, resources, audit plans and results of audit processes, with the external and internal auditors;

2. Reviewed the audit reports and major findings prepared by the external and internal auditors, and management's responses thereto;

3. Reviewed the quarterly financial reports and year-end financial statements of the Company and of the Group and thereafter submitting them to the Board of Directors for consideration and approval;

4. Discussed and reviewed with the External Auditors the applicability and impact of new accounting standards and financial reporting regimes by the Malaysian Accounting Standards Board;

AUDIT COMMITTEE REPORT

(CONT'D)

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE (CONT'D)

5. Reported to the Board of Directors any significant issues and concerns discussed during the Committee's meetings with external and internal auditors, and where appropriate, made the necessary recommendations to the Board;

6. Reviewed the Company's and the Group's compliance with the listing requirements of Bursa Malaysia Securities Berhad;

7. Considered and recommended to the Board of Directors for approval, the audit fees payable to the external and internal auditors; and

8. Prepared the Audit Committee Report for inclusion in the Company's Annual Report.

INTERNAL AUDIT FUNCTION

The Group's internal audit function is outsourced to Baker Tilly Monteiro Heng Governance Sdn Bhd, a professional advisory services firm, who reports directly to the Audit Committee. The primary role of the internal audit function is to support the Audit Committee by providing independent and objective reports on the state of internal controls and compliances within the Group, with recommendations for improvements where control weaknesses are detected. The findings and recommendations of the internal auditors are presented to Management, who ensure that necessary corrective actions are taken within specific timeframes, and to the Audit Committee on a quarterly basis. The internal auditors also conduct appropriate follow-up audits from time to time.

The internal auditors carry out their function in accordance with their risk-based audit methodologies, closely consistent with the Internal Audit Standards set forth in the International Professional Practices Framework issued by the Institute of Internal Auditors. Their approach typically consists of the following phases:

(i) Identify areas of risks, review existing policies and procedures to evaluate effectiveness of internal controls;
(ii) Systems documentation, walk-through and gap analysis;
(iii) Detailed testing and validation; and
(iv) Reporting.

The internal audit activities for the financial year ended 31 December 2025 covered the following areas of the Group's subsidiary companies, Rubberex (M) Sdn Berhad ("RMSB"), Rubberex Alliance Sdn Bhd ("RASB") and Reszon Diagnostics International Sdn Bhd ("RDISB"):

	Audit Area	Subsidiary Companies
1.	Sales to Receipt Management	RASB and RDISB
2.	Environmental, Health & Safety Management	RDISB
3.	Maintenance Management	RMSB

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (the "Board") of Hextar Healthcare Berhad ("Hexcare" or the "Company") is pleased to present this Corporate Governance Overview Statement for the financial year ended 31 December 2025, highlighting its corporate governance practices carried out during the year as guided by the principles set out in the Malaysian Code on Corporate Governance 2021 and Practice Note 9 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") ("Listing Requirements").

This Statement highlights the key corporate governance practices of the Group during the financial year, with references to the following three principles:

(a) Board leadership and effectiveness;
(b) Effective audit and risk management; and
(c) Integrity in corporate reporting and meaningful relationship with stakeholders.

This Statement should be read in conjunction with the Group's Corporate Governance Report ("CG Report") which has been uploaded on the Company's websites: www.hextarhealthcare.com and www.rubberex.com.my, and announced on Bursa Securities.

BOARD LEADERSHIP AND EFFECTIVENESS

Principal Duties

The Board takes full responsibility for the overall performance of the Company and the Group by setting the vision and objectives and by directing the policies, strategic action plans and stewardship of the Group's resources. It focuses mainly on strategies, financial performance and critical business issues.

In carrying out its responsibilities, the Board reviews the Group financial results, operational plans and strategic objectives formally on a quarterly basis and deliberates key management decisions. It also ensures that key information are reported to Bursa Securities in an accurate and timely manner.

The Company has a board charter which clearly outlines the structure of the Board, roles and responsibilities of directors, including independent directors and committee. It also states specifically the issues and strategic decisions to be undertaken by the Board each year including setting long term vision(s) for the Group, reviewing and approving dividend payments, Group budgets, directors' remuneration packages, quarterly financial results to Bursa Securities and other corporate announcements.

Composition of the Board

The Board comprises six (6) Directors, i.e. one (1) Managing Director, one (1) Executive Director, and four (4) Independent Non-Executive Directors. This is in compliance with Paragraph 15.02(1) of the Listing Requirements which requires at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, as Independent Directors. All Independent Non-Executive Directors are independent of management and have no family or business relationships with the Executive Directors and major shareholders which could interfere with the exercise of their independent judgments.

Of the six (6) Directors on the Board, two (2) are female, a ratio of 33.33%, which also complies with the Listing Requirements to have at least one (1) woman Director on the Board.

Within the Board, there were two active working committees, namely the Audit Committee and the Nomination and Remuneration Committee, who meet regularly and are delegated specific responsibilities to support the Board in discharging its corporate governance reporting duties throughout the financial year ended 31 December 2025. These committees are each chaired by a capable board member of caliber and credibility.

Although a relatively small Board, it provides an effective blend of entrepreneurship, business and professional expertise. The Board has at least four regularly scheduled meetings annually. Board meetings bring an independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

(CONT'D)

BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Directors' Training

All directors, including non-independent directors, have attended and completed the Mandatory Accreditation Programme as prescribed by Bursa Securities. The directors, either collectively or individually, have also attended various public talks and training sessions to keep abreast with developments in the business environment as well as to assist them in discharging their duties more effectively, including the Mandatory Accreditation Programme Part II: Leading for Impact required of company directors to be completed by August 2025. In addition, some of the training sessions attended by the directors in the financial year include:

1.	Dialogue Session with PLCs: Advancing Board Diversity for Effective Governance	March 2025
2.	Board Simulation – Balancing Risks & Opportunity in Sustainability Leadership	September 2025
3.	Intelligent Compliance Conference: Transforming Business with AI, MFRS & Stamp Duty Self-Assessment System	September 2025
4.	Cybersecurity Awareness Program V2.0	October 2025
5.	AOB Conversation with the Audit Committee	November 2025
6.	AI-Powered Leadership Conference	December 2025
7.	Common Pitfalls in Transactions and RPT Rules	December 2025
8.	Trust on Trial: Fiduciary Duties in the Modern Boardroom	December 2025
9.	New Disclosure Requirements for Shariah Screening by Securities Commission and Bursa Malaysia	December 2025

Board Meetings

Five Board Meetings were held during the financial year ended 31 December 2025. The attendance record of each director during the year was as follows:

Name	Attendance	Percentage
Liew Jee Min @ Chong Jee Min (Chairman)	5/5	100%
Khoo Chin Leng	5/5	100%
Goh Hsu-Ming	5/5	100%
Sim Yee Fuan	4/5	80%
Doris Cheng Chin Ching	5/5	100%
Lim Siew Eng	5/5	100%

The primary role of the Chairman is to instill good corporate governance practices, leadership and effectiveness of the Board. The Chairman also primarily leads the members in board meetings, guides the formulation of company policies, risk management practices and corporate affairs. He is supported by other board members as well as the Managing Director and Executive Director who contribute their knowledge, objectivity and experience towards the execution of policies and monitoring of Group operations.

BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Appointment and Nomination of Directors

The Nomination and Remuneration Committee comprises the following directors:

Ms. Doris Cheng Chin Ching (Chairperson)
Ms. Lim Siew Eng
Mr. Sim Yee Fuan

The Nomination and Remuneration Committee is tasked with reviewing and recommending to the Board for approval, the appropriate size, composition, mix of skills and experience, competency and diversity (including gender diversity) of the Board and Board Committees to facilitate effective decision-making after taking into consideration the scope and nature of the operations of the Group.

The Nomination and Remuneration Committee also identifies, considers and recommends to the Board suitable candidates for appointment of Directors. The Committee does not solely rely on recommendations from existing board members, management or major shareholders, but will also utilise independent sources to identify suitably qualified candidates. In making the recommendations, the Committee shall:-

(a) assess the candidates' expertise, skills, knowledge, experience, professionalism, commitment, contribution, performance, integrity, competence and character;
(b) consider board diversity including age and gender;
(c) in the case of candidates for the position of Independent Non-Executive Directors, evaluate the candidates' ability to discharge such responsibilities/functions as are expected from Independent Non-Executive Directors; and
(d) in the case of candidates filling seats in respect of the Audit Committee in particular, ensure the candidate is financially literate and possesses a wide range of necessary skills to discharge his/her duties.

In discharging its duties during the year, the Nomination and Remuneration Committee carried out the following activities:

- Reviewed the composition of the Board in terms of the required mix of skills, relevant experience and other qualities that will bring value to the Group;
- Reviewed and assessed the Board Committees in terms of composition, size and structure in compliance with the provisions of relevant guidelines and regulations;
- Assessed each individual Director, the Board as a whole and the Committees' performance in carrying out their duties; and
- Reviewed and assessed the appointments of Directors standing for re-election at the forthcoming Annual General Meeting.

Re-election

Under the existing provisions of the Company's Constitution, one third of the directors are required to retire from office by rotation at least once every three years and subject to re-election at each Annual General Meeting.

BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Directors' Remuneration

The Nomination and Remuneration Committee reviews policies and procedures on remuneration of Directors to ensure that remuneration packages are determined on the basis of individual's merit, qualification and competence, after taking into consideration the complexity of Group's business and performance, individual's responsibilities, comparable market statistics, and their roles in addressing the company's material sustainability risks and opportunities and achieving sustainability targets. The Nomination and Remuneration Committee reviews and recommends remuneration packages of the Managing Director and Executive Director in accordance with the Company's policy guidelines, to the Board for approval.

In determining the remuneration packages of Directors, the Committee takes into consideration the following:-

(a) technical competency, skills, expertise and experience;
(b) qualification and professionalism;
(c) integrity;
(d) roles and responsibilities; and
(e) aligned with the business and risks strategies, and long-term objectives of the Group.

Fees for non-executive directors are determined by the full Board with the approval from shareholders at the Annual General Meeting. Individual directors affected are not involved in the approval of their own packages.

The details of the remuneration of directors of the Company comprising remuneration received or receivable from the Company and subsidiary companies during the financial year ended 31 December 2025 were as follows:-

1. Aggregate remuneration of directors of the Group and of the Company categorised into appropriate components:

	The Group		The Company	
	Emoluments RM'000	Fees RM'000	Emoluments RM'000	Fees RM'000
Executive Directors ^	2,150	–	–	–
Non-executive Directors	22	217	22	217
Total	**2,172**	**217**	**22**	**217**

^ including benefits-in-kind

Details of emoluments and fees paid to each individual director of the Company are as follows:-

	Emoluments RM'000	Allowances RM'000	Fees RM'000
Liew Jee Min @ Chong Jee Min	–	5	61
Khoo Chin Leng	809	–	–
Goh Hsu-Ming	631	–	–
Sim Yee Fuan	–	5	54
Doris Cheng Chin Ching	–	6	52
Lim Siew Eng	–	6	50
	1,440	**22**	**217**

BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Directors' Remuneration (Cont'd)

2. The directors' emoluments and fees payable to the Directors of the Company falls into the following bands:

Range of remuneration	Executive	Non-executive
RM50,001 to RM100,000	–	4
RM600,001 to RM700,000	1	–
RM800,001 to RM900,000	1	–

3. The remuneration of the top five(5) senior management of the Group, including the Managing Director and Executive Directors, falls into the following bands:

Range of remuneration	
RM350,001 to RM400,000	1
RM400,001 to RM450,000	1
RM600,001 to RM650,000	2
RM800,001 to RM850,000	1

Supply of information

All Board members are supplied with information in a timely manner. Board reports are circulated at least five working days prior to the Board Meetings to enable the Directors to obtain further information and explanation, where necessary, before the meetings.

The Board reports provide, amongst others, periodical financial and corporate information, significant operational, financial and corporate issues, performance of business units and management proposals that require Board's approval.

The Board has the services of a Company Secretary who ensures that notices of meetings are duly distributed, both for the Company's own records and for the purposes of meeting statutory requirements as well as obligations arising from the Listing Requirements. The Company Secretary is also charged with highlighting all issues that they feel ought to be brought to the Board's attention. During the Board of Directors' and other committee meetings, the Company Secretary is jointly tasked with preparing the minutes to be signed off by the Chairman and distributed to all directors within a reasonable timeframe.

Besides the Company Secretary, independent directors also have unrestricted access to the financial officers and internal auditors of the Company.

In exercising their duties, Board committees are entitled to obtain professional opinions or advice from external consultants such as investment bankers, valuers, human resource consultants and others.

EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit Committee

The Company has an Audit Committee whose composition meets the Listing Requirements i.e. three independent directors forming the majority and a member that is a qualified accountant. The Chairman of the Audit Committee is Sim Yee Fuan, an independent non-executive director. The Audit Committee meets periodically to carry out its functions and duties pursuant to its terms of reference. Other Board members also attend meetings upon the invitation of the Audit Committee.

Prior to the presentation of the quarterly financial statements to the Board and to the shareholders, the Audit Committee deliberates on the true and fairness of the information presented to ensure that the financial statements are prepared in accordance with the Malaysian Financial Reporting Standards and the provisions of the Companies Act, 2016, in Malaysia. Thereafter, the Audit Committee will recommend that the financial statements be approved by the Board and issued to shareholders.

Relationship with External Auditors

The Audit Committee meets with the external auditors at least twice during the year and maintains an appropriate relationship that is both formal and transparent. These meetings are carried out without the presence of any executive directors and management of the Company and of the Group to deliberate on the audit plans, summaries of findings and any other matters directly affecting the Company and the Group. At these meetings and throughout the financial year, the Audit Committee assesses the competency and independence of the external auditor and if satisfactory, recommends for re-appointment to the Board, who will then seek shareholders' approval at the Company's Annual General Meeting.

Yearly, the external auditors also duly declare to the Audit Committee and to the Board that they are in compliance with the independence requirements set out in the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants.

Risk Management and Internal Control

The Board acknowledges the importance of having an adequate system of internal control and risk management within the Group. The key elements of the Group's internal control system are highlighted in the Statement of Risk Management and Internal Control on pages 100 and 101 of the Annual Report.

Internal Audit

The Group's internal audit function is outsourced to Baker Tilly Monteiro Heng Governance Sdn Bhd ("Baker Tilly"), who reports functionally to the Audit Committee. The Internal Auditor meets at least quarterly with the Audit Committee and provides the Committee with objective reports on the state of internal controls within the Group.

The Internal Auditor presented their findings and reported to the Audit Committee on their observations and issued recommendations to improvements on certain audit processes and controls. It is also guided by the principals set up under the Group's Risk Management framework. The Audit Committee assesses the performance of the Internal Auditor yearly and reports to the Board of Directors on the adequacy and relevance of the scope, functions, competency, authority and resources of the internal audit function to carry out its work.

The Audit Committee and Board of Directors are adequately satisfied with the competence, professionalism and impartiality of the Internal Auditor in carrying out their duties. For the financial year just ended, the Board and the Company are also of the view that the internal control systems of the Group are appropriate and adequate.

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Communication with Shareholders

A comprehensive Annual Report is published and sent to all shareholders at the end of each financial year. Through the Chairman's Statement, Directors' Report, financial highlights and key performance indicators, the shareholders are informed about the operations of the Group. On a quarterly basis, the Company also releases to Bursa Securities, details of the Group's performance for the information of the public and shareholders.

In addition, any other material business matters affecting the Group or new corporate developments, if any, are also announced to Bursa Securities within the appropriate timeframe.

Annual General Meetings

The Annual General Meeting is also a means of communicating with shareholders. At the Meeting, shareholders and investors are invited to raise any questions they may have pertaining to Group operations and interact with Management, key officers, internal auditors and external auditors of the Group.

Notices for the Annual General Meeting are distributed at least twenty-eight days in advance, through an announcement on Bursa Securities' website and publication in at least one major newspaper in circulation in Malaysia. The Company's Annual General Meeting is usually held at a hotel, with ample parking spaces and other amenities. Shareholders are entitled to appoint a proxy or proxies or the Chairman to vote on their behalf at the Annual General Meeting.

The Twenty-Ninth Annual General Meeting ("29th AGM") of the Company which was held on 29 May 2025 was conducted physically at Impiana Hotel Ipoh, 18 Jalan Sultan Nazrin Shah, 30250 Ipoh, Perak, Malaysia and was attended by all the Directors of the Company, with the exception of Sim Yee Fuan, who was absent with apologies.

The forthcoming 30th Annual General Meeting ("30th AGM") of the Company will be held on 22 May 2026 at a physical venue, namely Impiana Hotel Ipoh, 18 Jalan Sultan Nazrin Shah, 30250 Ipoh, Perak. Barring any unforeseen circumstances, all Directors will be present at the 30th AGM.

ADDITIONAL COMPLIANCE INFORMATION

Share Buy-backs

The Company did not carry out any share-back exercises in the financial year just ended.

As of 31 December 2025, the Company's total number of issued share capital net of treasury shares was 1,102,110,781 shares.

Audit and Non-Audit Services

	The Group RM'000	The Company RM'000
Fees paid/payable:		
Auditors of the Company:		
Statutory audit	340	103
Non-audit services	5	5
Other auditors:		
Statutory audit	51	–

Fees for non-audit services included the review of the Company's Statement of Risk Management and Internal Control ("SORMIC") and Sustainability Statement.

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

Material Contracts

There were no material contracts entered into by the Company and its subsidiaries involving the directors and/or substantial shareholders or contracts relating to loans entered into by the Company and its subsidiaries either still subsisting at the end of the financial year or entered into since the end of the financial year.

Disclosure of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	The Group	
	2025 RM'000	**2024 RM'000**
Revenue	148,114	146,950
Interest income	116	482
Other income	2,146	2,240
Share of result of associates	(2,702)	(2,342)
Total Income	**147,674**	**147,330**
Total Assets	**477,803**	**539,125**

(b) Business Activities

Shariah Non-Compliant Activity	The Group	
	2025 RM'000	**2024 RM'000**
Conventional funds management, financial advisory and related services	**230**	**423**

ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

Disclosure of Financial Data for Shariah Screening (Cont'd)

(c) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	The Group 2025 RM'000	The Group 2024 RM'000
Cash in hand	8	11
Cash at bank (exclude cash in hand)	2,259	1,111
Deposits with licensed bank	14,600	3,500
Total	**16,867**	**4,622**

Conventional Account/Instruments	The Group 2025 RM'000	The Group 2024 RM'000
Cash at bank (exclude cash in hand)	4,044	2,541
Deposits with licensed bank	433	420
Deposits with bank in foreign jurisdiction:		
non-interest-bearing	1,503	1,634
Total	**5,980**	**4,595**

(ii) Debt Component

Islamic Financing	The Group 2025 RM'000	The Group 2024 RM'000
Current	–	–
Non-Current	–	–
Total Financing	**–**	**–**

Conventional Borrowing	The Group 2025 RM'000	The Group 2024 RM'000
Current		
Hire purchase payables	61	280
Bills payable	–	283
Term loans	–	109
Non-Current		
Hire purchase payables	10	115
Total Borrowings	**71**	**787**

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

This Statement is prepared in compliance with paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad which requires the Board of Directors of public listed companies to include in its Annual Report, a “statement about the state of internal control of the listed issuer as a group”.

The Board of Directors of Hextar Healthcare Berhad is committed to maintaining a sound system of risk management and internal control in the Group and is pleased to provide the following Statement on Risk Management and Internal Control for the financial year ended 31 December 2025.

BOARD RESPONSIBILITY

The Board of Directors is responsible for the adequacy and effectiveness of the Group’s Risk Management and Internal Control systems. This includes the establishment of an appropriate control environment and risk management framework as well as continually reviewing the adequacy and integrity of the said systems to safeguard our stakeholders’ interests and the Group’s assets. The system of risk management and internal controls covers finance, operations, management information systems and compliance with relevant laws, both local and foreign, all other statutory regulations, policies and procedures.

Whilst acknowledging its responsibilities, the Board of Directors is also aware of the limitations that are inherent in any systems of internal control and risk management, therefore such systems are designed to manage rather than totally eliminate the risks of failure to achieve business objectives. Accordingly, such systems can only provide reasonable rather than absolute assurance against material losses, misstatements or breaches of laws and/or regulations.

RISK MANAGEMENT FRAMEWORK

The Group’s risk management and internal control framework is a continually updated and ongoing process for identifying, evaluating and managing significant risks impacting the Group. The implementation of the risk management and internal control systems are operated within the Group by qualified personnel and supported by Management throughout the financial year. The Board of Directors, with the assistance of its Audit Committee, has also received assurance from senior Management that the Group’s risk management and internal control systems are operating adequately and effectively at the present time.

INTERNAL AUDIT

The Internal Audit function is an independent out-sourced division in the Group that reports functionally to the Audit Committee. The Internal Auditor meets at least quarterly with the Audit Committee and provides the Committee with objective reports on the state of internal controls within the Group. If necessary, the Internal Auditor also carries out ad-hoc audit assignments under the direction of the Audit Committee.

OTHER KEY ELEMENTS OF THE GROUP’S INTERNAL CONTROL SYSTEM

The Group’s internal control system is designed primarily to facilitate the achievement of the Group’s business objectives and comprise, among others, the following salient features:-

- **Organisation structure**

  The organisation structure of the Group includes defined lines of responsibility and delegation of authority to the Committees of the Board as well as authority limits for management and operating units;

OTHER KEY ELEMENTS OF THE GROUP'S INTERNAL CONTROL SYSTEM (CONT'D)

The Group's internal control system is designed primarily to facilitate the achievement of the Group's business objectives and comprise, among others, the following salient features:- (Cont'd)

- **Group policies and procedures**

  The Group's policies and procedures are set in place to ensure controls are present in authorisation limits as well as compliance to current laws and regulations. These policies and procedures are clearly communicated to employees and include an expected code of conduct and discipline to which employees acknowledge at the time of employment;

- **Budgeting and monitoring processes**

  The operating subsidiary companies within the Group draw up an annual budget plan prior to the commencement of each new financial year that is seen and approved by Management before a Group Annual Budget is compiled and presented to the Board of Directors for consideration. Actual operating results are compared to the forecasted results regularly with variances reviewed and management action taken, where necessary. The Board of Directors is also informed of such variances on a quarterly basis;

- **Financial Performance Review**

  Regular and comprehensive information are provided to Management, covering financial results and key business indictors such as sales, production volumes, profit margins and cash flow performance;

- **Audit Committee**

  The Audit Committee comprises non-executive members of the Board of Directors, all of whom are independent, and a member that is a qualified accountant. The Audit Committee has full and unrestricted access to any information pertaining to the Group and has direct communication access to both the internal and external auditors of the Group.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

In accordance to paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the external auditor has reviewed this Statement in accordance with the scope set out in the Audit and Assurance Practice Guide 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report ("AAPG 3") issued by the Malaysian Institute of Accountants and reported to the Board that nothing has come to their attention that causes them to believe that the statement is inconsistent with their understanding of the process adopted by the Board in the review of the integrity of the system of risk management and internal control of the Group.

CONCLUSION

The Board has received assurance from the Managing Director that to the best of his knowledge the risk management and internal control of the Group are operating effectively and adequately in all material respects, for the year under review up to the date of approval of this statement. The Board has appraised and confirmed the risk management and internal control system is satisfactory and the control issues highlighted by both Internal and External Auditors have not resulted in any material losses, contingencies or uncertainties that would require disclosure in this report.

This statement was reviewed and approved by the Board in accordance with a resolution of the Board of Directors dated 23 April 2026.

STATEMENT OF DIRECTORS' RESPONSIBILITY

The Directors are responsible for ensuring that the annual audited financial statements of the Group and of the Company are drawn up in accordance with the requirements of the applicable approved Malaysian Financial Reporting Standards issued by the Malaysian Accounting Standards Board, International Financial Reporting Standards issued by the International Accounting Standards Board, the provisions of the Companies Act 2016.

The Directors are also responsible to ensure that the financial statements give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year, and of the results and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements for the financial year ended 31 December 2025 set out on pages 115 to 180 of the Annual Report, the Directors have applied appropriate accounting policies on a consistent basis and made judgments and estimates that are reasonable and prudent. Having made adequate enquiries, the Directors have prepared the financial statements on a going concern basis.

The Directors acknowledge the responsibility for ensuring that the Group and the Company keep accounting records that disclose with reasonable accuracy the financial position of the Group and of the Company which enables them to ensure that the financial statements comply with the Companies Act, 2016. The Directors have overall responsibilities for taking such steps so as to safeguard the assets of the Group and of the Company, to prevent and detect fraud and other irregularities.

This Statement is made in accordance with a resolution of the Board of Directors dated 23 April 2026.

STATEMENT OF SHAREHOLDINGS
AS AT 31 MARCH 2026

Total Number of Issued Shares	:	1,193,383,881 ordinary shares (including 91,273,100 treasury shares)
No. of holders	:	23,066
Class of shares	:	Ordinary shares
Voting rights	:	One vote per ordinary share

DISTRIBUTION SCHEDULE
(As per the Record of Depositors)

Size of Holdings	No. of Holders	%	No. of Ordinary Shares Held	%^
1-99	302	1.31%	4,761	0.00%
100 to 1,000	3,382	14.66%	2,301,733	0.21%
1,001 to 10,000	11,986	51.96%	59,919,866	5.44%
10,001 to 100,000	6,536	28.34%	205,001,592	18.60%
100,001 to <5% of shares	857	3.72%	491,243,345	44.57%
5% and above	3	0.01%	343,639,484	31.18%
Total	23,066	100.00%	1,102,110,781	100.00%

Note:
^ Calculated based on the total number of issued shares (less Treasury Shares of 91,273,100) of 1,102,110,781 Shares.

SUBSTANTIAL SHAREHOLDERS AS AT 31 MARCH 2026
(As per Register of Substantial Shareholders)

The substantial shareholders (holding 5% or more of the issued capital) based on the Register of Substantial Shareholders of the Company and their shareholdings are as follows: -

		Direct Interest		Indirect Interest	
No.	Name of Substantial Shareholders	No. of ordinary shares held	%	No. of ordinary shares held	%
1	Hextar Rubber Sdn. Bhd.	252,171,566	22.88%	–	–
2	Dato' Ong Choo Meng	–	–	252,171,566^	22.88%^
3	Revongen Corporation Sdn. Bhd.	132,467,918	12.02%	–	–

Note:
^ Deemed Interest by virtue of his shareholding in Hextar Rubber Sdn Bhd pursuant to Section 8 of the Companies Act, 2016 ("the Act")

STATEMENT OF SHAREHOLDINGS

(CONT'D)

DIRECTORS' INTERESTS IN SHARES AS AT 31 MARCH 2026
(As per Register of Directors' Shareholdings)

The Directors' Shareholdings based on the Register of Directors' Shareholdings of the Company are as follows:-

		Direct Interest		Indirect Interest	
No.	**Name of Directors**	**No. of ordinary shares held**	**%**	**No. of ordinary shares held**	**%**
1	Liew Jee Min @ Chong Jee Min	–	–	–	–
2	Khoo Chin Leng	58,486	0.01%	6,396[1]	0.00[1]
3	Goh Hsu-Ming	–	–	–	–
4	Sim Yee Fuan	–	–	–	–
5	Doris Cheng Chin Ching	–	–	–	–
6	Lim Siew Eng	–	–	–	–

Note:
[1] Deemed Interest by virtue of his spouse's interest pursuant to Section 59(11)(c) of the Act.

LIST OF TOP 30 LARGEST SHAREHOLDERS

No.	Name of Shareholders	No. of Ordinary Shares	%
1	M & A NOMINEE (TEMPATAN) SDN BHD - TEH & LEE FOR REVONGEN CORPORATION SDN BHD	132,467,918	12.02
2	MAYBANK NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR HEXTAR RUBBER SDN BHD	126,817,522	11.51
3	MAYBANK NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR HEXTAR RUBBER SDN BHD	84,354,044	7.65
4	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. - PLEDGED SECURITIES ACCOUNT FOR HEXTAR RUBBER SDN. BHD. (M3918B)	41,000,000	3.72
5	MAYBANK NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR NG AH CHAI	15,000,000	1.36
6	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. - PLEDGED SECURITIES ACCOUNT FOR LEE SOON KHEAN (MY4554)	11,724,800	1.06
7	CHAI KOON KHOW	11,046,900	1.00
8	KENANGA NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR YAP JIN XIANG	11,001,000	1.00
9	MAYBANK NOMINEES (TEMPATAN) SDN BHD - OLYMPIA TIER SDN. BHD.	10,250,000	0.93
10	BIMSEC NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR NG AH CHAI (MGNM88333)	10,000,000	0.91

LIST OF TOP 30 LARGEST SHAREHOLDERS

No.	Name of Shareholders	No. of Ordinary Shares	%
11	DIAMOND SILK INTERNATIONAL SDN BHD	9,589,457	0.87
12	NG HIN SEONG	9,305,000	0.84
13	TEW SENG KIEA	8,812,000	0.80
14	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. - PLEDGED SECURITIES ACCOUNT FOR ONG CHIN HONG (MY4516)	7,324,200	0.66
15	MOK YAU CHOY	6,871,000	0.62
16	LIM MEI MEI	5,235,000	0.48
17	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. - PLEDGED SECURITIES ACCOUNT FOR YAP JIN XIANG (MY4652)	5,000,000	0.45
18	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. - PLEDGED SECURITIES ACCOUNT FOR NG WAI MUN (MF00480)	4,000,000	0.36
19	KON CHOI YING	3,338,914	0.30
20	SABRI BIN ABD HAMID	3,300,000	0.30
21	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. - PLEDGED SECURITIES ACCOUNT FOR YEOW YUEN FAT (MQ0617)	3,100,000	0.28
22	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. - PLEDGED SECURITIES ACCOUNT FOR LEE SOOK FUN (MY4609)	3,000,000	0.27
23	PUBLIC NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR YAP CHENG CHON (E-KLG)	3,000,000	0.27
24	KENANGA NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR MICHAEL HENG CHUN HONG	2,910,600	0.26
25	LOW CHU MOOI	2,900,000	0.26
26	KENANGA NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR NG BOON PIN	2,679,800	0.24
27	KENANGA NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR ERIC TAN CHWEE KUANG	2,600,000	0.24
28	LOH KOK WAI	2,591,000	0.24
29	RHB NOMINEES (TEMPATAN) SDN BHD - PLEDGED SECURITIES ACCOUNT FOR NG HIN SEONG	2,581,900	0.23
30	LEE WAI THONG	2,533,300	0.23
	TOTAL	**544,334,355**	**49.36**

DIRECTORS' REPORT

The Directors of Hextar Healthcare Berhad hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is principally involved in investment holding.

There has been no significant change in the nature of this principal activity during the financial year.

The principal activities of its subsidiaries are disclosed in Note 17 to the financial statements.

FINANCIAL RESULTS

The results of the Group and of the Company for the financial year are as follows:

	The Group RM	The Company RM
(Loss)/Profit for the year	(44,500,745)	26,470,693

In the opinion of the Directors, the results of operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature other than those disclosed in the financial statements.

DIVIDENDS

No dividend has been paid or declared by the Company since the end of the previous financial year. The Directors do not recommend any dividend payment in respect of the current financial year.

RESERVES AND PROVISIONS

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

ISSUE OF SHARES AND DEBENTURES

There were no changes in the issued and paid-up capital of the Company during the financial year.

There was no issuance of debentures during the financial year.

TREASURY SHARES

Treasury shares related to ordinary shares of the Company are repurchased and are held by the Company in accordance with the requirement of Section 127(4)(b) of the Companies Act, 2016. As treasury shares, the rights attached to voting, dividends and participation in other distribution are suspended.

As of the end of the reporting period, the Company held a total of 91,273,100 treasury shares. Further details are disclosed in Note 26(b) to the financial statements.

SHARE OPTIONS

No options have been granted by the Company to any parties during the financial year to take up unissued shares of the Company.

No shares have been issued during the financial year by virtue of the exercise of any option to take up unissued shares of the Company. As of the end of the financial year, there were no unissued shares of the Company under options.

DIRECTORS

The Directors of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Liew Jee Min @ Chong Jee Min
Khoo Chin Leng
Goh Hsu-Ming
Doris Cheng Chin Ching
Lim Siew Eng
Sim Yee Fuan

The Directors who held office in the subsidiaries of the Company during the financial year and up to the date of this report are:

Name of Directors	Subsidiaries
Khoo Chin Leng	RM, DG, RA, RSSL
Sabri bin Abd Hamid	RM, DG, RA, RSSL
Goh Hsu-Ming	RDISB, RESB, RISB
Koay Jin Kheng	RDISB
Stephanie Hew Chooi Foon (Appointed on 1 August 2025)	RDISB, RESB, RISB
Lim Chee Lip (Resigned on 1 August 2025)	RDISB, RESB, RISB

Denotes:

RM	Rubberex (M) Sdn. Berhad
DG	Diamond Grip (M) Sdn. Bhd.
RSSL	Rubberex Spain, S.L.
RA	Rubberex Alliance Sdn. Bhd.
RDISB	Reszon Diagnostics International Sdn. Bhd.
RESB	Rubberex Empire Sdn. Bhd.
RISB	Rubberex International Sdn. Bhd.

DIRECTORS' INTERESTS

The interests in shares in the Company of those who were Directors as of the end of the financial year according to the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act, 2016 are as follows:

	Number of ordinary shares			
	Balance as of 1.1.2025	Bought	Sold	Balance as of 31.12.2025
Shares in the Company				
Registered in the name of Director				
Khoo Chin Leng	48,486	10,000	–	58,486
Indirect interests				
Khoo Chin Leng *	6,396	–	–	6,396

* Deemed interested through spouse's shareholding in the Company.

None of the other Directors in office at the end of the financial year held shares or had beneficial interests in the shares of the Company or of its subsidiaries during or at the beginning and end of the financial year.

DIRECTORS' BENEFITS

During the financial year, the fees and other benefits received and receivable by the Directors of the Group and of the Company are as follows:

	The Group RM	The Company RM
Directors' fees	217,370	217,370
Salaries, allowances and bonuses	2,120,540	22,000
Contributions to the Employees' Provident Fund	191,937	–
	2,529,847	239,370
Benefits-in-kind *	51,950	–

* Represents estimated monetary value of benefits-in-kind received and receivable by the Directors other than in cash from the Group.

During and at the end of the financial year, no arrangement subsisted to which the Company is a party, with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, no Director has received or become entitled to receive any benefit by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company of which the Director has a substantial financial interest.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The Company maintains Directors' and other officers' liability insurance for purposes of Section 289 of the Companies Act, 2016, throughout the year, which provides appropriate insurance cover for the directors and other officers of the Company. The amount of indemnity coverage and insurance premium paid during the year amounted to RM10,000,000 and RM17,500 respectively.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

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

(b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

As of the date of this report, the directors are not aware of any circumstances:

(a) which would render the amount written off for bad debts or the amount of provision for doubtful debts in the financial statements of the Group and of the Company; or

(b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(c) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or

(d) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

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

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

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

In the opinion of the Directors:-

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

(b) the results of operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(c) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the current financial year in which this report is made.

DIRECTORS' REPORT

(CONT'D)

AUDITORS

The Auditors, Grant Thornton Malaysia PLT have expressed their willingness to continue in office.

The amount of audit and other fees payable to the Grant Thornton Malaysia PLT by the Group for the financial year ended 31 December 2025 amounted to RM345,000 of which for the Company amounted to RM108,000. Further details are disclosed in Note 11 to the financial statements.

Signed on behalf of the Board of Directors in accordance with a resolution of the Board of Directors dated 23 April 2026.

....	)	
KHOO CHIN LENG	)	
	)	
	)	
	)	DIRECTORS
	)	
	)	
....	)	
LIEW JEE MIN @ CHONG JEE MIN	)	

Ipoh
23 April 2026

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HEXTAR HEALTHCARE BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of **HEXTAR HEALTHCARE BERHAD**, which comprise the statements of financial position of the Group and of the Company as of 31 December 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 115 to 180.

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

Basis for Opinion

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

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

INDEPENDENT AUDITORS' REPORT

(CONT'D)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters

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

Group

Key Audit Matters	How the matters were addressed
Revenue recognition Revenue recognition has been identified as a risk primarily relating to the completeness and accuracy of the revenue recognition and the timing of revenue recognition for sales with deliveries occurring on or around year end and judgement is required to determine when controls have transferred under contractual arrangements with third parties.	Our audit procedures, amongst others, included the following: Review controls over the recognition of revenue including evaluating the design and operating effectiveness of the system automated controls, manual controls surrounding the revenue cycle and restricted access of key functions. Verify revenue on a sample basis to available evidence and ensure that revenue is recognised in accordance with the Group's accounting policy on revenue recognition and MFRS 15 Revenue from Contracts with Customers. Perform cut-off/reasonableness test on revenue.

Company

There is no key audit matter to be communicated in respect of the audit of the financial statements of the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

If, based on the work we have performed, we conclude that there is a material misstatement of this Other Information, we are required to report that fact. We have nothing to report in this regard.

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act, 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

INDEPENDENT AUDITORS' REPORT

(CONT'D)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

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 (Cont'd):

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

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 17 to the financial statements.

Other Matter

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

GRANT THORNTON MALAYSIA PLT
(201906003682 & LLP0022494-LCA)
CHARTERED ACCOUNTANT (AF 0737)

ANTONY LEONG WEE LOK
(NO: 03381/06/2026 J)
CHARTERED ACCOUNTANT

Kuala Lumpur
23 April 2026

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	The Group 2025 RM	The Group Restated 2024 RM	The Company 2025 RM	The Company Restated 2024 RM
Revenue	4	148,114,173	146,949,828	29,500,000	–
Investment revenue	6	116,229	482,033	50,437	120,874
Other gains and losses	7	(2,138,658)	4,101,436	–	6,426,396
Other operating income	9	2,145,666	2,240,545	–	–
Changes in inventories of work-in-progress, finished and trading goods		(15,261,403)	8,820,522	–	–
Purchase of finished and trading goods		(28,343,888)	(28,103,766)	–	–
Raw materials and consumables used		(50,080,653)	(61,411,969)	–	–
Depreciation of property, plant and equipment	14	(13,089,763)	(15,493,834)	–	–
Depreciation of right-of-use assets	16	(1,745,489)	(1,471,784)	–	–
Reversal of impairment loss on property, plant and equipment	14	121,900	–	–	–
Impairment loss on investment in an associate	18	(10,600,736)	–	–	–
Net measurement of financial instruments	21	1,050,220	810,780	–	–
Amortisation of prepaid lease payments	15	(75,634)	(334,310)	–	–
Directors' remuneration	8	(2,529,847)	(2,423,809)	(239,370)	(233,370)
Employee benefit expenses	8	(26,987,284)	(30,833,232)	–	–
Finance costs	10	(555,595)	(537,027)	(26,650)	(10,528)
Other operating expenses		(32,895,218)	(39,434,665)	(1,246,240)	(1,172,768)
Share of loss of an associate	18	(2,701,519)	(2,342,085)	–	–
(Loss)/Profit before tax	11	(35,457,499)	(18,981,337)	28,038,177	5,130,604
Tax (expense)/income	12	(9,043,246)	5,061,250	(1,567,484)	–
(Loss)/Profit for the year		(44,500,745)	(13,920,087)	26,470,693	5,130,604

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(CONT'D)

	Note	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
(LOSS)/PROFIT FOR THE YEAR ATTRIBUTABLE TO OWNERS OF THE COMPANY		(44,500,745)	(13,920,087)	26,470,693	5,130,604
Other comprehensive income					
Items that may be reclassified subsequently to profit or loss:					
Exchange differences on translation of foreign operations		438,832	(1,870,363)	–	–
Items that will not be reclassified subsequently to profit or loss:					
Fair value loss on investment in equity instrument designated as at fair value through other comprehensive income ("FVTOCI")	19	(229,279)	–	–	–
Fair value loss on other assets designated as at fair value through other comprehensive income ("FVTOCI")	23	(11,327,739)	(38,647,582)	(11,327,739)	(38,647,582)
OTHER COMPREHENSIVE LOSS FOR THE YEAR ATTRIBUTABLE TO OWNERS OF THE COMPANY		(11,118,186)	(40,517,945)	(11,327,739)	(38,647,582)
TOTAL COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR ATTRIBUTABLE TO OWNERS OF THE COMPANY		(55,618,931)	(54,438,032)	15,142,954	(33,516,978)
Loss per share					
Basic and diluted (sen per share)	13	(4.04)	(1.33)		

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

STATEMENTS OF FINANCIAL POSITION
AS OF 31 DECEMBER 2025

	Note	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
ASSETS					
Non-current assets					
Property, plant and equipment	14	167,489,678	174,166,973	–	–
Prepaid lease payments	15	4,439,636	16,336,101	–	–
Right-of-use assets	16	2,199,763	2,819,624	–	–
Investments in subsidiaries	17	–	–	27,441,027	27,441,027
Investment in an associate	18	164,265,686	177,567,941	–	–
Other investments	19	828,446	1,057,725	–	–
Deferred tax assets	12	5,817,954	12,854,691	–	–
Total non-current assets		345,041,163	384,803,055	27,441,027	27,441,027
Current assets					
Inventories	20	44,362,571	63,862,326	–	–
Trade and other receivables	21	43,401,411	36,673,949	–	–
Amount owing by subsidiaries	22	–	–	213,718,418	199,044,594
Other investments	19	1,025,084	–	–	–
Current tax assets		7,063,544	18,091,177	195,500	424,495
Other assets	23	14,056,310	26,474,877	12,682,531	24,014,254
Other financial assets	24	6,029	2,692	–	–
Deposits, cash and bank balances	25	22,847,092	9,217,257	15,124,818	3,038,065
Total current assets		132,762,041	154,322,278	241,721,267	226,521,408
Total assets		477,803,204	539,125,333	269,162,294	253,962,435

STATEMENTS OF FINANCIAL POSITION

(CONT'D)

	Note	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
EQUITY AND LIABILITIES					
Capital and reserves					
Share capital	26(a)	361,386,681	361,386,681	361,386,681	361,386,681
Treasury shares	26(b)	(48,190,897)	(48,190,897)	(48,190,897)	(48,190,897)
Reserves	27	139,254,807	194,873,738	(44,483,965)	(59,626,919)
Total equity		452,450,591	508,069,522	268,711,819	253,568,865
Non-current liabilities					
Hire-purchase payables	29	10,543	114,762	–	–
Lease liabilities	30	457,206	1,688,516	–	–
Deferred tax liabilities	12	2,078,795	1,932,795	–	–
Total non-current liabilities		2,546,544	3,736,073	–	–
Current liabilities					
Trade and other payables	31	13,104,388	16,316,090	–	–
Borrowings	28	–	392,169	–	–
Hire-purchase payables	29	60,785	280,172	–	–
Lease liabilities	30	1,779,070	1,251,824	–	–
Current tax liabilities		–	129,434	–	–
Other liabilities	32	7,861,826	8,950,049	450,475	393,570
Total current liabilities		22,806,069	27,319,738	450,475	393,570
Total liabilities		25,352,613	31,055,811	450,475	393,570
Total equity and liabilities		477,803,204	539,125,333	269,162,294	253,962,435

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

		Attributable to Owners of the Company						
				Non-distributable			Distributable Reserve	
The Group	**Note**	**Share capital RM**	**Treasury shares RM**	**Investment reserve RM**	**Translation reserve RM**	**Fair value reserve RM**	**Retained earnings RM**	**Total equity RM**
Balance as of 1 January 2024		341,307,848	(48,190,897)	413,121	1,988,986	–	246,909,663	542,428,721
Transaction with owners:								
Issuance of new shares	26(a)	20,078,833	–	–	–	–	–	20,078,833
Loss for the year		–	–	–	–	–	(13,920,087)	(13,920,087)
Other comprehensive loss for the year		–	–	–	(1,870,363)	(38,647,582)	–	(40,517,945)
Total comprehensive loss for the year		–	–	–	(1,870,363)	(38,647,582)	(13,920,087)	(54,438,032)
Balance as of 31 December 2024		361,386,681	(48,190,897)	413,121	118,623	(38,647,582)	232,989,576	508,069,522
Loss for the year		–	–	–	–	–	(44,500,745)	(44,500,745)
Other comprehensive (loss)/ income for the year		–	–	(229,279)	438,832	(11,327,739)	–	(11,118,186)
Total comprehensive (loss)/ income for the year		–	–	(229,279)	438,832	(11,327,739)	(44,500,745)	(55,618,931)
Balance as of 31 December 2025		361,386,681	(48,190,897)	183,842	557,455	(49,975,321)	188,488,831	452,450,591

STATEMENTS OF CHANGES IN EQUITY

(CONT'D)

The Company	Note	← Attributable to Owners of the Company				→
				Non-distributable	Distributable Reserve	
		Share capital RM	Treasury shares RM	Fair value reserve RM	Retained earnings/ (Accumulated losses) RM	Net equity RM
Balance as of 1 January 2024		341,307,848	(48,190,897)	–	(26,109,941)	267,007,010
Transaction with owners:						
Issuance of new shares	26(a)	20,078,833	–	–	–	20,078,833
Profit for the year		–	–	–	5,130,604	5,130,604
Other comprehensive loss for the year		–	–	(38,647,582)	–	(38,647,582)
Total comprehensive loss for the year		–	–	(38,647,582)	5,130,604	(33,516,978)
Balance as of 31 December 2024		361,386,681	(48,190,897)	(38,647,582)	(20,979,337)	253,568,865
Profit for the year		–	–	–	26,470,693	26,470,693
Other comprehensive loss for the year		–	–	(11,327,739)	–	(11,327,739)
Total comprehensive loss for the year		–	–	(11,327,739)	26,470,693	15,142,954
Balance as of 31 December 2025		361,386,681	(48,190,897)	(49,975,321)	5,491,356	268,711,819

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

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

The Group	Note	2025 RM	Restated 2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES			
Loss before tax		(35,457,499)	(18,981,337)
Adjustments for:			
Amortisation of prepaid lease payments		75,634	334,310
Depreciation of right-of-use assets		1,745,489	1,471,784
Depreciation of property, plant and equipment		13,089,763	15,493,834
Fair value gain on financial derivatives		(6,029)	(2,692)
Fair value gain on other investments		(742)	–
Finance costs		555,595	537,027
Gain from derecognition of contingent consideration		–	(6,426,396)
Gain on disposal of prepaid lease payments		(16,884)	–
Gain on remeasurement of leases		(30,162)	(111,892)
Impairment loss on investment in an associate		10,600,736	–
Interest income		(27,800)	(82,488)
Investment revenue		(116,229)	(482,033)
Inventories written down to net realisable values		3,240,167	24,687,348
Inventories written off		1,061,593	633,139
Loss allowance/(Reversal) on receivables - net		1,050,220	(810,780)
Loss on disposal of property, plant and equipment		92,562	187,017
Loss arising from termination of lease		316,017	–
Prepaid expenses written off		77,400	25,800
Property, plant and equipment written off		131	268,428
Reversal of impairment loss on property, plant and equipment		(121,900)	–
Reversal of inventories written down		(1,292,240)	–
Unrealised loss/(gain) on foreign exchange		505,866	(90,729)
Share of loss of an associate		2,701,519	2,342,085
Waiver of debts		(5,056)	–
Operating (loss)/profit before working capital changes		(1,961,849)	18,992,425
Movements in working capital:			
(Increase)/Decrease in:			
Inventories		16,172,075	(33,128,597)
Trade and other receivables		(823,237)	(4,452,292)
Other assets		602,322	175,767
Other financial assets		2,692	16,253
(Decrease)/Increase in:			
Trade and other payables		(3,102,776)	1,849,566
Amount owing to a Director		–	(50,060)
Other liabilities		(1,088,223)	2,301,758
Cash from/(used in) operations		9,801,004	(14,295,180)
Income tax refunded		11,941,751	684,281
Income tax paid		(2,786,418)	(3,627,572)
Net cash from/(used in) operating activities		18,956,337	(17,238,471)

STATEMENTS OF CASH FLOWS

(CONT'D)

The Group (Cont'd)	Note	2025 RM	Restated 2024 RM
CASH FLOWS FROM INVESTING ACTIVITIES			
Investment revenue received		116,229	482,033
Proceeds from disposal of property, plant and equipment		130,987	478,527
Proceeds from disposal of prepaid lease payments		11,837,715	–
Movement of fixed deposits pledged to licensed banks		(12,602)	(12,664)
Interest income received		27,800	82,488
Advance to associate company		(7,103,000)	(12,897,000)
Addition of other investments		(1,024,342)	–
Purchase of property, plant and equipment		(6,511,617)	(5,150,682)
Net cash used in investing activities		(2,538,830)	(17,017,298)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from issuance of new shares	26(a)	–	20,078,833
Repayment of lease liabilities	34(a)	(1,711,746)	(1,435,998)
Finance costs paid		(555,595)	(537,027)
Drawndown of bills payable		–	283,000
Repayment of hire-purchase payables	34(a)	(323,606)	(708,921)
Repayment of term loans	34(a)	(392,169)	(110,692)
Net cash (used in)/from financing activities		(2,983,116)	17,569,195
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		13,434,391	(16,686,574)
CASH AND CASH EQUIVALENTS AS OF BEGINNING OF YEAR		8,797,193	25,649,690
Effect of exchange rate changes on the balance of cash held in foreign currencies		182,842	(165,923)
END OF YEAR	34(b)	22,414,426	8,797,193

STATEMENTS OF CASH FLOWS

(CONT'D)

The Company	Note	2025 RM	Restated 2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax		28,038,177	5,130,604
Adjustments for:			
Dividend income		(29,500,000)	–
Finance cost		26,650	10,528
Gain from derecognition of contingent consideration		–	(6,426,396)
Investment revenue recognised in profit or loss		(50,437)	(120,874)
Operating loss before working capital changes		(1,485,610)	(1,406,138)
Movements in working capital:			
Decrease/(Increase) in other assets		3,984	(25,100)
Increase in other liabilities - accrued expenses		56,905	61,085
Cash used in operations		(1,424,721)	(1,370,153)
Income tax refunded		21,416	–
Income tax paid		(1,359,905)	(41,690)
Net cash used in operating activities		(2,763,210)	(1,411,843)
CASH FLOWS FROM INVESTING ACTIVITIES			
Repayment from/(Advance to) subsidiaries - net		14,826,176	(5,200,182)
Investment revenue received		50,437	120,874
Net cash from/(used in) investing activities		14,876,613	(5,079,308)
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance cost paid		(26,650)	(10,528)
Repayments to a subsidiary - net	34(a)	–	(14,063,118)
Proceeds from issuance of new shares	26(a)	–	20,078,833
Net cash (used in)/from financing activities		(26,650)	6,005,187
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		12,086,753	(485,964)
CASH AND CASH EQUIVALENTS AS OF:			
BEGINNING OF YEAR		3,038,065	3,524,029
END OF YEAR	34(b)	15,124,818	3,038,065

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

NOTES TO THE FINANCIAL STATEMENTS

1. GENERAL INFORMATION

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

The Company is principally involved in investment holding.

The information on the name, country of incorporation and place of business, principal activities and proportion of ownership interest and voting power held by the Company in each subsidiary is as disclosed in Note 17.

The registered office of the Company is located at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Malaysia.

The principal place of business of the Company is located at Lot 138201, Off 3/4 Mile, Jalan Bercham, Kawasan Perindustrian Bercham, 31400 Ipoh, Perak Darul Ridzuan, Malaysia.

The financial statements of the Group and of the Company were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 23 April 2026.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

2.1 Statement of Compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards ("IFRSs") and the requirements of the Companies Act, 2016 in Malaysia.

2.2 Basis of Measurement

The financial statements of the Group and of the Company are prepared under the historical cost convention, unless otherwise indicated in the material accounting policy information.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible to by the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial market takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.2 Basis of Measurement (Cont'd)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to their fair value measurement as a whole:

Level 1	-	Quoted (unadjusted) market prices is active market for identical assets or liabilities.
Level 2	-	Valuation techniques for which the lowest level input that is significant to their fair value measurement is directly or indirectly observable.
Level 3	-	Valuation techniques for which the lowest level input that is significant to their fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to their fair value measurement as a whole) at the end of each reporting period.

The Group and of the Company have established control framework in respect to the measurement of fair values of financial instruments. This includes a valuation team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the Board of Directors. The valuation team regularly reviews significant unobservable inputs and valuation adjustments.

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of fair value hierarchy as explained above.

2.3 Functional and Presentation Currency

The financial statements are presented in Ringgit Malaysia ("RM") which is the Group's and the Company's functional currency and all value are rounded to the nearest RM except when otherwise stated.

2.4 Adoption of New Standards/Amendments/Improvements to MFRSs

In the current year, the Group and the Company adopted all of the new and amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") that are mandatorily effective for an accounting period that begins on or after 1 January 2025.

Their adoption have not had any material impact on the disclosures or on the amounts reported in these financial statements.

2.5 Standards Issued But Not Yet Effective

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

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.5 Standards Issued But Not Yet Effective (Cont'd)

Effective for annual reporting period beginning on or after 1 January 2026

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

Effective for annual reporting period beginning on or after 1 January 2027

- MFRS 18 Presentation and Disclosure in Financial Statements
- MFRS 19 Subsidiaries without Public Accountability: Disclosures
- Amendments to MFRS 19 Subsidiaries without Public Accountability: Disclosures
- Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates
  - Translation to a Hyperinflationary Presentation Currency

Deferred to a date to be determined by the MASB

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

The initial application of the accounting standards, interpretations and amendments are not expected to have any material financial impacts to the current period and prior period financial statements of the Company upon its first adoption, except for:

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 Presentation and Disclosure in Financial Statements introduces three sets of new requirements to improve companies' reporting of financial performance:

- Improved comparability in the statement of profit or loss (income statement)
- Enhanced transparency of management-defined performance measures
- More useful grouping of information in the financial statements

MFRS 18 replaces MFRS 101 *Presentation of Financial Statements*. It carries forward many requirements from MFRS 101 unchanged. MFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027, but companies can apply it earlier.

The Group and the Company are currently working to identify all impacts the amendments will have on the financial statements and notes to the financial statements.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.6 Significant Accounting Estimate and Judgements

2.6.1 Estimation uncertainty

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and the Company'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.

Information about significant estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses are discussed below:-

Useful lives of depreciable assets

Management estimates the useful lives of the property, plant and equipment, prepaid lease payments and right-of-use assets to be within 4 to 90 years and reviews the useful lives of depreciable assets at the end of each reporting period. At 31 December 2025, management assesses that the useful lives represent the expected utility of the assets to the Group. Actual results, however, may vary due to change in the expected level of usage and technological developments, which may result in the adjustment to the Group's assets.

The carrying amount of the Group's property, plant and equipment, prepaid lease payments and right-of-use assets at end of the reporting period are disclosed in Notes 14, 15 and 16 to the financial statements.

Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit ("CGU") exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow ("DCF") model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group and the Company are not yet committed to or significant future investments that will enhance the performance of the assets of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

Inventories

Inventories are measured at the weighted average cost. In estimating the net realisable value, management takes into account the most reliable evidence available at the time the estimates are made. The Group's core business is subject to economic and technological changes, which may cause fluctuations in selling prices and, consequently, affect the Group's profitability.

The carrying amount of the Group's inventories at the end of the reporting period are disclosed in Note 20 to the financial statements.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONT'D)

2.6 Significant Accounting Estimate and Judgements (Cont'd)

2.6.1 Estimation uncertainty (Cont'd)

Leases – Estimating the incremental borrowing rate

The Group cannot readily determines the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group 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 right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

Allowance for expected credit losses ("ECL") of receivables

The Group and the Company review the recoverability of their receivables, include trade and other receivables, and amount due from subsidiary companies at each reporting date to assess whether an impairment loss should be recognised. The impairment provisions for receivables are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's and the Company's history, existing market conditions at the end of each reporting period.

The Group and the Company use a provision matrix to calculate ECLs for receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type customer type and rating, and coverage by letters of credit and other forms of credit insurance).

Income taxes and deferred tax liabilities

Significant judgement is involved in determining the Group's and the Company's provision for income taxes and deferred tax liabilities. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group and the Company recognised tax liabilities based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the period in which such determination is made.

2.6.2 Significant management judgement

There are no significant areas of estimation uncertainty and critical judgement in applying policies that have any significant effect on the amount recognised in the financial statements.

3. MATERIAL ACCOUNTING POLICY INFORMATION

Subsidiaries and Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved where the Company and its subsidiaries:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassessed whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated profit or loss from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Subsidiaries

Investment in subsidiaries, which are eliminated on consolidation, is stated at cost less impairment losses, if any, in the Company's separate financial statements.

Business Combinations

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and equity instruments issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in profit or loss as incurred.

As of acquisition date, the identifiable assets acquired and liabilities assumed are recognised at their fair values, except that:

- deferred tax assets or deferred tax liabilities and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with MFRS 112 *Income Taxes* and MFRS 119 *Employee Benefits* respectively;
- liabilities or equity instruments related to the share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with MFRS 2 *Share-based* Payment at the acquisition date; and
- assets (or disposal groups) that are classified as held for sale in accordance with MFRS 5 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Business Combinations (Cont'd)

Where the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the "measurement period" (which cannot exceed one year from the acquisition date) about facts and circumstances that existed as of the acquisition date.

The subsequent accounting for changes in the fair value of contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured at subsequent reporting dates in accordance with MFRS 9 *Financial Instruments* or MFRS 137 *Provisions, Contingent Liabilities and Contingent Assets*, as appropriate, with the corresponding gain or loss being recognised in profit or loss.

Investment in An Associate

An associate is an entity over which the Group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of the associate is incorporated in these consolidated financial statements using the equity method of accounting. Under the equity method, investment in an associate is carried in the consolidated statement of financial position at cost and adjusted for post-acquisition changes in the Group's share of the net assets of the associate, less any impairment in the value of investment. Losses of an associate in excess of the Group's interests in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate) are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

Any excess of the cost of acquisition over the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of the associate recognised at the date of acquisition is recognised as goodwill. The goodwill is included within the carrying amount of the investment and is assessed for impairment as part of that investment. Any excess of the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of acquisition, after reassessment, is recognised immediately in the consolidated statement of profit or loss.

When a group entity transacts with an associate of the Group, profits and losses are eliminated to the extent of the Group's interest in the relevant associate.

Revenue Recognition

Contract with customers

Revenue from sale of glove products is recognise at the point in time where control of the goods have been transferred to the customer.

Contracts with export sales are mainly negotiated on free-on-board ("FOB") or cost-insurance-freight ("CIF") terms. For local sales, gloves are delivered via lorries or other forms of inland transportation locally. To a lesser extent, the Group also carries out trading activities with goods purchased from third parties and shipped or delivered directly to customers. Depending on the terms of the contract with the customer, control transfers upon delivery of the goods to a location specified by the customer and acceptance of the goods by the customer.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Revenue Recognition (Cont'd)

Contract with customers (Cont'd)

If shipping or similar handling costs are charged to customers, this implies that the seller is ultimately responsible for the delivery of the goods up to the customer's final destination, hence, such billings are also recognised as revenue.

Revenue is measured at the fair value of the consideration for the goods received or receivable, net of any sales tax, value-added tax or trade discounts. No element of financing is included in the selling prices as the consideration is received or receivable on a cash basis or within short credit terms of up to 90 days.

Interest income

Interest income is recognised when it is probable that the economic benefits will flow to the Group and to the Company and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial assets to that asset's net carrying amount on initial recognition.

Segment Reporting

For management purposes, the Group is organised into operating segments that engage in business activities from which it may earn revenues and incur expenses, including revenues and expenses that related to transactions with any of the Group's other components. The Group's reporting segments were identified based on internal reports that are regularly reviewed by the Group's chief operating decision maker in order to allocate resources to the segment and to assess its performance. The Group's reportable segments are strategic business operations that are managed separately based on the Group's management and internal reporting structure.

Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any.

Freehold land and capital work-in-progress are not depreciated. Capital work-in-progress comprises contractors' payments and directly attributable costs incurred in preparing these assets for their intended use. Depreciation on capital work-in-progress commences when the assets are ready for their intended use.

Depreciation is recognised so as to write off the cost of assets, other than freehold land and capital work-in-progress, over their estimated useful lives, after taking into account their estimated residual values using the straight-line method.

The annual depreciation rates are as follows:

Factory buildings	2%
Plant and machinery	5% to 25%
Factory auxiliary and office equipment, furniture and fittings	5% to 28%
Electrical installation	5% to 10%
Motor vehicles	10% to 20%
Renovation	10%

The estimated useful lives, residual values and depreciation method are reviewed as of the end of each annual reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Property, Plant and Equipment (Cont'd)

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sale proceeds and the carrying amount of the asset and is recognised in profit or loss.

Property, Plant and Equipment under Hire Purchase Arrangements

Assets acquired under hire-purchase arrangements, which transfer substantially all of the risks and rewards incident to ownership of the assets are capitalised under property, plant and equipment. The assets and the corresponding hire purchase obligations are recorded at their fair values or, if lower, at the present value of the minimum lease payments of the assets under hire purchase at the inception of the respective arrangements.

Finance costs, which represent the difference between the total hire purchase commitments and the fair values of the assets acquired, are charged to profit or loss over the term of the relevant hire purchase period so as to give a constant periodic rate of charge on the remaining balance of the obligations for each accounting period.

Leases

The Group as a lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid as of the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the lessee uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as of the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Leases (Cont'd)

The Group as a lessee (Cont'd)

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or a rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group did not make any such adjustments during the periods presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and to remove a leased asset, to restore the site on which it is located or to restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under MFRS 137 *Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets, including prepaid leased payments, are presented as a separate line in the statement of financial position. Leasehold land that normally has an indefinite economic life and where the title is not expected to pass to the lessee by the end of the lease period is treated as an operating lease. The payments made on entering into or acquiring a leasehold interest represent right-of-use assets and are amortised over the remaining lease periods ranging from 46 to 90 years.

The Group applies MFRS 136 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Impairment of Assets' policy.

Variable rents that do not depend on an index or a rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in 'other operating expenses' in profit or loss.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined on the "Weighted Average" method. The cost of raw materials, packing materials, trading goods, parts and consumables comprise the original purchase price plus cost incurred in bringing the inventories to their present location and condition. The cost of finished goods comprises the cost of raw materials, direct labour and a proportion of production overheads. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

4. REVENUE

The following is an analysis of the Group's and of the Company's revenue for the year:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Sale of manufactured products	92,181,569	91,770,672	–	–
Sale of trading products	55,932,604	55,179,156	–	–
Other source:				
Dividend income	–	–	29,500,000	–
	148,114,173	146,949,828	29,500,000	–
Timing of revenue recognition:				
Goods transferred at a point in time	148,114,173	146,949,828	–	–

Revenue from sale of manufactured and trading products are recognised at a point in time when goods have been transferred and accepted by customers, net of discount.

Dividend income is recognised when the right to receive dividend payment is established.

5. SEGMENT REPORTING

The segment reporting is presented in a manner which is consistent with internal reporting provided to the chief operating decision maker, which is the Managing Director of the Group and senior management.

The Group's reportable segments are segregated into the following operating activities:

- Gloves operation
- Medical devices operation
- Investment holding

Business segments by operating activities

The following is an analysis of the Group's revenue and results by reportable segments:

The Group

	Gloves operation RM	Medical devices operation RM	Investment holding RM	Eliminations RM	Total RM
2025					
Revenue	161,502,135	7,475,827	30,209,900	(51,073,689)	148,114,173
Results					
Segment results	(20,465,884)	100,284	17,808,665	(32,461,198)	(35,018,133)
Investment revenue					116,229
Finance costs					(555,595)
Loss before tax					(35,457,499)
Tax expense					(9,043,246)
Loss for the year					(44,500,745)
Assets					
Segment assets	252,789,073	11,757,573	213,256,558	–	477,803,204
Liabilities					
Segment liabilities	23,292,823	1,593,801	465,989	–	25,352,613

NOTES TO THE FINANCIAL STATEMENTS

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5. SEGMENT REPORTING (CONT'D)

Business segments by operating activities (Cont'd)

The following is an analysis of the Group's revenue and results by reportable segments: (Cont'd)

The Group (Cont'd)

	Gloves operation RM	Medical devices operation RM	Investment holding RM	Eliminations RM	Total RM
2025 (Cont'd)					
Other information					
Capital expenditure	6,511,617	–	–	–	6,511,617
Inventories written down to net realisable values	3,240,167	–	–	–	3,240,167
Inventories written off	–	1,061,593	–	–	1,061,593
Reversal of inventories written off	–	(1,292,240)	–	–	(1,292,240)
Depreciation and amortisation charges	13,451,296	1,459,590	–	–	14,910,886
Reversal of loss allowance receivable - net	(90,220)	(960,000)	–	–	(1,050,220)
Reversal of impairment loss on property, plant and equipment	–	(121,900)	–	–	(121,900)
2024					
Revenue	161,670,335	9,828,217	709,900	(25,258,624)	146,949,828
Results					
Segment results	(22,613,313)	460,276	5,266,233	(2,039,539)	(18,926,343)
Investment revenue					482,033
Finance costs					(537,027)
Loss before tax					(18,981,337)
Tax income					5,061,250
Loss for the year					(13,920,087)
Assets					
Segment assets	298,327,889	12,831,498	227,965,946	-	539,125,333
Liabilities					
Segment liabilities	28,209,785	2,438,956	407,070	-	31,055,811

5. SEGMENT REPORTING (CONT'D)

Business segments by operating activities (Cont'd)

The following is an analysis of the Group's revenue and results by reportable segments: (Cont'd)

The Group (Cont'd)

	Gloves operation RM	Medical devices operation RM	Investment holding RM	Eliminations RM	Total RM
2024 (Cont'd)					
Other information					
Capital expenditure	5,150,682	–	–	–	5,150,682
(Reversal of)/Inventories written down to net realisable values	26,681,301	(1,993,953)	–	–	24,687,348
Inventories written off	–	633,139	–	–	633,139
Depreciation and amortisation charges	15,849,481	1,450,447	–	–	17,299,928
Reversal of loss allowances on receivables - net	90,220	(901,000)	–	–	(810,780)

For the purposes of monitoring segment performance and allocation of resources between segments, all assets and liabilities that are allocated to reportable segments are managed on a group basis.

Revenue from sales to external customers by location of customers are as follows:

	The Group 2025 RM	The Group 2024 RM
Europe	55,368,077	59,440,428
Asia	38,892,843	41,268,985
North and South America	36,926,321	29,857,917
Rest of the world	16,926,932	16,382,498
	148,114,173	146,949,828

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

6. INVESTMENT REVENUE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest income from:				
Fixed and short-term deposits	116,229	482,033	50,437	120,874

The following is an analysis of investment revenue by category of assets:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial assets measured at:				
Amortised cost	116,229	482,033	50,437	120,874

7. OTHER GAINS AND LOSSES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unrealised loss/(gain) on foreign exchange	505,866	(90,729)	–	–
Loss arising from termination of leases	316,017	–	–	–
Fair value gain on other investment designated as at FVTPL	(742)	–	–	–
Gain on remeasurement of leases	(30,162)	(111,892)	–	–
Fair value gain on financial derivatives designated as at FVTPL	(6,029)	(2,692)	–	–
Realised loss on foreign exchange	1,278,030	2,343,256	–	–
Loss on disposal of property, plant and equipment	92,562	187,017	–	–
Gain on disposal of prepaid lease payment	(16,884)	–	–	–
Gain from derecognition of contingent consideration	–	(6,426,396)	–	(6,426,396)
	2,138,658	(4,101,436)	–	(6,426,396)

8. DIRECTORS' REMUNERATION AND EMPLOYEE BENEFIT EXPENSES

Included in employee benefit expenses are the following:

	The Group	
	2025 RM	2024 RM
Salaries, allowances and bonuses	24,499,094	28,046,552
Statutory contributions	2,488,190	2,786,680
	26,987,284	30,833,232

Details of remuneration of Directors of the Group and of the Company are as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Executive directors of the Company:				
Salaries, allowances and bonuses	1,314,216	1,278,265	–	–
Statutory contributions	97,618	94,972	–	–
	1,411,834	1,373,237	–	–
Executive directors of the subsidiaries:				
Salaries and bonuses	784,324	729,641	–	–
Statutory contributions	94,319	87,561	–	–
	878,643	817,202	–	–
Non-executive directors:				
Fees	217,370	217,370	217,370	217,370
Allowances	22,000	16,000	22,000	16,000
	239,370	233,370	239,370	233,370
	2,529,847	2,423,809	239,370	233,370

The estimated monetary value of benefits-in-kind received and receivable by the Directors otherwise than in cash from the Group amounted to RM51,950 (2024: RM51,950).

8. DIRECTORS' REMUNERATION AND EMPLOYEE BENEFIT EXPENSES (CONT'D)

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 which includes executive directors of the Group and certain members of senior management of the Group.

The remuneration of members of key management personnel (other than the executive directors) of the Group during the year are as follows:

	The Group	
	2025	2024
	RM	RM
Short-term employee benefits	1,395,648	1,552,744
Statutory contributions	167,719	186,416
	1,563,367	1,739,160

The estimated monetary value of benefits-in-kind received and receivable by members of key management personnel otherwise than in cash from the Group amounted to RM22,000 (2024: RM22,200).

9. OTHER OPERATING INCOME

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Sales of scraps	95,790	65,168	–	–
Insurance compensation	1,783,488	1,376,954	–	–
Miscellaneous income	3,511	293,137	–	–
Interest income from current account	27,800	82,488	–	–
Rental income	230,021	422,798	–	–
Waiver of debts	5,056	–	–	–
	2,145,666	2,240,545	–	–

10. FINANCE COSTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest on:				
Term loans	–	17,504	–	–
Bank overdrafts	39,066	–	–	–
Bills payable	112,571	16,081	–	–
Lease liabilities (Note 30)	161,608	181,586	–	–
Hire-purchase payables	14,228	51,030	–	–
Bank charges and commitment fees	228,122	270,826	26,650	10,528
Total interest expenses for financial liabilities that are not designated as at FVTPL	555,595	537,027	26,650	10,528

11. (LOSS)/PROFIT BEFORE TAX

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration related to:				
Statutory audit:				
- Grant Thornton Malaysia PLT	340,000	340,000	103,000	103,000
- Other auditors	50,882	47,063	–	–
Assurance-related services:				
- Grant Thornton Malaysia PLT	5,000	5,000	5,000	5,000
- Grant Thornton Consulting Sdn. Bhd.	–	27,000	–	27,000
Expense relating to short-term leases	1,146,041	691,907	–	–
Property, plant and equipment written off	131	268,428	–	–
Loss on disposal of property, plant and equipment	92,562	187,017	–	–
Prepaid expenses written off	77,400	25,800	–	–
Impairment loss on investment in an associate	10,600,736	–	–	–

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

12. TAX EXPENSE/(INCOME)

	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
Tax expense/(income) comprises:				
Current income tax expense:				
Malaysian	238,522	1,253,081	154,583	–
Foreign	–	137,343	–	–
Adjustment recognised in the current year in relation to the income tax of prior year	1,632,305	34,320	1,412,901	–
	1,870,827	1,424,744	1,567,484	–
Deferred tax relating to origination and reversal of temporary differences:				
Current year:				
Malaysian	376,419	(6,325,441)	–	–
Adjustment recognised in the current year in relation to the deferred tax of prior year	6,796,000	(160,553)	–	–
	7,172,419	(6,485,994)	–	–
Total tax expense/(income)	9,043,246	(5,061,250)	1,567,484	–

The tax income for the year can be reconciled to the accounting (loss)/profit as follows:

	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
(Loss)/Profit before tax	(35,457,499)	(18,981,337)	28,038,177	5,130,604
(Loss)/Profit calculated at 24% (2024: 24%)	(8,509,800)	(4,555,521)	6,729,163	1,231,345
Tax effects of:				
Expenses that are not deductible in determining taxable profit	3,494,554	2,177,555	505,420	203,499
Movements of deferred tax assets not recognised	5,082,000	(37,000)	–	–
Utilisation of deferred tax assets not recognised in prior year	–	(1,414,000)	–	–
Loss not available for off-set against future taxable profit	–	107,492	–	107,492
Share of loss of an associate	648,365	562,100	–	–
Income that is not taxable in determining taxable profit	(178)	(1,775,643)	(7,080,000)	(1,542,336)
	614,941	(4,935,017)	154,583	–

12. TAX EXPENSE/(INCOME) (CONT'D)

The tax income for the year can be reconciled to the accounting (loss)/profit as follows: (Cont'd)

	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
Adjustment recognised in the current year in relation to the income tax of prior year	1,632,305	34,320	1,412,901	–
Adjustment recognised in the current year in relation to the deferred tax of prior year	6,796,000	(160,553)	–	–
Tax expense/(income) recognised in profit or loss	9,043,246	(5,061,250)	1,567,484	–

Malaysian income tax rate remained at 24% (2024: 24%) for the year of assessment 2025. Taxation for other jurisdiction is calculated at the rate prevailing in that jurisdiction.

Deferred tax balances

The following is the analysis of deferred tax assets/(liabilities) presented in the consolidated statement of financial position:

	The Group 2025 RM	The Group 2024 RM
Deferred tax assets	5,817,954	12,854,691
Deferred tax liabilities	(2,078,795)	(1,932,795)
	3,739,159	10,921,896

The movements in deferred tax assets/(liabilities) during the year are as follows:-

	Balance as of 1 January RM	Recognised in profit or loss RM	Net foreign currency exchange differences RM	Balance as of 31 December RM
The Group				
2025				
Deferred tax assets/(liabilities)				
Property, plant and equipment, right-of-use asset	(25,440,762)	23,321,340	–	(2,119,422)
Unrealised gain on inventories	49,239	45,447	–	94,686
Unrealised foreign exchange differences	(91,000)	163,000	–	72,000
Unutilised tax losses and unabsorbed tax capital allowances	30,001,419	(24,299,206)	(10,318)	5,691,895
Inventories written down to net realisable values	6,403,000	(6,403,000)	–	–
	10,921,896	(7,172,419)	(10,318)	3,739,159

12. TAX EXPENSE/(INCOME) (CONT'D)

The movements in deferred tax assets/(liabilities) during the year are as follows:- (Cont'd)

	Balance as of 1 January RM	Recognised in profit or loss RM	Net foreign currency exchange differences RM	Balance as of 31 December RM
The Group (Cont'd)				
2024				
Deferred tax assets(liabilities)				
Property, plant and equipment, right-of-use asset	(19,010,795)	(6,429,967)	–	(25,440,762)
Unrealised gain on inventories	139,277	(90,038)	–	49,239
Unrealised foreign exchange differences	(75,000)	(16,000)	–	(91,000)
Unutilised tax losses and unabsorbed tax capital allowances	18,772,740	11,731,999	(503,320)	30,001,419
Inventories written down to net realisable values	5,113,000	1,290,000	–	6,403,000
	4,939,222	6,485,994	(503,320)	10,921,896

Deferred tax assets/(liabilities) recognised in the financial statements are in respect of the tax effects on the followings:

	2025 RM	2024 RM
Deferred tax liabilities (before offsetting):		
Temporary differences arising from:		
Property, plant and equipment, right-of-use assets and lease liabilities	(26,703,795)	(25,555,795)
Unrealised foreign exchange differences	72,000	(91,000)
Unutilised capital allowances	178,000	–
	(26,453,795)	(25,646,795)
Offsetting	24,375,000	23,714,000
Deferred tax liabilities after offsetting	(2,078,795)	(1,932,795)

12. TAX EXPENSE/(INCOME) (CONT'D)

Deferred tax assets/(liabilities) recognised in the financial statements are in respect of the tax effects on the followings: (Cont'd)

	2025 RM	2024 RM
Deferred tax assets (before offsetting):		
Property, plant and equipment, right-of-use assets and lease liabilities	289,373	557,033
Unutilised tax losses	27,222,895	18,105,419
Unutilised capital allowances	18,615,000	15,119,000
Inventories written down to net realisable values	1,260,000	7,919,000
Unabsorbed reinvestment allowances	169,000	169,000
Unabsorbed green investment allowance	1,070,000	1,070,000
Unrealised gains on inventories	94,686	49,239
Provision for expected credit loss on trade receivables	173,000	403,000
	48,893,954	41,391,691
Offsetting	(24,375,000)	(23,714,000)
	24,518,954	19,677,691
Deferred tax assets recognised	(5,817,954)	(12,854,691)
Deferred tax assets not recognised	18,701,000	6,823,000

The tax effects of deductible temporary differences which would give rise to deferred tax assets are generally recognised to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences and unutilised tax losses can be utilised. As of 31 December 2025, the amounts of deductible temporary differences and unutilised tax losses which are not recognised in the financial statements due to uncertain availability of future taxable income.

The unutilised tax losses of the Group are expected to be disregarded by the end of year of assessment:

	2025 RM	2024 RM
Year of Assessment		
2032	20,967,000	21,662,000
2033	42,739,000	42,687,000
2034	11,092,000	11,092,000
2035	38,632,000	–
	113,430,000	75,441,000

The unabsorbed reinvestment allowances of the Group of RM706,000 (2024: RM706,000) will be disregarded by the end of year of assessment 2034.

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

13. LOSS PER SHARE

Basic earnings per share are calculated by dividing profit for the financial year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year, excluding treasury shares and including mandatorily convertible instruments held by the Company.

The basic and diluted loss per share are calculated as follows:

	2025 RM	2024 RM
Loss for the year attributable to owners of the Company	(44,500,745)	(13,920,087)

	2025 Shares	2024 Shares
Weighted average number of ordinary shares in issue as of 31 December	1,102,110,781	1,044,750,114

	2025 Sen	2024 Sen
Basic and diluted loss per share	(4.04)	(1.33)

14. PROPERTY, PLANT AND EQUIPMENT

	Freehold land RM	Factory buildings RM	Plant and machinery RM	Factory, auxiliary and office equipment, furniture and fittings RM	Electrical installation RM	Motor vehicles RM	Renovation RM	Capital work-in progress RM	Total RM
The Group									
Cost									
Balance as of 1 January 2024	3,545,041	74,593,089	312,579,798	23,869,658	8,059,721	4,597,966	479,170	695,168	428,419,611
Additions	–	72,665	4,477,439	508,440	17,500	–	–	74,638	5,150,682
Disposals	–	–	(337,275)	(12,046)	–	(679,381)	–	–	(1,028,702)
Write offs	–	–	(2,300,561)	–	–	–	–	–	(2,300,561)
Reclassifications	–	9,222	63,786	–	–	–	–	(73,008)	–
Transfer to prepaid lease payments	–	–	–	–	–	–	–	(696,798)	(696,798)
Net foreign currency exchange differences	–	–	–	(78,210)	–	–	–	–	(78,210)
Balance as of 31 December 2024	3,545,041	74,674,976	314,483,187	24,287,842	8,077,221	3,918,585	479,170	–	429,466,022
Additions	–	251,294	5,050,381	1,209,942	–	–	–	–	6,511,617
Disposals	–	–	(64,800)	(20,202)	(159,000)	(100,244)	–	–	(344,246)
Write offs	–	–	–	(256)	–	–	–	–	(256)
Net foreign currency exchange differences	–	–	–	17,430	–	–	–	–	17,430
Balance as of 31 December 2025	3,545,041	74,926,270	319,468,768	25,494,756	7,918,221	3,818,341	479,170	–	435,650,567

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Freehold land RM	Factory buildings RM	Plant and machinery RM	Factory, auxiliary and office equipment, furniture and fittings RM	Electrical installation RM	Motor vehicles RM	Renovation RM	Capital work-in progress RM	Total RM
The Group (Cont'd)									
Accumulated depreciation and impairment losses									
Balance as of 1 January 2024	–	21,905,942	199,312,249	16,861,513	2,060,418	1,811,939	313,516	–	242,265,577
Charge for the year	–	1,349,289	11,967,514	1,255,101	399,485	356,791	165,654	–	15,493,834
Disposals	–	–	(93,933)	(5,578)	–	(263,647)	–	–	(363,158)
Write offs	–	–	(2,032,133)	–	–	–	–	–	(2,032,133)
Net foreign currency exchange differences	–	–	–	(65,071)	–	–	–	–	(65,071)
Balance as of 31 December 2024	–	23,255,231	209,153,697	18,045,965	2,459,903	1,905,083	479,170	–	255,299,049
Charge for the year	–	1,313,848	9,988,521	1,067,341	399,996	320,057	–	–	13,089,763
Disposals	–	–	(25,170)	(16,659)	(37,100)	(41,768)	–	–	(120,697)
Write offs	–	–	–	(125)	–	–	–	–	(125)
Reversal of impairment loss	–	–	–	–	(121,900)	–	–	–	(121,900)
Net foreign currency exchange differences	–	–	–	14,799	–	–	–	–	14,799
Balance as of 31 December 2025	–	24,569,079	219,117,048	19,111,321	2,700,899	2,183,372	479,170	–	268,160,889
Carrying amount									
Balance as of 31 December 2025	3,545,041	50,357,191	100,351,720	6,383,435	5,217,322	1,634,969	–	–	167,489,678
Balance as of 31 December 2024	3,545,041	51,419,745	105,329,490	6,241,877	5,617,318	2,013,502	–	–	174,166,973

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Included in property, plant and equipment of the Group are the following assets under hire-purchase financing arrangements:

	Cost RM	Accumulated depreciation RM	amount RM
The Group **2025**			
Plant and machinery	2,914,769	285,543	2,629,226
Motor vehicles	511,471	117,583	393,888
	3,426,240	403,126	3,023,114
2024			
Plant and machinery	1,789,159	919,992	869,167
Motor vehicles	168,679	62,764	105,915
	1,957,838	982,756	975,082

Impairment review of property, plant and equipment

Rubberex Alliance Sdn. Bhd. ("RASB")

RASB recorded operating losses for the current and prior financial years due to exceptionally low production utilisation rate as a result of lowered market demand and decreased average selling prices for nitrile disposable gloves.

As the indication of impairment continues to exist in the current year, the Directors engaged an independent professional valuer to assess the recoverable amounts of the plant and machinery, including certain factory equipment and auxiliary equipment. The valuation was based on observable market data and relevant industry references to determine a reasonable and supportable estimate of fair value. It reflects current market conditions, replacement costs, and market transactions for similar assets.

Based on the valuation report, no impairment losses were recognised during the financial year as the recoverable amounts of the assets exceeded their carrying amounts.

Details of Level 3 fair value method used in obtaining the recoverable amounts are as follows:

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs and fair value
The replacement cost approach was adopted, whereby the fair value of the plant and machinery was estimated based on the current cost to replace the asset with a comparable capacity and technology, adjusted for physical deterioration, functional obsolescence and economic obsolescence.	Estimated current replacement cost of an asset with comparable capacity and technology, physical condition, remaining useful life and production capacity and utilisation level	Higher estimated replacement cost would result in a higher fair value

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

15. PREPAID LEASE PAYMENTS

	Leasehold land	
	2025	**2024**
	RM	**RM**
The Group		
At cost		
Balance as of beginning of year	18,142,235	17,445,437
Addition	–	696,798
Disposal	(12,596,926)	–
Balance as of end of year	5,545,309	18,142,235
Accumulated amortisation		
Balance as of beginning of year	1,806,134	1,471,824
Amortisation	75,634	334,310
Disposal	(776,095)	–
Balance as of end of year	1,105,673	1,806,134
Carrying amount		
Balance as of end of year	4,439,636	16,336,101

16. RIGHT-OF-USE ASSETS

	Factories and warehouse	
	2025	**2024**
	RM	**RM**
The Group		
Cost		
Balance as of beginning of year	9,707,830	9,941,612
Additions	1,616,218	41,987
Remeasurement	83,626	331,623
Termination of leases	(3,113,469)	–
Net foreign currency exchange differences	144,916	(607,392)
Balance as of end of year	8,439,121	9,707,830

16. RIGHT-OF-USE ASSETS (CONT'D)

	Factories and warehouse	
	2025 RM	2024 RM
The Group (Cont'd)		
Accumulated depreciation		
Balance as of beginning of year	6,888,206	5,828,565
Charge during the year	1,745,489	1,471,784
Termination of leases	(2,482,476)	–
Net foreign currency exchange differences	88,139	(412,143)
Balance as of end of year	6,239,358	6,888,206
Carrying amount		
Balance as of end of year	2,199,763	2,819,624

The lease terms of the right-of-use assets ranged from 2 to 5 (2024: 2 to 5) years. The maturity analysis of lease liabilities is disclosed in Note 30.

	2025 RM	2024 RM
The Group		
Amounts recognised in profit or loss		
Depreciation expense on right-of-use assets	(1,745,489)	(1,471,784)
Expense relating to short-term leases	(1,146,041)	(691,907)
Interest expense on lease liabilities (Note 30)	161,608	(181,586)
Loss arising from termination of leases *	316,017	–
Gain on remeasurement of leases	30,162	111,892

* The loss on termination of leases of RM316,017 (2024: Nil) reflects the write-off of prepaid lease payments of RM404,708 (2024: Nil) upon early termination, with the net effect of derecognition right-of-use assets and lease liabilities.

The total cash outflows for leases, including short-term leases, amount to RM3,019,395 (2024: RM2,309,491).

Included in loss arising from termination of leases are the following:

	2025 RM	2024 RM
The Group		
Right-of-use assets (Note 16)	630,993	–
Lease liabilities (Note 30)	(719,684)	–
Other assets (Note 23)	404,708	–
	316,017	–

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

17. INVESTMENTS IN SUBSIDIARIES

	The Company 2025 RM	The Company 2024 RM
Cost		
Balance as of beginning/end of year	64,765,843	64,765,843
Accumulated impairment losses		
Balance as of beginning/end of year	37,324,816	37,324,816
	27,441,027	27,441,027
Unquoted shares:		
In Malaysia	27,441,027	27,441,027

The subsidiaries are as follows:

Name of Company	Country of incorporation and Place of business	Proportion of Ownership Interest and Voting Power Held 2025 %	Proportion of Ownership Interest and Voting Power Held 2024 %	Principal Activities
Direct subsidiaries				
Rubberex (M) Sdn. Berhad ("RMSB")	Malaysia	100	100	Manufacturing and sale of household and industrial rubber gloves.
Diamond Grip (M) Sdn. Bhd. ("DGSB")	Malaysia	100	100	Investment holding.
Rubberex Empire Sdn. Bhd.	Malaysia	100	100	Investment holding.
Rubberex International Sdn. Bhd.	Malaysia	100	100	Trading and sale of gloves and In-Vitro Diagnostic ("IVD") medical devices.
Reszon Diagnostics International Sdn. Bhd. ("RDISB")	Malaysia	100	100	Manufacturing and sale of In-Vitro Diagnostic ("IVD") medical devices.

17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The subsidiaries are as follows: (Cont'd)

Name of Company	Country of incorporation and Place of business	Proportion of Ownership Interest and Voting Power Held 2025 %	2024 %	Principal Activities
Direct subsidiaries (Cont'd)				
Held through RMSB				
Rubberex Spain, S.L.*	Spain	100	100	Trading of gloves, household items, kitchen items and personal protective products.
Held through DGSB				
Rubberex Alliance Sdn. Bhd.	Malaysia	100	100	Manufacturing and sale of disposable gloves

* Audited by auditors other than member firms of Grant Thornton International Limited.

Composition of the Group

Information about the composition of the Group at the end of the reporting period is as follows:

Principal activity	Place of incorporation and operation	Number of wholly-owned subsidiaries 2025	2024
Manufacturing and sale of household and industrial rubber gloves	Malaysia	1	1
Manufacturing and sale of disposable gloves	Malaysia	1	1
Manufacturing and sale of In-Vitro Diagnostic ("IVD") medical devices	Malaysia	1	1
Trading of gloves, household items, kitchen items and personal protective products	Spain	1	1
Investment holding companies	Malaysia	3	3
		7	7

18. INVESTMENT IN AN ASSOCIATE

	The Group	
	2025 RM	2024 RM
Unquoted shares, at cost	180,000,000	180,000,000
Share of post-acquisition results	(5,133,578)	(2,432,059)
	174,866,422	177,567,941
Less: Accumulated impairment loss	(10,600,736)	–
	164,265,686	177,567,941

The associate of the Group is as follows:

Name of Company	Country of incorporation and Place of business	Proportion of Ownership Interest and Voting Power Held 2025 %	2024 %	Principal Activities	Financial Year End
Held through Rubberex Empire Sdn. Bhd.					
Alliance Empire Sdn. Bhd. ("AESB")*	Malaysia	20	20	Letting out properties and parking space and mall management	31 December

* Not audited by Grant Thornton Malaysia PLT

The movement of accumulated impairment loss during the financial year is as follows:-

	2025 RM	2024 RM
Balance at 1 January	–	–
Impairment loss during the financial year	10,600,736	–
Balance at 31 December	10,600,736	–

Impairment loss on investment in an associate

Management has carried out impairment test review for investment in an associate based on the recoverable amount of the CGU. The impairment loss was recognised to adjust the carrying amount of investment in an associate as the recoverable amount was lower than the carrying amount.

The recoverable amount of the investment in an associate company is assessed by reference to the fair value less cost to sell of the associate.

18. INVESTMENTS IN AN ASSOCIATE (CONT'D)

Details of Level 3 fair value method used in obtaining the recoverable amount are as follows:

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs and fair value
Adjusted net asset method which derives the fair value of an investee's equity instruments by reference to the fair value of its assets and liabilities	Fair value of individual assets and liabilities	The higher the net assets, the higher the fair value.

The interest in the associate of the Group is analysed as follows:

	The Group	
	2025 RM	2024 RM
Share of net assets	144,864,504	147,566,023
Goodwill on consolidation	19,401,182	30,001,918
	164,265,686	177,567,941

Summarised financial information in respect of the associate of the Group is set out below:

	The Group	
	2025 RM	2024 RM
Current assets	19,000,643	10,738,706
Non-current assets	887,569,275	803,144,711
Current liabilities	182,247,398	76,053,303
Revenue	5,869,234	4,144,393
Loss and total comprehensive loss for the year	(16,240,455)	(11,776,106)

18. INVESTMENTS IN AN ASSOCIATE (CONT'D)

A reconciliation of the above summarised financial information to the carrying amount of the interest in the associate recognised in the consolidated financial statements is as follows:

	The Group	
	2025	**2024**
	RM	**RM**
Net assets of the associate	724,322,528	737,830,114
Proportion of the Group's ownership interest	20%	20%
	144,864,504	147,566,023
Goodwill on acquisition	19,401,182	30,001,918
Carrying amount of the Group's interest in the associate	164,265,686	177,567,941

19. OTHER INVESTMENTS

	The Group	
	2025	**2024**
	RM	**RM**
Non-current		
Investment in equity instrument classified as at FVTOCI:		
Unquoted shares held outside Malaysia:		
Balance as of beginning of year	1,057,725	1,057,725
Fair value gain	(229,279)	–
Balance as of end of year	828,446	1,057,725
Current		
Unit trust fund designated as at FVTPL:		
Balance as of beginning of year	–	–
Addition	1,024,342	–
Fair value gain	742	–
Balance as of end of year	1,025,084	–

The Group's investment in equity instrument is not held for trading. Instead, it is held for medium to long-term strategic purposes. Accordingly, the Directors of the Group have elected to designate this investment in equity instrument as at FVTOCI as they believe that recognising short-term fluctuations in this investment's fair value in profit or loss would not be consistent with the Group's strategy of holding this investment for medium to long-term purposes and realising its performance potential in the long run.

The fair value of investment in unquoted shares is determined based on the prices paid for the recent subscription of shares in the investee company.

20. INVENTORIES

	The Group 2025 RM	The Group 2024 RM
Finished and trading goods	39,118,872	54,807,858
Raw materials	1,884,111	3,902,788
Packing materials	2,952,502	4,237,955
Work-in-progress	117,602	118,931
Parts and consumables	289,484	794,794
	44,362,571	63,862,326

The cost of inventories of the Group recognised in profit or loss during the year was RM151,898,114 (2024: RM179,771,544).

Included in cost of inventories recognised are the following:

	The Group 2025 RM	The Group 2024 RM
Inventories written down to net realisable values	(3,240,167)	(24,687,348)
Inventories written off	(1,061,593)	(633,139)
Reversal of inventories written down	1,292,240	–

21. TRADE AND OTHER RECEIVABLES

	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
Trade receivables	20,845,231	20,846,892	–	–
Less: Loss allowances	(719,835)	(1,770,055)	–	–
	20,125,396	19,076,837	–	–
Other receivables	28,276,015	22,597,112	–	–
Less: Loss allowances	(5,000,000)	(5,000,000)	–	–
	23,276,015	17,597,112	–	–
	43,401,411	36,673,949	–	–

21. TRADE AND OTHER RECEIVABLES (CONT'D)

The movements of loss allowances are as follows:

	The Group	
	2025 RM	2024 RM
Balance as of beginning of year	6,770,055	7,580,835
Additions	–	90,220
Reversal	(1,050,220)	(901,000)
Balance as of end of year	5,719,835	6,770,055

The currency profile of trade and other receivables is as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Euro	11,967,534	9,180,113	–	–
United States Dollar	10,534,152	11,140,911	–	–
Ringgit Malaysia	20,899,725	16,182,311	–	–
Swiss Franc	–	170,614	–	–
	43,401,411	36,673,949	–	–

Trade receivables comprise amounts receivable for the sale of goods. The credit periods granted on sale of goods ranged from cash to 90 days (2024: cash to 90 days). No interest is charged on overdue trade receivables.

Included in other receivables of the Group are funds placed with a third party registered Peer-To-Peer (P2P) Financing Platform amounting to RM5,000,000 (2024: RM5,000,000) which are unsecured, bear interest rates ranging from 10.13% - 11.03% (2024: 10.13% - 11.03%) per annum and have maturity terms ranging from 90 to 120 days (2024: 90 to 120 days). In the previous year, loss allowances of RM5,000,000 have been recognised for funds placed with P2P Financing Platform. Management assessed the ECL for these funds based on correspondences with the fund manager on the timing of pay back in terms of principals and interests.

The Group applies the simplified approach to measure ECL. This entails recognising a lifetime expected loss allowance for all trade and other receivables. Loss rates are determined based on grouping of receivables sharing the same credit risk characteristics and past due days.

Management assesses the ECL for portfolios of trade receivables based on customer segments, historical information on payment patterns, terms of payment, concentration maturity, and information about the general economic situation in the countries in which the trade receivables operate. For other receivables, except for the funds placed with P2P Financing Platform, management did not perform any assessment for ECL due to the nature of other receivables which comprised mainly advance payments made to suppliers for purchase of goods.

No significant changes to estimation techniques or assumptions were made during the reporting period.

The Group will only write off a receivable when there is information indicating that the receivable is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the receivable has been placed under liquidation or has entered into bankruptcy proceedings.

21. TRADE AND OTHER RECEIVABLES (CONT'D)

Included in trade receivables of the Group are receivables with total carrying amount of RM3,958,526 (2024: RM3,132,864) which are past due at the end of the reporting period for which the Group has not recognised a loss allowance as there have not been significant changes in their credit quality and the probability of default are assessed as remote. The Group does not hold any collateral over these balances nor does it has a legal right to offset against any amounts owed by the Group to the counterparties.

The Group seeks to maintain strict control over its outstanding trade receivables and has a credit period policy to minimise credit risk. Overdue balances are reviewed by management at least twice a month.

Ageing of trade receivables which are past due at the end of the reporting period is as follows:

	The Group	
	2025	**2024**
	RM	**RM**
Debts past due but not impaired:		
Number of days past due:		
1 - 30 days	2,432,355	2,182,370
31 - 60 days	1,377,906	735,363
61 - 90 days	63,607	197,639
More than 90 days	84,658	17,492
	3,958,526	3,132,864
Debts past due and impaired:		
Number of days past due:		
More than 90 days	719,835	1,770,055

Ageing of other receivables which are past due at the end of the reporting period is as follows:

	The Group	
	2025	**2024**
	RM	**RM**
Debts past due and impaired:		
Number of days past due:		
More than 90 days	5,000,000	5,000,000

22. RELATED PARTY TRANSACTIONS

Other than as disclosed elsewhere in the financial statements, the related parties and their relationships with the Group are as follows:

Name of related party		Relationships
Hextar Industrial Chemicals Sdn. Bhd. Hextar Chemicals Sdn Bhd Chempro Technology (M) Sdn. Bhd. Binasat Sdn. Bhd.	)	Companies in which a substantial shareholder of the Company has substantial financial interests.
Revongen Corporation Sdn. Bhd. Biosyntech Malaysia Group Sdn. Bhd. Revon Media Sdn. Bhd. Precision Sdn Bhd	)	Companies in which a Director of the subsidiary, is also a Director and/or has substantial financial interests.
Speedy Assay Sdn. Bhd. Green Afforestation International Network Sdn. Bhd. Ecopeneer Sdn. Bhd.	)	Subsidiaries of Revongen Corporation Sdn. Bhd.
Revenlogy Sdn. Bhd. Vivantis Technologies Sdn. Bhd. Pop Bio Sdn. Bhd. Spygene Laboratories Sdn. Bhd. Bio. Etc. Pte. Ltd. Halvec Laboratories Sdn. Bhd. Hercuvan Lab Systems Sdn. Bhd.	)	Subsidiaries of Biosyntech Malaysia Group Sdn. Bhd.
Gain Green Development Sdn. Bhd. Greenery Generation Sdn. Bhd. United Paulownia Plantation Sdn. Bhd.	)	Subsidiaries of Green Afforestation International Network Sdn. Bhd.

The amounts owing by subsidiaries, arose mainly from advances and expenses paid on behalf which are unsecured and are interest-free.

The amounts owing by subsidiaries, classified as current assets, are repayable upon demand and will be settled in cash.

The amounts owing by subsidiaries are denominated in Ringgit Malaysia.

During the financial year, transactions undertaken by the Group and the Company with their related parties are as follows:

	The Group	
	2025 RM	2024 RM
Subsidiaries		
Advances granted, net of repayment	2,503,952	(24,113,300)

22. RELATED PARTY TRANSACTIONS (CONT'D)

The transactions with subsidiaries are aggregated as these transactions are similar in nature.

	The Group	
	2025 RM	2024 RM
Hextar Industrial Chemicals Sdn. Bhd.		
Purchase of goods	–	59,686
Hextar Chemicals Sdn. Bhd.		
Purchase of goods	–	545
Biosyntech Malaysia Group Sdn. Bhd.		
Trade purchases	–	3,827
Rental received/receivable	64,450	16,603
Utilities received/receivable	–	2,372
Upkeep of office paid/payable	225	–
Sale of small value assets	500	–
Binasat Sdn. Bhd.		
Sale of goods	32,000	1,308,239
Global Haltech Sdn Bhd		
Trade Sales	2,881	–
Speedy Assay Sdn. Bhd.		
Trade sales	81,664	76,240
Ecopeneer Sdn. Bhd.		
Sale of property, plant and equipment	–	425
Viprecision Sdn. Bhd.		
Trade sale	193,570	–
Secondment fee paid/payable	6,400	–
Sale of property, plant and equipment	13,388	–
Sale of small value assets	3,994	–
Pacific Office (M) Sdn Bhd		
Trade purchase	2,309	–

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(CONT'D)

22. RELATED PARTY TRANSACTIONS (CONT'D)

During the financial year, transactions undertaken by the Group and the Company with their related parties are as follows: (Cont'd)

	The Group	
	2025 RM	2024 RM
Vivantis Technologies Sdn. Bhd.		
Logistics charges	24,000	–
Trade sales	63,556	60
Trade purchases	–	859
Salary sharing	–	8,695
Rental received/receivable	219,363	118,298
Utilities received/receivable	38,275	27,440
Upkeep of office received/receivable	630	7,465
Pop Bio Sdn. Bhd.		
Sale of property, plant and equipment	–	1,040
Rental received/receivable	53,671	29,123
Utilities received/receivable	–	4,160
Spygene Laboratories Sdn. Bhd.		
Trade purchases	–	1,867
Halvec Laboratories Sdn. Bhd.		
Sale of small value assets	1,479	–
Hercuvan Lab System Sdn. Bhd.		
Sale of small value assets	–	200
Rental received/receivable	27,806	15,048
Utilities received/receivable	–	2,150
Gain Green Development Sdn. Bhd.		
Trade sales	–	952
Sale of small value assets	–	1,745
Greenery Generation Sdn. Bhd.		
Trade sales	–	272
Sale of small value assets	–	760
Plantzania Sdn. Bhd.		
Sale of property, plant and equipment	–	1,025
Rental received/receivable	3,779	8,818
Utilities received/receivable	–	1,260
Hextar Asset Management Sdn. Bhd.		
Training fee paid	–	5,120

23. OTHER ASSETS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Escrow account	12,660,415	23,988,154	12,660,415	23,988,154
Deposits	1,081,987	1,580,166	1,000	7,190
Prepaid expenses	313,908	906,557	21,116	18,910
	14,056,310	26,474,877	12,682,531	24,014,254

The currency profile of other assets is as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	13,363,310	25,865,354	12,682,531	24,014,254
Euro	693,000	609,523	–	–
	14,056,310	26,474,877	12,682,531	24,014,254

Escrow account of the Company comprised new ordinary shares issued by the Company in 2023 which were held in escrow account pursuant to the acquisition of RDISB in 2023.

The escrow account is measured at fair value through other comprehensive income ("FVTOCI").

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24. OTHER FINANCIAL ASSETS

	The Group	
	2025 RM	2024 RM
Derivative financial assets		
Derivatives designated as at FVTPL		
- foreign currency forward contracts	6,029	2,692

The Group enters into foreign currency forward in the normal course of business to manage its exposure against foreign currency fluctuation on foreign receipts and payments.

25. DEPOSITS, CASH AND BANK BALANCES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed and short-term deposits with licensed banks	15,032,666	3,920,064	14,100,000	3,000,000
Cash and bank balances	7,814,426	5,297,193	1,024,818	38,065
	22,847,092	9,217,257	15,124,818	3,038,065

The currency profile of fixed deposits, cash and bank balances of the Group is as follows:

	The Group	
	2025 RM	2024 RM
Ringgit Malaysia	21,252,740	7,444,883
Euro	1,466,998	837,973
United States Dollar	127,354	934,401
	22,847,092	9,217,257

Cash and bank balances of the Company are denominated in Ringgit Malaysia.

25. DEPOSITS, CASH AND BANK BALANCES (CONT'D)

The fixed and short-term deposits of the Group and of the Company have maturity periods and effective interest rates as follows:

	The Group 2025 RM	2024 RM	The Company 2025 RM	2024 RM
Fixed and short-term deposits:				
Maturity periods	2 months - 12 months	12 months - 36 months	12 months	12 months
Effective interest rates (per annum)	2.70% - 3.65%	2.20% - 3.65%	3.65%	3.65%

Fixed deposits of RM432,666 (2024: RM420,064) have been pledged to certain licensed banks for credit facilities granted to the Company as disclosed in Note 28 to the financial statements.

26. SHARE CAPITAL AND TREASURY SHARES

(a) Share Capital

	The Group and The Company 2025 Number of ordinary shares	2024 Number of ordinary shares	2025 RM	2024 RM
Issued and fully paid:				
Ordinary shares:				
Balance as of beginning of year	1,193,383,881	1,093,192,881	361,386,681	341,307,848
Issued during the year	-	100,191,000	-	20,078,833
Balance as of end of year	1,193,383,881	1,193,383,881	361,386,681	361,386,681

In the previous financial year, the Company issued:

i) 28,500,000 new ordinary shares at an issue price of RM0.21 per ordinary share for a total cash consideration of RM5,985,000 for working capital purposes.
ii) 27,700,000 new ordinary shares at an issue price of RM0.215 per ordinary share for a total cash consideration of RM5,955,500 for working capital purposes.
iii) 43,991,000 new ordinary shares at an issue price of RM0.185 per ordinary share for a total cash consideration of RM8,138,333 for working capital purposes.

The new ordinary shares issued rank pari passu with the then existing ordinary shares of the Company.

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26. SHARE CAPITAL AND TREASURY SHARES (CONT'D)

(b) Treasury Shares

	The Group and The Company			
	2025 Number of ordinary shares	2024 Number of ordinary shares	2025 RM	2024 RM
Ordinary shares:				
Balance as of beginning/end of year	91,273,100	91,273,100	48,190,897	48,190,897

Treasury shares related to ordinary shares of the Company that are repurchased and are held by the Company in accordance with the requirement of Section 127(4)(b) of the Companies Act, 2016. As treasury shares, the rights attached to voting, dividends and participation in other distribution are suspended.

As of 31 December 2025, the number of ordinary shares in issue and fully paid after excluding the treasury shares was 1,102,110,781 (2024: 1,102,110,781).

27. RESERVES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-distributable reserve:				
Translation reserve	557,455	118,623	–	–
Investment reserve	183,842	413,121	–	–
Fair value reserve	(49,975,321)	(38,647,582)	(49,975,321)	(38,647,582)
	(49,234,024)	(38,115,838)	(49,975,321)	(38,647,582)
Distributable reserve:				
Retained earnings/(Accumulated losses)	188,488,831	232,989,576	5,491,356	(20,979,337)
	139,254,807	194,873,738	(44,483,965)	(59,626,919)

(a) Translation reserve

Translation reserve represents the exchange differences arising on translation of financial statements of foreign subsidiary from its functional currency into Ringgit Malaysia that are taken up in other comprehensive income and accumulated in equity. Such exchange differences are recognised as income or expense in profit or loss, in the period in which the foreign subsidiary is disposed of.

27. RESERVES (CONT'D)

(b) Investment reserve

The investment reserve of the Group arises from changes in fair value of investment in equity instrument designated as at FVTOCI.

(c) Fair value reserve

Fair value reserve represents the cumulative fair value changes, net of tax, of other assets designated as at FVTOCI.

28. BORROWINGS

	The Group	
	2025 RM	2024 RM
Secured:		
Term loan	–	109,169
Bills payable	–	283,000
	–	392,169
Less: Amount due within 12 months (shown under current liabilities)	–	(392,169)
Non-current portion	–	–

Borrowings of the Group are denominated in Ringgit Malaysia.

The effective interest rates per annum are as follows:

	The Group	
	2025 %	2024 %
Term loans	–	7.39 - 7.70
Bank overdrafts	–	8.92

The Group had a five (5) year term loan of RM500,000 (2024: RM500,000) which is repayable by 60 monthly instalments commencing October 2020.

As of 31 December 2025, the Group and the Company have credit facilities of RM59,000,000 (2024: RM59,000,000) and RM30,000,000 (2024: RM30,000,000) respectively.

The Group's term loans and other credit facilities are guaranteed by the Company and certain subsidiaries except for the credit facilities of RM1,000,000 (2024: RM1,000,000) which are secured and guaranteed by:

(i) Fixed deposits of the subsidiary as mentioned in Note 25 to the financial statements;
(ii) Corporate guarantee by certain related parties;
(iii) Credit Guarantee Corporation Malaysia Berhad for a limit of RM350,000 (2024: RM350,000); and
(iv) Personal guarantee by a related party of the subsidiary.

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

29. HIRE-PURCHASE PAYABLES

	The Group Minimum hire-purchase payments 2025 RM	2024 RM
Amount payable under hire-purchase arrangements:		
Within one year	63,452	294,481
In the second to fifth year inclusive	10,543	121,379
	73,995	415,860
Less: Future finance charges	(2,667)	(20,926)
Present value of hire-purchase payables	71,328	394,934

	The Group Present value of minimum hire-purchase payments 2025 RM	2024 RM
Amounts payable under hire-purchase arrangements:		
Within one year	60,785	280,172
In the second to fifth year inclusive	10,543	114,762
Present value of hire-purchase payables	71,328	394,934
Less: Amount due within 12 months (shown under current liabilities)	(60,785)	(280,172)
Non-current portion	10,543	114,762

The non-current portion is repayable as follows:

	The Group 2025 RM	2024 RM
Financial years ending December 31:		
2026	–	76,542
2027	10,543	26,707
2028	–	11,513
	10,543	114,762

The terms for hire-purchase ranged of 5 years (2024: 2 to 7 years). For the financial year ended 31 December 2025, the effective hire-purchase interest rates ranged from 6.03% to 6.89% (2024: 4.17% to 6.89%) per annum. Interest rates are fixed at the inception of the hire-purchase arrangements.

The Group's hire-purchase payables are secured by the assets under hire-purchase.

Hire-purchase payables of the Group are denominated in Ringgit Malaysia.

30. LEASE LIABILITIES

The carrying amounts of lease liabilities and the movements during the financial year are as follows:

	2025 RM	2024 RM
Balance as of beginning of year	2,940,340	4,314,562
Additions	1,616,218	41,987
Remeasurement	53,464	219,731
Termination of leases	(719,684)	–
Accretion of interest (Note 10)	161,608	181,586
Repayments	(1,873,354)	(1,617,584)
Net foreign currency exchange differences	57,684	(199,942)
Balance as of end of year	2,236,276	2,940,340

	2025 RM	2024 RM
Maturity analysis:		
Year 1	1,861,946	1,367,757
Year 2	465,488	1,367,763
Year 3	–	377,643
	2,327,434	3,113,163
Less: Unearned interest	(91,158)	(172,823)
	2,236,276	2,940,340
Analysed as:		
Non-current	457,206	1,688,516
Current	1,779,070	1,251,824
	2,236,276	2,940,340

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's management.

The currency profile of lease liabilities of the Group is as follows:

	The Group 2025 RM	 2024 RM
Ringgit Malaysia	1,034,855	894,740
Euro	1,201,421	2,045,600
	2,236,276	2,940,340

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

31. TRADE AND OTHER PAYABLES

	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
Trade payables	8,420,537	10,300,357	–	–
Other payables	4,663,027	5,980,967	–	–
Taxes payable	20,824	34,766	–	–
	13,104,388	16,316,090	–	–

The currency profile of trade and other payables is as follows:

	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
Ringgit Malaysia	8,801,609	10,333,823	–	–
United States Dollar	3,287,395	4,315,892	–	–
Euro	939,583	1,665,927	–	–
Chinese Renminbi	74,600	448	–	–
Others	1,201	–	–	–
	13,104,388	16,316,090	–	–

Trade and other payables comprise amounts outstanding for trade purchases and ongoing costs. The credit periods granted to the Group for trade purchases ranged from cash to 90 days (2024: cash to 90 days). No interest is charged on overdue trade payables. The Group has financial risk management policies in place to ensure that all payables are paid within the pre-agreed credit terms.

Trade and other payables included amounts owing to related parties amounting to RM8,700 (2024: cash to RM20,375). Related party transactions are disclosed in Note 22 to the financial statements.

32. OTHER LIABILITIES

	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
Accrued expenses	7,861,826	8,950,049	450,475	393,570

32. OTHER LIABILITIES (CONT'D)

The currency profile of other liabilities of the Group and the Company are as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	7,118,826	7,446,324	450,475	393,570
Euro	743,000	1,503,725	–	–
	7,861,826	8,950,049	450,475	393,570

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT

Categories of financial instruments

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial assets				
At amortised cost:				
Trade and other receivables	43,401,411	36,673,949	–	–
Amount owing by subsidiaries	–	–	213,718,418	199,044,594
Refundable deposits	1,081,987	1,580,166	1,000	7,190
Deposits, cash and bank balances	22,847,092	9,217,257	15,124,818	3,038,065
At FVTOCI:				
Investment in unquoted shares	828,446	1,057,725	–	–
At FVTPL:				
Derivatives - foreign currency forward contracts	6,029	2,692	–	–
Other investments	1,025,084	–	–	–
Financial liabilities				
At amortised cost:				
Trade and other payables	13,083,564	16,281,324	–	–
Other liabilities - accrued expenses	7,861,826	8,950,049	450,475	393,570
Borrowings	–	392,169	–	–
Hire-purchase payables	71,328	394,934	–	–

Financial Risk Management Objectives and Policies

The operations of the Group and of the Company are subjected to a variety of financial risks, including market risk, credit risk, liquidity risk and cash flow risk. The principal objective of the Group and of the Company is to minimise their exposure to risks and/or costs associated with the financing, investing and operating activities of the Group and of the Company. Management continually monitors the Group's and the Company's risk management process to ensure that an appropriate balance between risk and control is achieved. Risk management policies and systems are reviewed regularly to reflect changes in the market conditions and the Group's and the Company's activities.

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

Financial Risk Management Objectives and Policies (Cont'd)

(a) Market risk

The Group and the Company are exposed primarily to the risks of changes in foreign currency exchange rates and interest rates.

There has been no change to the Group's and the Company's exposure to market risks or the manner in which these risks are managed and measured.

(i) Foreign currency risk management

The Group transacts business in various foreign currencies mainly including United States Dollar ("USD"), Euro ("EUR"), Chinese Renminbi ("RMB") and Swiss Franc ("CHF") and therefore, are exposed to foreign exchange risk. The Group enters into foreign currency forward contracts to manage its exposure against foreign currency fluctuations on foreign receipts and payments.

The carrying amounts of the foreign currency denominated monetary assets and monetary liabilities of the Group at the end of the reporting period are disclosed in Notes 21, 23, 25, 30, 31 and 32 to the financial statements.

Foreign currency sensitivity analysis

The following table details the sensitivity of the Group to a 1.20% increase/decrease in RM against the relevant foreign currencies. This sensitivity rate is used when reporting foreign currency risk internally to key management and represents management's assessment of the reasonably possible change in foreign exchange rates in the next 12 months.

The following sensitivity analysis includes only outstanding foreign currency denominated monetary items. If the foreign currency denominated monetary items of the Group at the end of the reporting period were translated into Ringgit Malaysia with a 1.20% fluctuation in the exchange rates against the following relevant foreign currencies, the effect on profit net of tax in profit or loss and translation reserve are as follows:

	2025		2024	
	Profit or loss RM	Equity RM	Profit or loss RM	Equity RM
USD	89,527	–	84,514	–
CHF	–	–	1,556	–
CNY	–	–	(4)	–
EUR	12,212	5,084	42,064	191,889
CNY	(680)	–	–	–

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

Financial Risk Management Objectives and Policies (Cont'd)

(a) Market risk (Cont'd)

(ii) Interest rate risk management

Interest rate risk is the risk that the fair values or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group and the Company finance their operations by a mixture of internal funds, banks and other borrowings. The Group and the Company regularly review the interest rate profile of borrowings against prevailing and anticipated market rates. The repayment and maturity profiles of borrowings are structured after taking into consideration of the cash inflows expected to be generated from the underlying assets or operations and the economic life of the assets or operations being financed.

The policy of the Group and the Company are to borrow both on the fixed and floating rate basis. The objective for the mix between fixed and floating rate borrowings is set to reduce the impact of an upward change in interest rates while enabling benefits to be enjoyed if interest rates fall.

The details of the Group's and the Company's deposits and borrowings are as disclosed in Notes 25 and 28 to the financial statements.

Interest rate sensitivity analysis

The Group and the Company do not consider their exposure to interest rate risk from bank borrowings and interest-bearing assets significant as of 31 December 2025 due to insignificant fluctuations in the market interest rates. Therefore, interest rate sensitivity analysis is not disclosed.

(b) Credit risk management

The Group and the Company are exposed primarily to the risks of changes in foreign currency exchange rates and interest rates.

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group and the Company. The Group and the Company have adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a mean of mitigating the risk of financial loss from defaults. The exposure of the Group to credit risk arises principally from its receivables and other financial assets while the exposure of the Company to credit risk arises from its intercompany balances, financial guarantees given to licensed banks for credit facilities granted to subsidiaries and other financial assets.

Receivables

Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of trade receivables and, where appropriate, credit guarantee insurance cover is purchased.

As the Group does not hold any collateral, the maximum exposure to credit risk arising from receivables is represented by the carrying amounts in the statement of financial position.

A significant portion of trade receivables are regular customers of the Group. The Group uses ageing analysis to monitor the credit quality of the trade receivables. Trade receivables with balances exceeding credit limits are monitored through the holding back of new shipment until the old debts plus the new orders are within the credit limit.

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

Financial Risk Management Objectives and Policies (Cont'd)

(b) Credit risk management **(Cont'd)**

Receivables (Cont'd)

The Group does not have significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The Group defines counterparties as having similar characteristics if they are related entities. Concentration of credit risk to any other counterparties did not exceed (10) per cent of gross trade receivables at any time during the year. The concentration of credit risk is limited due to the fact that the customer base is large and unrelated.

The credit risk for other receivables which comprise mainly funds placed with P2P Financing Platform is assessed as higher due to uncertainty of recoverability. Thus, the Group closely monitors the maturity dates and the timing of pay back of these funds. In the previous year, loss allowances of RM5,000,000 have been recognised due to uncertainty of recoverability as disclosed under Note 21 to the financial statements. For the remaining other receivables, the Group does not foresee any credit risk due to the nature of these other receivables which comprise mainly advance payments made to suppliers.

The ageing of trade receivables that are past due but not impaired is disclosed in Note 21 to the financial statements.

Intercompany Balances

The Company provides unsecured advances to its subsidiaries. There is no fixed repayment term imposed on intercompany balances as the credit risk is managed on a Group basis by management of the Company to ensure that risk of losses incurred by the Company due to non-repayment by subsidiaries, is minimal.

The Company measures the loss allowance for amount due from subsidiaries if there are indicators that the subsidiaries are having financial difficulties or inactive. At the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

At the end of the reporting period, there was no indication that the balances due from subsidiaries are not recoverable.

Financial Guarantee

The Company provides unsecured financial guarantees to licensed banks in respect of credit facilities granted to subsidiaries. The Company monitors on an ongoing basis the trend of repayments made by the subsidiaries.

There is no exposure to credit risk as there is no outstanding balance of credit facilities of subsidiaries in which financial guarantees are given by the Company as of the end of the current and prior reporting periods.

Other Financial Assets

The credit risk on liquid funds are limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

Financial Risk Management Objectives and Policies (Cont'd)

(c) Liquidity and cash flow risks management

Ultimate responsibility for liquidity and cash flow risks management rests with the Board of Directors, which has built an appropriate liquidity and cash flow risks management framework for the management of the short, medium and long-term funding and liquidity management requirements of the Group and of the Company. The Group and the Company manage liquidity and cash flow risks by maintaining adequate reserves and banking facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and financial liabilities.

The Group and the Company expect that the cash generated from their operations, their existing credit facilities and the trade terms provided by their suppliers will be sufficient to meet the Group's and the Company's currently anticipated capital expenditure and working capital needs for at least the next 12 months. The Group and the Company may consider opportunities to obtain additional funds to support their working capital requirements and capital expenditures, or may seek to raise additional funds through equity financing.

The Group and the Company have credit facilities of approximately RM59,000,000 (2024: RM59,000,000) and RM30,000,000 (2024: RM30,000,000) of which RM58,317,527 (2024: RM58,817,000) and RM30,000,000 (2024: RM30,000,000) respectively remain unused at the end of the reporting period.

The maturity profile of the Group's and the Company's non-derivative financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations are as follows:

	On demand or within one year RM	One year to five years RM	Total contractual cash flows RM	Total carrying amounts RM
The Group				
2025				
Non-derivative financial liabilities:				
Trade and other payables	13,083,564	–	13,083,564	13,083,564
Other liabilities - accrued expenses	7,861,826	–	7,861,826	7,861,826
Hire-purchase payables	63,452	10,543	73,995	71,328
Lease liabilities	1,861,946	465,488	2,327,434	2,236,276
Total undiscounted non-derivative financial liabilities	22,870,788	476,031	23,346,819	23,252,994
2024				
Non-derivative financial liabilities:				
Trade and other payables	16,281,324	–	16,281,324	16,281,324
Other liabilities - accrued expenses	8,950,049	–	8,950,049	8,950,049
Borrowings	397,622	–	397,622	392,169
Hire-purchase payables	294,481	121,379	415,860	394,934
Lease liabilities	1,367,757	1,745,406	3,113,163	2,940,340
Total undiscounted non-derivative financial liabilities	27,291,233	1,866,785	29,158,018	28,958,816

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

(c) *Liquidity and cash flow risks management (Cont'd)*

The maturity profile of the Group's and the Company's non-derivative financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations are as follows: (Cont'd)

	On demand or within one year RM	Total contractual cash flows RM	Total carrying amounts RM
The Company			
2025			
Non-derivative financial liabilities:			
Accrued expenses	450,475	450,475	450,475
Total undiscounted non-derivative financial liabilities	450,475	450,475	450,475
2024			
Non-derivative financial liabilities:			
Accrued expenses	393,570	393,570	393,570
Total undiscounted non-derivative financial liabilities	393,570	393,570	393,570

The following table details the Group's liquidity analysis for its derivative financial instruments based on contractual maturities. The table has been drawn up based on the undiscounted gross inflows and outflows on those derivatives that require gross settlement.

Gross settled: Foreign currency forward contracts	On demand or within one year RM	Total RM
2025		
- Gross inflows	2,762,732	2,762,732
2024		
- Gross inflows	568,332	568,332

(d) *Capital risk management*

The Group and the Company manage their capital to ensure the Group and the Company will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Group's and the Company's overall strategy remain unchanged from 2024.

The capital structure of the Group and the Company consists of net debt and equity. The Group and the Company are not subject to any externally imposed capital requirements.

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

(d) Capital risk management (Cont'd)

Gearing ratio

The gearing ratio as of the end of the reporting period is as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Debts (i)	71,328	787,103	–	–
Deposits, cash and bank balances	(22,847,092)	(9,217,257)	(15,124,818)	(3,038,065)
Net (cash)	(22,775,764)	(8,430,154)	(15,124,818)	(3,038,065)
Equity (ii)	452,450,591	508,069,522	268,711,819	253,568,865
Net debt to equity ratio	Not applicable	Not applicable	Not applicable	Not applicable

(i) Debts are defined as bank borrowings and hire-purchase payables.
(ii) Equity includes all capital and reserve excluding treasury shares of the Group and the Company that are managed as capital.

Fair values of financial instruments

Foreign currency forward contracts

The notional amounts and estimated fair values of the Group's foreign currency forward contracts outstanding as of the end of the reporting period are as follows:

	Outstanding contract			
	Sell USD	Sell EUR	Sell CHF	Net
2025				
Foreign currency	465,858	177,291	–	
Notional value (RM)	1,918,128	844,604	–	
Fair value (RM)	575	5,454	–	6,029
2024				
Foreign currency	127,000	–	–	
Notional value (RM)	568,332	–	–	
Fair value (RM)	2,692	–	–	2,692

The fair values of foreign currency forward contracts, which are categorised as Level 2 in the fair value hierarchy, are calculated by reference to the current rates for contracts with similar maturity profiles.

33. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT (CONT'D)

(d) *Capital risk management (Cont'd)*

Fair values of financial instruments (Cont'd)

Financial instruments carried at amortised cost

The fair values of short-term financial assets and financial liabilities approximate their respective carrying amounts due to the relatively short-term maturity of these financial instruments.

The fair values of term loans and hire-purchase payables, which are categorised as Level 2 in the fair value hierarchy, are estimated using discounted cash flow analysis based on the current borrowing rates for similar types of term loans and hire-purchase arrangements. There is no material difference between the carrying amounts and the estimated fair values of term loans and hire-purchase payables.

Financial instruments carried at FVTOCI

The fair value of investment in equity instrument, which was categorised as Level 3 in the fair value hierarchy, is disclosed under Note 19 to the financial statements.

Financial instruments carried at FVTPL

The fair value of money market fund, which was categorised as Level 1 in the fair value hierarchy was disclosed under Note 19 to the financial statements.

There were no transfers between Levels 1 and 2 in both 2025 and 2024.

34. STATEMENTS OF CASH FLOWS

(a) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's and the Company's liabilities arising from financing activities, including both cash and non-cash changes.

The Group

	Note	As at 1.1.2025 RM	Financing cash flows RM	Non-cash changes RM	As at 31.12.2025 RM
Term loans	28	392,169	(392,169)	–	–
Hire-purchase payable	29	394,934	(323,606)	–	71,328
Lease liabilities	30	2,940,340	(1,711,746)	1,007,682	2,326,276

	Note	As at 1.1.2024 RM	Financing cash flows RM	Non-cash changes RM	As at 31.12.2024 RM
Term loans	28	219,861	(110,692)	283,000	392,169
Hire-purchase payable	29	1,103,855	(708,921)	–	394,934
Lease liabilities	30	4,314,562	(1,435,998)	61,776	2,940,340

34. STATEMENTS OF CASH FLOWS (CONT'D)

(a) Reconciliation of liabilities arising from financing activities (Cont'd)

The table below details changes in the Group's and the Company's liabilities arising from financing activities, including both cash and non-cash changes. (Cont'd)

The Company

	Note	As at 1.1.2024 RM	Financing cash flows RM	Non-cash changes RM	As at 31.12.2024 RM
Amount owing to a subsidiary	22	14,063,118	(14,063,118)	-	-

Non-cash changes comprised additions of leases, termination of leases and net foreign currency exchange differences.

(b) Cash and cash equivalents

Cash and cash equivalents at the end of the reporting period as shown in the statements of cash flows can be reconciled to the related items in the statements of financial position as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits with licensed banks	15,032,666	3,920,064	14,100,000	3,000,000
Cash and bank balances	7,814,426	5,297,193	1,024,818	38,065
	22,847,092	9,217,257	15,124,818	3,038,065
Less: Fixed deposits pledged to licensed banks	(432,666)	(420,064)	–	–
	22,414,426	8,797,193	15,124,818	3,038,065

35. COMPARATIVE INFORMATION

Certain comparative figures in the financial statements have been reclassified on the face of statement of profit or loss and other comprehensive income, and statement of cash flows to conform with current year presentation.

	As previously reported RM	Reclassification RM	As reclassified RM
2024			
Group			
Statement of profit or loss and other comprehensive income (extracted):-			
Finance costs	526,499	10,528	537,027
Other operating expenses	39,445,193	(10,528)	39,434,665
Other operating income	2,352,437	(111,892)	2,240,545
Other gains and losses	3,989,544	111,892	4,101,436

35. COMPARATIVE INFORMATION (CONT'D)

Certain comparative figures in the financial statements have been reclassified on the face of statement of profit or loss and other comprehensive income, and statement of cash flows to conform with current year presentation. (Cont'd)

	As previously reported RM	Reclassification RM	As reclassified RM
2024 (Cont'd)			
Group (Cont'd)			
Statement of cash flows (extracted):-			
Cash flows from operating activities			
Finance costs	526,499	10,528	537,027
Cash flows from financing activities			
Finance costs paid	(526,499)	(10,528)	(537,027)
Company			
Statement of profit or loss and other comprehensive income (extracted):-			
Finance costs	–	10,528	10,528
Other operating expenses	1,183,296	(10,528)	1,172,768
Statement of cash flows (extracted):-			
Cash flows from operating activities			
Finance costs	–	10,528	10,528
Cash flows from financing activities			
Finance costs paid	–	(10,528)	(10,528)

STATEMENT BY DIRECTORS

The Directors of **HEXTAR HEALTHCARE BERHAD** state that, in their opinion, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2025 and of their financial performance and their cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Board of Directors dated 23 April 2026.

KHOO CHIN LENG

LIEW JEE MIN @ CHONG JEE MIN

Ipoh
23 April 2026

DECLARATION BY THE DIRECTOR

PRIMARILY RESPONSIBLE FOR THE FINANCIAL MANAGEMENT OF THE COMPANY

I, **KHOO CHIN LENG (IC No. 590509-07-5615)**, the Director primarily responsible for the financial management of **HEXTAR HEALTHCARE BERHAD**, do solemnly and sincerely declare that the accompanying financial statements are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

KHOO CHIN LENG
(MIA No. 22348)
Subscribed and solemnly declared by the
abovenamed at Ipoh, Perak
in this day of 23 April 2026

Before me,

WONG KIAN SHYAN (A292)
COMMISSIONER FOR OATH

PROPERTIES HELD BY THE COMPANY AND ITS SUBSIDIARIES

AS OF 31 DECEMBER 2025

Location	Registered Owner	Tenure/ Expiry Date	Description of existing use	Land area (sq. m)	Date of Acquisition/ [Revaluation]	Age (years)/ Carrying amount (RM'000)
Lot 228174, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	Rubberex (M) Sdn Berhad	Freehold/–	Manufacturing, warehouse and office	37,258	[1996]	31.5/3,545
Lot 218274, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	Diamond Grip (M) Sdn Bhd	Leasehold (60 years)/ 23 April 2055	Manufacturing, warehouse and office	32,382	1999	27.0/787
Lot 383268, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	Diamond Grip (M) Sdn Bhd	Leasehold (99 years)/ 23 December 2106	Manufacturing, warehouse and office	12,141	2007	18.0/1,250
Lot 312174, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	Rubberex Alliance Sdn Bhd	Leasehold (86 years)/ 02 December 2101	Warehouse and office	8,496	2016	10.0/1,714
Lot 351408, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	Rubberex Alliance Sdn Bhd	Leasehold (86 years)/ 07 July 2103	Warehouse and office	8,092	2018	8.0/1,758
Factory buildings located at Lot 228174, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	–	–	Manufacturing, warehouse and office	–	[1996]	31.5/4,977
Factory buildings located at Lot 218274, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	–	–	Manufacturing, warehouse and office	–	1999	27.0/14,397

PROPERTIES HELD BY THE COMPANY AND ITS SUBSIDIARIES

(CONT'D)

Location	Registered Owner	Tenure/ Expiry Date	Description of existing use	Land area (sq. m)	Date of Acquisition/ [Revaluation]	Age (years)/ Carrying amount (RM'000)
Factory buildings located at Lot 383268, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	–	–	Manufacturing, warehouse and office	–	2007	18.0/736
Factory buildings located at Lot 312174, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	–	–	Manufacturing, warehouse and office	–	2016	10.0/1,128
Factory buildings located at Lot 351408, Mukim Hulu Kinta, Kawasan Perindustrian Bercham, Bercham, Ipoh, Perak Darul Ridzuan, Malaysia.	–	–	Manufacturing, warehouse and office	–	2018	8.0/29,119

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HEXTAR HEALTHCARE BERHAD
Registration No. 199601000297 (372642-U)
(Incorporated in Malaysia)

FORM OF PROXY

CDS Account No.	
No. of Shares Held	

I/We ____ [Full Name in Block Letters]

NRIC No. / Company No. ____________________ of ______________________________

____ [Full Address],

______________________ [Email Address] and, ______________________ [Contact No.], being a member(s) of HEXTAR HEALTHCARE BERHAD ("the Company"), hereby appoint

Full Name in Block Letters		% of shareholdings to be represented
Email Address		
NRIC No.		
Full Address		
Contact No.		

And/Or

Full Name in Block Letters		% of shareholdings to be represented
Email Address		
NRIC No.		
Full Address		
Contact No.		
		100%

or failing him/her, CHAIRMAN OF THE MEETING as my/our proxy to vote for me/us on my/our behalf at the Thirtieth Annual General Meeting ("30th AGM") of the Company to be held at The Room, Level 1, Impiana Hotel Ipoh, 18 Jalan Sultan Nazrin Shah, 30250 Ipoh, Perak, Malaysia on Friday, 22 May 2026 at 10.30 a.m. or at any adjournment thereof to vote as indicated below:

Please indicate with an "X" or "√" in the spaces provided, how you wish your vote to be cast. If you do not do so, the proxy may vote or abstain at his/her discretion.

Agenda	Ordinary Resolution	For	Against
Payment of Directors' Fees up to RM217,370 to the Non-Executive Directors for the financial year ending 31 December 2026	1		
Payment of Directors' Benefits of up to RM28,000 to the Non-Executive Directors for the period from 23 May 2026 until the conclusion of the 31st Annual General Meeting of the Company to be held in 2027	2		
Re-election of Ms Lim Siew Eng as Director who retires pursuant to Clause 76(3) of the Company's Constitution	3		
Re-election of Mr Sim Yee Fuan as Director who retires pursuant to Clause 76(3) of the Company's Constitution	4		
Re-appointment of Messrs Grant Thornton Malaysia PLT as Auditors of the Company	5		
AS SPECIAL BUSINESS:			
Authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act, 2016	6		
Proposed Renewal of Share Buy-Back Authority	7		

....

Signature/Common Seal of Member^ Date

^ Manner of execution:
(a) If you are an individual member, please sign where indicated.
(b) If you are a corporate member which has a common seal, this Form of Proxy should be executed under seal in accordance with the constitution of your corporation.
(c) If you are a corporate member which does not have a common seal, this Form of Proxy should be affixed with the rubber stamp of your company (if any) and executed by:
(i) at least two (2) authorised officers, of whom one shall be a director; or
(ii) any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.

Notes:
1. For the purpose of determining a member who shall be entitled to attend the 30th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to issue a General Meeting Record of Depositors as at 13 May 2026. Only members whose name appears on the Record of Depositors as at 13 May 2026 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.
2. A member who is entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
3. Where a member of the Company who is entitled to participate at a general meeting of the Company may appoint not more than two (2) proxies to attend and vote instead of the member at the general meeting.
4. Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.

Notes: (Cont'd)

6. Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
7. The appointment of a proxy must be made in a hard copy form or by electronic form in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding this AGM at which the person named in the appointment proposes to vote:
   (i) **In hard copy form**
   In the case of an appointment made in hard copy form, this Form of Proxy must be deposited with the Share Registrar of the Company, Aldpro Corporate Services Sdn Bhd of B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.
   (ii) **By electronic means**
   The Form of Proxy can be electronically lodged via the Digerati Portal at https://hexcare-agm.digerati.com.my or via email at admin@aldpro.com.my.
8. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company, Aldpro Corporate Services Sdn Bhd of B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia not less than forty-eight (48) hours before the time appointed for holding this AGM at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
9. Please ensure ALL the particulars as required in the Form of Proxy are completed, signed and dated accordingly.
10. Last date and time for lodging the Form of Proxy is **Wednesday, 20 May 2026 at 10.30 a.m.**
11. For a corporate member who has appointed an authorised representative, please deposit the ORIGINAL certificate of appointment of authorised representative with the Share Registrar of the Company at Aldpro Corporate Services Sdn Bhd of B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia. The certificate of appointment of authorised representative should be executed in the following manner:
   i) if the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.
   ii) if the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:
      a) at least two (2) authorised officers, of whom one shall be a director; or
      b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

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AFFIX
STAMP

The Share Registrar of
HEXTAR HEALTHCARE BERHAD
Registration No. 199601000297 (372642-U)
c/o Aldpro Corporate Services Sdn Bhd
B-21-1, Level 21, Tower B
Northpoint Mid Valley City
No. 1, Medan Syed Putra Utara
59200 Kuala Lumpur
Wilayah Persekutuan, Malaysia

2nd Fold Here

Fold This Flap For Sealing

HEXTAR HEALTHCARE BERHAD
Registration No.: 199601000297 (372642-U)

Lot 138201, Off 3/4 Mile, Jalan Bercham, Kawasan Perindustrian Bercham,
31400 Ipoh, Perak Darul Ridzuan, Malaysia.

Tel: +605-548 2723 **Fax:** +605-548 2726 **Email:** info_hexcare@hextar.com

https://hextarhealthcare.com/