

www.uniquefire.com



UNIQUE FIRE HOLDINGS BERHAD
(Registration No. 202101013602 (1413901-D))

No. 9, Jalan Anggerik Mokara 31/55, Kota Kemuning, Seksyen 31, 40460 Shah Alam, Selangor Darul Ehsan
Tel : +6(03) 5131 1226 | Email : contactus@uniquefire.com

UNIQUE FIRE HOLDINGS BERHAD (Registration No. 202101013602 (1413901-D))

ANNUAL REPORT 2025



UNIQUE FIRE HOLDINGS BERHAD
(Registration No. 202101013602 (1413901-D))

ANNUAL REPORT 2025



WHAT'S INSIDE

THIS REPORT

2	Corporate Information
3	Corporate Structure
4	About Us
5	Board of Directors' Profile
13	Key Senior Management's Profile
15	Group Managing Director's Statement
17	Management Discussion and Analysis
22	Sustainability Statement
55	Corporate Governance Overview Statement
75	Audit and Risk Management Committee Report
79	Statement on Risk Management and Internal Control
82	Additional Compliance Information
83	Statement of Directors' Responsibility
84	Financial Statements
139	List of Properties
141	Statistic Of Securities
146	Notice of Fourth Annual General Meeting
	Proxy Form

2025 ANNUAL GENERAL MEETING

DATE & TIME

3 September 2025
at 10.00 a.m.

MEETING VENUE

Danau 3, Kota Permai Golf & Country
Club, No. 1, Jalan 31/100A,
Kota Kemuning, Section 31,
40460 Shah Alam, Selangor Darul Ehsan

CORPORATE INFORMATION

BOARD OF DIRECTORS

Selma Enolil Binti Mustapha Khalil
Chairperson/Independent Non-Executive Director

Liew Sen Hoi
Group Managing Director

Dato' Liew Kang Leong (Marcus)
Executive Director

Liew Kang Yee (Ryan)
Executive Director

Liew Kang Chin (Roy)
Executive Director

Olivia Lim
Independent Non-Executive Director

Ir. Tee Kiam Hong
Independent Non-Executive Director

Andrea Huang Jia Mei
Independent Non-Executive Director

KEY SENIOR MANAGEMENT

Ts. Liew Kang Boon
Cheow Zi Ying
Mohamad Azmir Bin Ramli

AUDIT AND RISK MANAGEMENT COMMITTEE

Andrea Huang Jia Mei (*Chairperson*)
Ir. Tee Kiam Hong
Olivia Lim

NOMINATION COMMITTEE

Olivia Lim (*Chairperson*)
Ir. Tee Kiam Hong
Andrea Huang Jia Mei

REMUNERATION COMMITTEE

Ir. Tee Kiam Hong (*Chairman*)
Olivia Lim
Andrea Huang Jia Mei

COMPANY SECRETARIES

Yeow Sze Min (MAICSA 7065735)
SSM PC No. 201908003120
Yee Kit Yeng (MAICSA 7068292)
SSM PC No. 202208000022

REGISTERED OFFICE

Level 7, Menara Milenium,
Jalan Damanlela, Pusat Bandar
Damansara, Damansara Heights,
50490 Kuala Lumpur, Wilayah
Persekutuan
Tel : 03-2084 9000
Fax : 03-2094 9940 / 03-2095 0292
Email : info@sshbsb.com.my

PRINCIPAL PLACE OF BUSINESS

No. 9, Jalan Anggerik Mokara 31/55,
Kota Kemuning, Seksyen 31,
40460 Shah Alam,
Selangor Darul Ehsan
Tel : 03-5131 1226
Fax : 03-5131 3109
Website : www.uniquefire.com

SHARE REGISTRAR

Securities Services (Holdings) Sdn Bhd
[Registration No. 197701005827 (36869-T)]
Level 7, Menara Milenium,
Jalan Damanlela, Pusat Bandar
Damansara, Damansara Heights,
50490 Kuala Lumpur, Wilayah
Persekutuan
Tel : 03-2084 9000
Fax : 03-2094 9940 / 03-2095 0292
Email : info@sshbsb.com.my

AUDITORS

Crowe Malaysia PLT
[LLP No. 201906000005
(LLP0018817-LCA) & AF 1018]
52, Jalan Kota Laksamana 2/15,
Taman Kota Laksamana,
Seksyen 2, 75200 Melaka
Tel : 06-2825 995

PRINCIPAL SOLICITOR

Mak, Ng & Lim Advocates & Solicitors
B-5-13, 5th Floor, IOI Boulevard,
Jalan Kenari 5, Bandar Puchong Jaya,
47170 Puchong,
Selangor Darul Ehsan
Tel : 03-8071 1000
Fax : 03-8071 1001

PRINCIPAL BANKER

Public Bank Berhad / Public Islamic Bank Berhad
Kuala Lumpur City Main Office
Ground Floor, Menara Public Bank,
146, Jalan Ampang, 50450
Kuala Lumpur, Wilayah Persekutuan
Tel : 03-2163 8866
Fax : 03-2163 9901

AmBank Islamic Berhad
No 1-1, Jalan Anggerik Vanilla
BE31/BE, Kota Kemuning,
Seksyen 31, 40460 Shah Alam,
Selangor Darul Ehsan
Tel : 03-5120 1176

Alliance Islamic Bank Berhad
[Registration No. 200701018870 (776882-V)]
Menara Alliance Bank
159, Jalan Ampang 50450
Kuala Lumpur, Malaysia.
Tel : 03-5516 9988

STOCK EXCHANGE LISTING

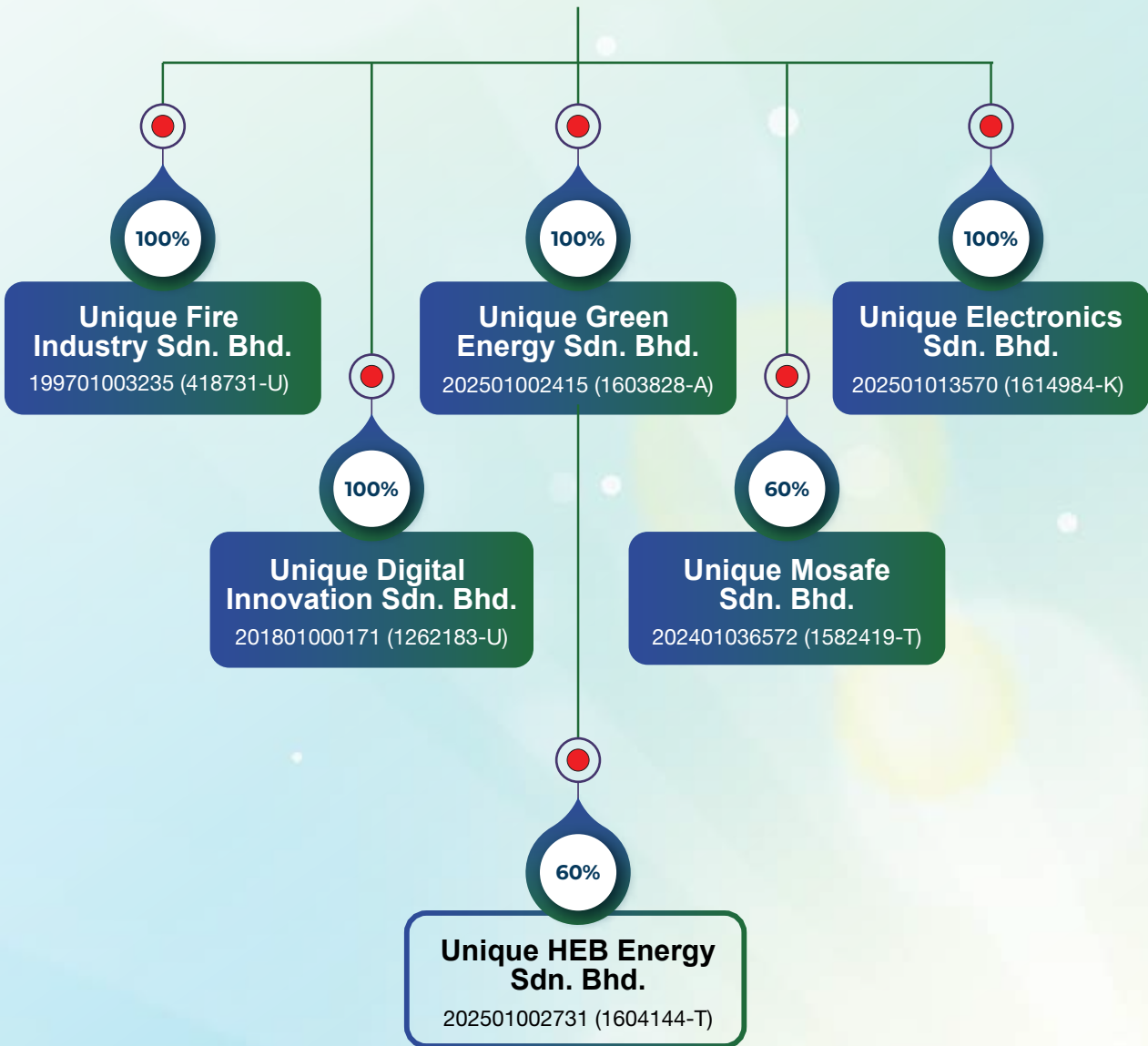
Listed on the Main Market of Bursa
Malaysia Securities Berhad on 26
June 2025
Stock Name : UNIQUE
Stock Code : 0257
Sector: Industrial Products & Services

CORPORATE STRUCTURE



UNIQUE FIRE HOLDINGS BERHAD

(Registration No. 202101013602 (1413901-D))



ABOUT US

Unique Fire Holdings Berhad (“**Unique Fire**” or the “**Group**”) started off in 1997 as a distributor of fire protection systems, equipment and accessories. Since then, the Group has expanded its activities to include assembly and manufacture of active fire protection systems, equipment and accessories for built environment, as well as the distribution of custom graphics designed fire extinguishers.

The products offered by Unique Fire are of high quality and are in compliance with the relevant standards, as well as Malaysian Fire and Rescue Department (“**BOMBA**”)’s regulations and requirements. Over the years, the Group has provided excellence services, solutions and fulfil its delivery obligations to its customers in a timely manner. Protecting lives and properties from fire hazards has always been Unique Fire’s passion, the reason that we are a recognised leader in the fire protection industry in Malaysia.



OUR VISION

OUR CUSTOMER

To protect lives and properties as a preferred brand that is recognised by the public.



OUR MISSION

OUR CUSTOMER

We commit to market a range of quality fire protection products, solutions and services to meet the diverse needs of our customers.

OUR VALUES

Unity is Strength



Nurture Our People



Innovation Leads to Growth



Quality is a Habit, Not an Act



Understand and Respect Each Other



Endurance Leads to Achieving Goals



BOARD OF DIRECTORS' PROFILE

SELMA ENOLIL BINTI MUSTAPHA KHALIL

Independent Non-Executive Chairperson

Puan Selma Enolil Binti Mustapha Khalil, a Malaysian, female, aged 54, is the Independent Non-Executive Chairperson of the Company. She was appointed to the Board of Unique Fire on 8 October 2021. She attended all eight (8) Board meetings held in the financial year ended 31 March 2025. She is not a member of any Board Committee of the Company.

Puan Selma Enolil graduated from University of Wales, Aberystwyth with a Bachelor of Laws in 1994. She obtained her Certificate in Legal Practice in 1995 and was called to the Malaysian Bar as an Advocate and Solicitor in 1996.

In 1996, she started her career as an Advocate and Solicitor with Messrs Abu Talib Shahrom & Zahari. She joined TNB Repair and Maintenance Sdn. Bhd. as a Legal Executive in 1998. She resumed practicing law as an Advocate and Solicitor with Messrs Raslan Loong in 2000. She co-founded Messrs Enolil Loo, Advocates and Solicitors in 2003, in which she is currently a Partner.

Presently, she sits on the Board of Selangor Dredging Berhad, Techbond Group Berhad, Life Water Berhad and Powerwell Holdings Berhad ("**PHB**"). Selangor Dredging Berhad, Techbond Group Berhad and Life Water Berhad are public companies listed on the Main Market of Bursa Malaysia Securities Berhad ("**Bursa Securities**") while PHB is a public company listed on the ACE Market of Bursa Securities.

Puan Selma currently serves on the Board of PHB as an Independent Non-Executive Director. PHB has recently acquired two (2) 51%-owned subsidiaries, which provide fire suppression and fire prevention solutions. The nature of their business is similar to a limited part of the operations within Unique Fire group of companies. However, Puan Selma has abstained and will continue to abstain in any deliberations and/or decision making involving the said subsidiaries.

Save as disclosed above, Puan Selma Enolil does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She does not have any family relationships with any other Director or major shareholder of the Company. She has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

BOARD OF DIRECTORS' PROFILE (Cont'd)

LIEW SEN HOI

Group Managing Director

Mr. Liew Sen Hoi, a Malaysian, male, aged 71, is the founder of Unique Fire Holdings Berhad ("**Unique Fire**" or "**Company**") Group ("**Unique Fire Group**" or "**the Group**"). He was appointed to the Board of Unique Fire on 13 April 2021 and is also the Group Managing Director of the Company. He attended all eight (8) Board meetings held in the financial year ended 31 March 2025. He is not a member of any Board Committee of the Company.

Mr. Liew started his career with LKT Engineering in 1971 as a supervisor and installer of firefighting equipment. In 1975, he left LKT Engineering to start his own business venture and co-owned Brilliant Fire Engineering Sdn. Bhd. ("**BFE**"), where he assumed the role of Managing Director of BFE, including managing contractors for fire protection safety equipment and system installations until 2004.

Concurrent with his involvement in BFE, he served as a director for UBE Engineering Sdn. Bhd. from May 1990 to March 1997 before owned Unique Fire Industry Sdn. Bhd. ("**UFI**") in April 1997 and holding the position of Managing Director since UFI's incorporation. He also established Unique Digital Innovation Sdn. Bhd. ("**UDI**") in 2018. Both UFI and UDI are the Company's wholly-owned subsidiaries. Mr. Liew has over 53 years of experience in the fire protection industry and is responsible for the overall management of the Group's business and operations, as well as contributing to the continued growth and profitability of the Group.

Mr. Liew does not hold directorship in any other public company and listed companies. He is currently the director of Unique Fire's subsidiaries, UFI, UDI and Unique Mosafe Sdn. Bhd.

Mr. Liew is a major shareholder of the Company and is also the father of Dato' Marcus Liew Kang Leong, Mr. Ryan Liew Kang Yee and Mr. Roy Liew Kang Chin, the Executive Directors of the Company.

Save as disclosed above, Mr. Liew does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company and its subsidiaries. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

BOARD OF DIRECTORS' PROFILE
(Cont'd)**DATO' LIEW KANG LEONG (MARCUS)***Executive Director*

Dato' Marcus Liew Kang Leong, a Malaysian, male, aged 46, is the Executive Director of the Company. He was appointed to the Board of Unique Fire on 8 October 2021. He attended all eight (8) Board meetings held in the financial year ended 31 March 2025. He is not a member of any Board Committee of the Company.

Dato' Marcus Liew holds a Bachelor of Management (Operations Management) from University of South Australia in 2002.

After his graduation, he started his career with Citibank Berhad as a Sales Executive in 2003. He was also awarded the Quarter 3 2003 Top Rookie Award by the Mortgage & Share Finance Sales unit of Citibank Berhad. He joined Global Capital Planning Sdn. Bhd. in 2004 as a Financial Sales Executive before establishing Unique Revolution Sdn. Bhd. and had held the Managing Director role to the company's operations.

In 2005, he joined UFI as a Business Development Manager and rose through the ranks to become UFI's General Manager in 2010. In 2018, he was promoted and appointed as a director of UFI, and has held the designation of Sales and Marketing Director in UFI since then. He is tasked to oversee the company's sales and marketing strategies, and is responsible for planning and coordinating, and implementing new business plans, as well as participating in negotiations with the Group's customers.

He emerged as a Top 30 Semi-finalist for the 2019 Junior Chamber International Malaysia Creative Young Entrepreneur Award. Within the fire protection industry, he currently serves as the Deputy President of the Malaysian Fire Protection Association ("MFPA") and is a representative member of the MFPA on the Department of Standards Malaysia's working group established for Gaseous Fire Extinguishing Systems.

Dato' Marcus Liew does not hold directorship in any other public company and listed companies. He is currently the director of Unique Fire's subsidiaries.

Dato' Marcus Liew is the son of Mr. Liew Sen Hoi, the Group Managing Director and major shareholder of the Company. He is also the brother of Mr. Ryan Liew Kang Yee and Mr. Roy Liew Kang Chin, the Executive Directors of the Company.

Save as disclosed above, Dato' Marcus Liew does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company and its subsidiaries. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

BOARD OF DIRECTORS' PROFILE (Cont'd)

LIOW KANG YEE (RYAN)

Executive Director

Mr. Ryan Liew Kang Yee, a Malaysian, male, aged 43, is the Executive Director of the Company. He was appointed to the Board of Unique Fire on 8 October 2021. He attended all eight (8) Board meetings held in the financial year ended 31 March 2025. He is not a member of any Board Committee of the Company.

Mr. Ryan Liew holds a Bachelor of Engineering (Mechanical) in 2006 and Master of Engineering Management in 2007 from the Queensland University of Technology, Australia. He further obtained a Graduate Certificate in Performance-Based Building & Fire Codes in 2009 and a Graduate Diploma in Building Fire Safety and Risk Engineering in 2010 from Victoria University, Australia. He has been a Graduate Engineer registered with the Board of Engineers Malaysia since 2007, and a Graduate Member (Mechanical) of The Institution of Engineers, Malaysia since 2011. He is also an Affiliate Member of The Institution of Fire Engineers (UK) since 2013.

After his graduation, he held the position of Graduate Fire Engineer in Bassett Consulting Engineers in 2007 and later on AECOM Australia Pty Ltd ("**AECOM**") upon Bassett Consulting Engineers becoming part of AECOM. In 2009, he joined Project Services, Department of Public Works, Queensland State Government as a Fire Services Engineer.

In 2010, he joined UFI as a Research and Development Engineer and subsequently, promoted and appointed as a director of UFI in 2018, and has held the designation of Product Engineering and Services Director since then.

Over the years, he has been instrumental in the expansion and growth of the Group's back-end operations to support the business growth such as being the project manager for overseeing the construction of the Company's current head office and Operational Facility in Shah Alam, Selangor which was completed in 2013.

Mr. Ryan Liew does not hold directorship in any other public company and listed companies. He is currently the director of Unique Fire's subsidiaries and several other private limited companies.

Mr. Ryan Liew is the son of Mr. Liew Sen Hoi, the Group Managing Director and major shareholder of the Company. He is also the brother of Dato' Marcus Liew Kang Leong and Mr. Roy Liew Kang Chin, the Executive Directors of the Company.

Save as disclosed above, Mr. Ryan Liew does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company and its subsidiaries. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

BOARD OF DIRECTORS' PROFILE
(Cont'd)**LIEW KANG CHIN (ROY)***Executive Director*

Mr. Roy Liew Kang Chin, a Malaysian, male, aged 40, is the Executive Director of the Company. He was appointed to the Board of Unique Fire on 21 February 2023. He attended all eight (8) Board meetings held in the financial year ended 31 March 2025. He is not a member of any Board Committee of the Company.

Mr. Roy Liew holds a Diploma in Business from HELP University College, Malaysia in 2005 and graduated with a Bachelor of Commerce from Griffith University, Queensland, Australia in 2007.

He started his career as a Business Development Manager with UFI in 2007 where his role included identifying market trends and new business opportunities for UFI and formulating promotion and marketing strategies to expand UFI's customer base. He was promoted to become the General Manager of Manufacturing in 2013.

Subsequently in 2018, he was promoted and appointed as a director of UFI, and held the designation of Director of Supply Chain Management. He is responsible for managing the Group's manufacturing division and production activities, monitoring product standards and QC systems, as well as overseeing UFI's overall supply chain operations, including purchasing and inventory management, warehouse management, assessment of suppliers or third-party vendors, distribution and delivery logistics of finished products.

In August 2021, he was redesignated as the Operation Director of the Group and continues to carry out the above functions. He has also been a director of UDI since its incorporation in January 2018 and oversees the operations of UDI, such as developing business plans and pricing strategies, inventory management and logistics planning.

Mr. Roy Liew does not hold directorship in any other public company and listed companies. He is currently the director of Unique Fire's subsidiaries.

Mr. Roy Liew is the son of Mr. Liew Sen Hoi, the Group Managing Director and major shareholder of the Company. He is also the brother of Dato' Marcus Liew Kang Leong and Mr. Ryan Liew Kang Yee, the Executive Directors of the Company.

Save as disclosed above, Mr. Roy Liew does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company and its subsidiaries. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

BOARD OF DIRECTORS' PROFILE (Cont'd)

IR. TEE KIAM HONG

Independent Non-Executive Director

Ir. Tee Kiam Hong, a Malaysian, male, aged 57, was appointed as the Independent Non-Executive Director of Unique Fire Holdings Berhad on 8 October 2021. He currently serves as the Chairman of the Remuneration Committee and is a member of both the Nomination Committee and the Audit and Risk Management Committee. He attended all eight (8) Board meetings held in the financial year ended 31 March 2025.

Ir. Tee holds a Bachelor of Civil Engineering (Hons) and a Competency Certificate in Financial Accounting from the University of Malaya, obtained in 1993 and 2002 respectively. He also holds a Diploma in Project Management from Cambridge Assessment International Education, United Kingdom in 2002. He completed the Cranfield Asia Executive Leadership Programme provided by Cranfield University, School of Management, United Kingdom in 2012, and obtained his Master of Business Administration from Cardiff Metropolitan University, United Kingdom in 2015. Professionally, Ir. Tee is a Corporate Member of the Institution of Engineers Malaysia and a registered Professional Engineer with Practising Certificate (Civil) under the Board of Engineers Malaysia, both since 1998. He is also an ordinary member of the Institute of Corporate Directors Malaysia.

Ir. Tee began his career in 1993 as an Executive Engineer with L&M Piling Sdn. Bhd and over the years, he progressed through senior corporate roles and held key leadership positions. He was subsequently transferred to the parent company, L&M Corporation Bhd and promoted to Senior Manager in May 2001, where he was involved in the implementation of the company's corporate and debt restructuring scheme. He left the company in December 2001. Subsequently, he joined Totalap Sdn. Bhd. as a Project Manager and was promoted to Project Director in 2015, overseeing project investment appraisals, management, and implementation. In 2018, Ir. Tee became a shareholder and assumed the role of Chief Strategy Officer/General Manager at Archi Casaka Design Sdn. Bhd., where he led corporate strategy and investment decisions. In November 2022, he was redesignated as an Independent Advisor. He is also a shareholder and director in a private investment holding company.

Presently, he serves on the Board of WTEC Group Berhad, a company listed on the ACE Market of Bursa Malaysia Securities Berhad.

Ir. Tee does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

BOARD OF DIRECTORS' PROFILE
(Cont'd)**OLIVIA LIM***Independent Non-Executive Director*

Ms. Olivia Lim, a Malaysian, female, aged 46, is the Independent Non-Executive Director of the Company. She was appointed to the Board of Unique Fire on 8 October 2021. She is also the Chairperson of the Nomination Committee and a member of the Remuneration Committee and Audit and Risk Management Committee. She attended all eight (8) Board meetings held in the financial year ended 31 March 2025.

Ms. Olivia graduated in 2003 from Universiti Kebangsaan Malaysia with a Bachelor of Laws (Honours). Subsequently, she was called to the Malaysian Bar in 2004 and has been a member of the Bar Council of Malaysia since then.

She has over 20 years of experience in the legal profession. She began her career with Messrs. Zul Rafique & Partners as a Legal Assistant in 2004 before joining Messrs. Ben & Partners as a Senior Legal Associate in 2008. Subsequently, she was made a Partner of the firm in 2012. In 2015, she left the boutique firm and set up her own legal firm, Messrs. Olivia Lim & Co and has held the position of Managing Partner of the firm since then. Her expertise spans across legal aspects of corporate finance including initial public offerings, capital and equity markets and corporate advisory matters.

Presently, she sits on the Board of Visdynamics Holdings Berhad and Infoline Tec Group Berhad, both public companies listed on the ACE Market of Bursa Malaysia Securities Berhad. She is also a director of RT Pastry Holdings Berhad, a non-listed public company.

Ms. Olivia Lim does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She does not have any family relationships with any other Director or major shareholder of the Company. She has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

BOARD OF DIRECTORS' PROFILE (Cont'd)

ANDREA HUONG JIA MEI

Independent Non-Executive Director

Ms. Andrea Huang Jia Mei, a Malaysian, female, aged 43, is the Independent Non-Executive Director of the Company. She was appointed to the Board of Unique Fire on 8 October 2021. She is also the Chairperson of the Audit and Risk Management Committee and a member of the Remuneration Committee and Nomination Committee. She attended all eight (8) Board meetings held in the financial year ended 31 March 2025.

Ms. Andrea completed her Diploma in Commerce (Financial Accounting) in 2003 and obtained an Advanced Diploma in Commerce (Financial Accounting) in 2005 from Tunku Abdul Rahman College, Malaysia (now known as Tunku Abdul Rahman University of Management and Technology). She is a member of the Association of Chartered Certified Accountants, United Kingdom and Chartered Accountant of the Malaysian Institute of Accountants.

She started her career with Sha, Tan & Co as an Audit Assistant in 2005 and left in 2011 where her last held position was an Audit Senior primarily responsible for audit assignments of private and public listed companies. After she left Sha, Tan & Co, she was appointed as a director of T & S Secretarial Services Sdn. Bhd., a company involved in the provision of secretarial and management services from 2014 until 2021.

Presently, she is a director of T&S Boardroom Sdn. Bhd., a company which provides secretarial support services and a director of Social Green Governance Sdn. Bhd., a company providing internal control review and sustainability review services. She also sits on the Board of Yew Lee Pacific Group Berhad and HE Group Berhad, which are public companies listed on the ACE Market of Bursa Malaysia Securities Berhad. She is also a director of Semico Capital Berhad, a non-listed public company.

Ms. Andrea does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She does not have any family relationships with any other Director or major shareholder of the Company. She has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

KEY SENIOR MANAGEMENT'S PROFILE

TS. LIEW KANG BOON (RAY)

Digital Solutions Director

Ts. Ray Liew Kang Boon, a Malaysian, male, aged 37, is the Digital Solutions Director. He graduated from LimKokWing University of Creative Technology with both a Diploma in Interactive and Multimedia Design in 2009 and a Bachelor of Arts (Hons) in Creative Multimedia in 2011.

He started his career with Unique Fire Industry Sdn. Bhd. (“UFI”) on 1 September 2011 as a Creative Designer responsible for digital marketing and branding of UFI. He was tasked to enhance UFI’s online presence via the Company’s products website after he joined. In November 2018, he was promoted and appointed as a director of UFI and held the position of Director of Corporate Communication. He holds the position of Creative Director since 1 August 2021 and was redesignated as the Digital Solutions Director with effect from 5 April 2024 and is responsible for ensuring compliance with a rigorous set of processes in adhering to ISO 9001 standards at the Company and Unique Fire Digital Innovation Sdn. Bhd. (“UDI”). This adherence guarantees quality and consistency in the Company’s operations.

He has also been a director of UDI since its incorporation in January 2018 and oversees design collaborations with the Group’s customers for custom graphic designed fire extinguishers.

Ts. Ray Liew is the son of Mr. Liew Sen Hoi, the Group Managing Director and major shareholder of the Company. He is also the brother of Dato’ Marcus Liew Kang Leong, Mr. Ryan Liew Kang Yee and Mr. Roy Liew Kang Chin, the Executive Directors of the Company.

CHEOW ZI YING

Chief Financial Officer

Ms. Cheow Zi Ying, a Malaysian, female, aged 43, is the Chief Financial Officer. She holds a Bachelor of Business (Accounting / Finance) from Charles Sturt University, Australia. She is a member of Certified Practising Accountant (CPA), Australia and Malaysian Institute of Accountants (MIA).

She commenced her career in the Audit Division of Deloitte KassimChan (now known as Deloitte PLT) in 2004. She then continued her career in 2006 and has held finance and accounting position in various local and multi-national companies. She is a qualified Chartered Accountant with almost 19 years of experience in the areas of finance, accounting and tax.

She joined Unique Fire Industry Sdn. Bhd. as an Accounts Manager on 5 February 2018 and was redesignated as the Company’s Chief Financial Officer on 1 September 2021 and is responsible for overseeing the accounts division and financial management, including managing budgeting, reporting, treasury and tax matters.

She does not have any family relationship with any of the Directors and/or major shareholders of the Company.

KEY SENIOR MANAGEMENT'S PROFILE (Cont'd)

MOHAMAD AZMIR BIN RAMLI

Senior Operation Manager

Mohamad Azmir Bin Ramli, a Malaysian, male, aged 50, is the Senior Operation Manager. He holds an Executive Diploma in Manufacturing Management from University Utara Malaysia.

He began his experience in the firefighting equipment industry in 1995 when he joined Steel Recon Industries Sdn. Bhd. as a Senior Executive in Quality Assurance. In this role, he was instrumental in managing and enhancing the quality control (QC) processes for a wide range of fire protection products. His core responsibilities included monitoring production quality, implementing and maintaining QC procedures, conducting inspections throughout the manufacturing process, and ensuring full compliance with relevant industry standards and regulatory requirements.

He joined Unique Fire Industry Sdn. Bhd. on 1 September 2010 as a Quality Assurance and Control Senior Officer, where he was responsible for supporting quality control (QC) operations and ensuring compliance with industry standards. Demonstrating strong technical knowledge and leadership capabilities, he was subsequently promoted to Assistant Quality Assurance Manager, taking on greater responsibilities in overseeing QC procedures and supporting product compliance initiatives. where he led a team in managing quality assurance activities, including monitoring QC operations, ensuring product certifications, and maintaining compliance across the manufacturing process and research & development. Recognizing his contributions and leadership, he was promoted to Senior Operation Manager where he now oversees all operational activities within the company, including manufacturing, production, quality assurance and control, safety & health, and continuous improvement initiatives to drive overall operational excellence.

He does not have any family relationship with any of the Directors and/or major shareholders of the Company.

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

- (a) any directorship in public companies and listed companies;
- (b) any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries; and
- (c) any conviction for any offences within the past five (5) years other than traffic offences, if any, or has any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 March 2025.

GROUP MANAGING DIRECTOR'S STATEMENT

*Statement by Liew Sen Hoi,
Group Managing Director of Unique Fire Holdings Berhad*

*Dear shareholders and
stakeholders,*

On behalf of the Board of Directors, I am pleased to present the financial review for Unique Fire Holdings Berhad (“Unique Fire” or the “Group”) for the financial year ended 31 March 2025 (“FYE 2025”).

GROUP MANAGING DIRECTOR'S STATEMENT

We are proud to share the highlights for the FYE 2025, outlining our financial performance, significant accomplishments, and our forward-looking strategic vision. This review underscores our dedication and commitment to transparency, accountability, and excellence in corporate governance.

FINANCIAL PERFORMANCE

FYE 2025 marked a year of steady progress and disciplined execution. Despite a challenging macroeconomic backdrop, the Group delivered solid financial results, underpinned by the operational efficiency and market demand for the fire protection systems. The Group achieved a profitable FYE 2025. We recorded a profit after tax of RM10.3 million, a significant increase of 27.2% compared to RM8.1 million in financial year ended 31 March 2024 (“FYE 2024”). This was achieved on the back of revenue totalling RM108.1 million, reflecting a modest increase of 3.2% compared to RM104.7 million in FYE 2024. A full analysis of our financial performance is available in the Management Discussion and Analysis section of this Annual Report.

INVESTING IN GROWTH

The fire protection equipment industry remains closely linked to the construction and property development sectors. Continued activity across these segments is expected to support growing demand for fire safety systems and accessories. To capitalise on these opportunities, Unique Fire has been actively executing its growth strategies.

A major milestone in FYE 2025 was the completion and commissioning of two (2) new manufacturing lines for hand portable dry chemical fire extinguishers and expansion of our regional footprint into Penang and Johor.

On a separate note, we have successfully transferred our listing status from the ACE Market to the Main Market of Bursa Malaysia Securities Berhad (“Bursa Securities”) on 26 June 2025.

By proactively responding to market demands and strategically investing in growth, we are poised to navigate an evolving economic landscape and reinforce our leadership in Malaysia's fire safety solutions industry. Our forward-looking approach ensures we remain at the forefront with innovative, high-quality products that meet the highest standards—enabling us to better serve our customers and expand our market presence.

GROUP MANAGING DIRECTOR'S STATEMENT (Cont'd)

BEYOND THE BOTTOM LINE: EMBRACING SUSTAINABILITY

Unique Fire is committed to sustainable success, balancing profitability with a strong sense of corporate social responsibility. We remain steadfast in embedding environmental, social, and governance (ESG) principles throughout the Group.

On the environmental front, our rooftop solar photovoltaic (“PV”) system at the Shah Alam facility, with an installed capacity of 475.2 kilowatt-peak, continued to generate significant cost savings. This initiative further supports operational efficiency and sustainability objectives.

FUTURE PROSPECTS

The Board remains cautiously optimistic about Unique Fire's prospects for financial year ending 31 March 2026, underpinned by Malaysia's steady economic expansion and the continued momentum in the construction sector. While Bank Negara Malaysia has cautioned that the growth outlook for 2025 may be slightly lower than the earlier forecast of 4.5% – 5.5%, the Gross Domestic Product is expected to remain resilient, driven primarily by household spending and investment activities.

On the international front, the International Monetary Fund projects global GDP growth at 2.8% in 2025 and 3.0% in 2026, as outlined in its April 2025 World Economic Outlook Update. As a small and open economy, Malaysia will inevitably face both direct and indirect impacts from the external developments, including trade negotiations and tariffs. Nevertheless, the resilience of domestic demand is expected to act as a buffer against external headwinds, providing a stable foundation for growth.

Of particular relevance to us, the construction sector recorded a strong 20.2% growth in 2024, with the fourth quarter alone recording a robust of 23.1% growth year-on-year, driven by public infrastructure and private development. This continued expansion supports demand for fire protection systems and bodes well for our long-term outlook, as our fire safety solutions are crucial for infrastructure development and overall economic activity.

In Budget 2025, the government expenditure continues keeping the pace on this upward trajectory, with Work Ministry's projected construction spending of RM200 billion in 2025 and to continue focus on the basic infrastructure projects. Furthermore, evolving regulatory frameworks mandating sufficient fire safety systems in designated premises and specific private dwellings are anticipated to continue driving demand for fire protection equipment. This requirement has been adopted by several states including Selangor, Penang, Terengganu, and Melaka. These evolving regulations are anticipated to continue driving demand for fire protection equipment.

With a strong project pipeline and positive industry outlook, the Board is confident the Group will continue to grow revenue and earnings, maintaining its growth in the fire protection industry.

ACKNOWLEDGEMENTS

I wish to express my sincere appreciation to our shareholders, stakeholders, and dedicated employees. Their continued support and hard work are essential to our success. With our strategic vision, financial strength, and dedicated team, we are confident of achieving further growth and solidifying our position as a fire protection leader.

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS OVERVIEW

Unique Fire Holdings Berhad (“**Unique Fire**” or “**the Group**”) is one of the leading provider of assembly, manufacturing, and distribution services for active fire protection systems, equipment, and accessories designed for the built environment. Our comprehensive product range includes fire suppression systems, fire extinguishers, fire hose reels, fire hoses, as well as fire alarm and detection devices. We also offer custom-designed graphic fire extinguishers that are both functional and visually appealing, catering to residential and vehicular use.

Our fire protection systems and equipment are engineered to effectively combat Class A, B, C, E, and F fires, utilising a variety of extinguishing agents such as carbon dioxide (CO₂), hydrofluorocarbon (HFC-227ea), wet and dry chemicals, and systems integrated with water supplies. Our manufacturing activities are centralised at our state-of-the-art facility in Selangor, ensuring efficiency and quality control across our value chain, while our broader business operations are supported by our headquarters and branches in Johor and Penang.

As at financial year ended 31 March 2025 (“**FYE 2025**”), the Group’s total workforce stands at 215 employees, an increase from 178 employees in the previous year. This expansion reflects the Group’s strategic initiatives to enhance manufacturing capacity, improve operational efficiency, and meet the growing demand for our products. The increase also underscores our commitment to strengthening our talent pool to support our long-term growth trajectory.

At present, Unique Fire operates primarily within Malaysia, which accounted majority of the Group’s total revenue in FYE 2025. In addition to our domestic market, we also continue to expand our export footprint, serving markets in Vietnam, Indonesia, Brunei, and Cambodia.

REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION

The Group’s revenue continues to be predominantly derived from the assembling, manufacturing, and distribution of active fire protection systems, equipment, and accessories under both our own brands and selected third-party brands.

For the year under review, Unique Fire recorded revenue of RM108.1 million, reflecting a modest increase of 3.2% compared to RM104.7 million in financial year ended 31 March 2024 (“**FYE 2024**”). This growth was primarily driven by higher revenue from the Group’s assembly activities, which benefited from increased demand in the residential sector where fire protection systems are mandated by local authorities.

Revenue from assembly activities increased to RM50.3 million in FYE 2025 from RM47.7 million in the previous year. Manufacturing activities also recorded growth, rising to RM26.3 million from RM25.4 million. Meanwhile, revenue from distribution activities was slightly lower at RM29.2 million, compared to RM29.8 million in FYE 2024.

The Group’s profit before tax rose by 22.3% to RM13.7 million (FYE 2024: RM11.2 million), while profit after tax grew by 27.2% to RM10.3 million (FYE 2024: RM8.1 million). Correspondingly, the basic earnings per share (“**EPS**”) increased to 2.59 sen, while diluted EPS stood at 2.31 sen, compared to EPS of 2.03 sen in the previous year.

The Group’s improved profitability in FYE 2025 was mainly attributable to the followings:-

- (i) A higher revenue base from the assembly segment;
- (ii) Lower cost of purchase for input materials, supported by the strengthening of the Malaysian Ringgit against the United States Dollar (“**USD**”) for overseas purchases; and
- (iii) A reversal of impairment loss on trade receivables during the year.

These positive factors were partially offset by higher remuneration and performance incentives recognised during the year, in line with the Group’s commitment to reward and retain talent.

Unique Fire maintained a healthy financial position throughout FYE 2025, supported by steady growth in key balance sheet metrics.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

Total assets increased to RM105.1 million as at FYE 2025, representing a 2.0% growth from RM103.0 million recorded a year earlier. Shareholders' equity strengthened by 5.8% to RM87.7 million, up from RM82.9 million in FYE 2024, reflecting the Group's ongoing commitment to building long-term value for our shareholders.

Total liabilities decreased by 13.4% to RM17.4 million in FYE 2025, compared to RM20.1 million in the previous year. This improvement was largely due to a reduction in total borrowings, which fell by 16.7% to RM8.0 million from RM9.6 million. As a result, the Group's gearing ratio improved marginally from 0.12 times in FYE 2024 to 0.09 times in FYE 2025, underscoring our prudent capital management and strong balance sheet.

Cash and cash equivalents increased by 20.7% to RM18.1 million as at FYE 2025, up from RM15.0 million a year ago, enhancing the Group's liquidity position to support ongoing operational and strategic initiatives.

The Board of Directors had declared a total dividend of 1.4 sen per ordinary share for the FYE 2025, amounting to RM5.6 million.

REVIEW OF OPERATING ACTIVITIES

Manufacturing Activities

The Group's manufacturing activities focus on producing hand portable dry chemical fire extinguishers under the Unique Fire's brand. These extinguishers come in various cylinder sizes i.e. 1 kilogram ("kg"), 2 kg, 4 kg, 6 kg, and 9 kg and are manufactured in-house. The process includes the fabrication of cylinders, assembly of the necessary components, and subsequent filling with extinguishing agents. All fire extinguishers produced by the Group are SIRIM-certified, demonstrating compliance with the relevant Malaysian Standards ("MS"), ensuring both product quality and regulatory compliance.

The Group's manufacturing activities saw a modest increase in revenue to RM26.3 million for FYE 2025, as compared to RM25.4 million in FYE 2024. This segment accounted for 24.3% of the Group's overall revenue in FYE 2025.

Assembly Activities

The Group's assembly activities remain a key driver of revenue, involving the integration of multiple parts and components purchased from the external suppliers. Where relevant, these components are combined and cylinders filled with extinguishing agents and propellants to form the finished products.

Unique Fire assembles a wide range of fire protection systems and equipment, include the following:-

- (i) Fire suppression systems using CO₂ and HFC-227ea as extinguishing agents; and
- (ii) Fire protection equipment such as CO₂ (hand portable and trolley mounted) and dry chemical (trolley mounted) fire extinguishers, fire hose reels, and fire hoses.

These products are marketed under the Group's own brands i.e. Unique, Unique227, Yama, and Commander as well as selected third-party brands, including Orient and Kidde.

For the year under review, assembly activities contributed RM50.3 million (FYE 2024: RM47.7 million), representing 46.5% (FYE 2024: 45.6%) of the Group's overall revenue of RM108.1 million. This marks an increase of 5.5% compared to the previous year's contribution, reflecting the continued strength of this segment.

Within the assembly activities, the revenue from fire suppression systems increased to RM29.9 million (FYE 2024: RM27.3 million), while revenue from fire protection equipment remained stable at RM20.4 million (FYE 2024: RM20.4 million). The overall growth highlights the Group's ability to meet market demand and reinforces its position as a trusted provider of quality fire protection solutions.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

Distribution Activities

The Group's distribution activities encompass the distribution of fire suppression systems, fire protection accessories, and equipment under the Unique Fire's brand, which are manufactured by the external parties. In addition, the Group remains as an authorised distributor of several third-party brands, including Demco, System Sensor, Chang Der, Kidde and ZYfire. The types of fire suppression systems, equipment, and accessories that Unique Fire distributes, include the following:-

- (i) Fire suppression systems, comprising sprinkler systems, wet and dry riser systems, hydrants, and wet chemical fire suppression systems;
- (ii) Fire protection accessories, such as fire detection and alarm devices, batteries, cabinets, and fire blankets; and
- (iii) Fire protection equipment, namely fire hoses.

The revenue from the Group's distribution activities totalled RM29.2 million for FYE 2025, a marginal decrease from RM29.8 million in FYE 2024. This segment contributed 27.0% of the Group's total revenue of RM108.1 million in FYE 2025, compared to 28.5% in FYE 2024.

Within this segment, the revenue from fire suppression systems stood at RM20.1 million (FYE 2024: RM21.8 million); while fire protection accessories recorded RM8.9 million (FYE 2024: RM7.9 million); and fire protection equipment posted RM0.2 million (FYE 2024: RM0.1 million).

The slight decline in overall revenue contribution from distribution activities reflects a more competitive operating environment and project timing differences, while demand for fire suppression systems remained relatively stable. The Group continues to prioritise strategic partnerships and expand its product range to support future growth.

**Unique Fire distributes its products through both indirect and direct channels. Indirect distribution involves intermediaries like M&E consultants, FPS contractors, retailers, and wholesalers. Direct distribution serves end-users, households, property owners, and vehicle manufacturers.*

EXPANSION STRATEGIES

In FYE 2025, Unique Fire maintained its momentum in executing the long-term strategies established during its initial public offering (IPO), focusing on expanding production capacity, improving operational efficiency, and broadening its market reach. Throughout the year, the Group leveraged its strengths in assembly, distribution, and manufacturing to advance several key initiatives aligned with its growth ambitions.

(1) Manufacturing expansion and new product development

- One of the Group's most significant milestones was the completion and operationalisation of two (2) new manufacturing lines dedicated to producing hand portable dry chemical fire extinguishers. These new lines, using a rolling and welding method, increased annual production capacity from 210,000 cylinders to 680,000 cylinders—a growth of over 200%. This expansion positions the Company to meet rising local demand while maintaining high product quality.

(2) Strengthening operational capabilities

- Operational excellence remained central to Unique Fire's business strategy in FYE 2025. The warehouse management system implemented in the previous year continued to deliver operational efficiencies, streamlining storage and retrieval processes. The digital fire extinguisher identification data system also played a key role in enhancing customer service by tracking maintenance schedules and proactively notifying customers of upcoming replacements.
- Furthermore, the Group completed the expansion of its storage area to 25,360 square feet, facilitated by the addition of two mezzanine levels. This expansion, approved by the relevant authorities and supported by the issuance of the Certificate of Completion and Compliance during the year, enables the Group to handle increased production volumes and improved logistics flow.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

(3) *Broadening market reach*

- Recognising the importance of a robust regional presence, the Group made significant strides in expanding its geographical footprint. Following the successful establishment of its Johor sales office and warehouse in 2023, Unique Fire finalised the acquisition of a new property in Penang during the year under review. This new facility strengthens the Group's distribution network in the northern region, enabling improved customer service and positioning the Group to capture new market opportunities.

(4) *Transfer to the Main Market of Bursa Malaysia Securities Berhad ("**Bursa Securities**")*

- In line with its long-term ambitions to enhance corporate profile and attract a broader investor base, Unique Fire took a significant step towards transferring from the ACE Market to the Main Market of Bursa Securities. The Transfer of Listing was completed on 26 June 2025, following the admission of Unique Fire to the Main Market of Bursa Securities.

(5) *Expanding into the sprinkler business*

- Unique Fire entered into a joint venture with Shanghai Mosafe Equipment Co. Ltd. to manufacture and distribute UL-compliant fire sprinklers. Currently, the project is in the midst of the product approval stage, with production operations expected to commence in the first half of 2026. This strategic move positions the Group to expand its product portfolio and capture new opportunities in the fire protection industry, both regionally and in overseas markets.

In summary, the year under review saw Unique Fire delivers strong progress across multiple fronts, reinforcing its market position, enhancing operational efficiency, and expanding into new growth areas such as renewable energy. These achievements reflect the Group's readiness to capitalise on future opportunities and deliver long-term value to its stakeholders.

CHALLENGES AND KEY RISKS

Unique Fire remains mindful of the risks and challenges that could potentially impact its business operations and financial performance. As the Group continues to implement its growth strategies, it recognises that a proactive approach to risk management is essential to sustaining its progress. The key factors that have influenced and are expected to continue to influence the Group's performance include, as follows:-

(1) *Demand and Supply Conditions*

- The Group's financial outcomes are closely linked to the trajectory of the building construction and property development sectors. Continued development across residential, commercial, industrial, infrastructure, and public facilities segments is expected to sustain growing demand for active fire protection systems, equipment, and accessories. Any deceleration in these sectors could constrain demand for Unique Fire's products, thereby limiting growth potential and negatively affecting overall business performance.
- To reinforce this, Unique Fire has actively engaged in public education initiatives, hosting seminars with organisations such as the Malaysia Entrepreneurs' Development Association (PUMM) to highlight the critical importance of fire safety systems. This heightened public awareness is expected to contribute positively to demand growth as the new financial year unfolds.

(2) *Steel price volatility*

- The Group is exposed to cost pressures from fluctuations in steel prices, a key input in the manufacture of empty cylinders, steel coils, plates, and other fire protection equipment. Increases in steel prices raise the Group's production costs and can compress profit margins.
- To mitigate this risk, Unique Fire employs a monthly pricing review strategy, adjusting product prices based on current steel price trends and foreign exchange movements. The Group also continuously monitors steel market conditions and supply-demand dynamics to optimise procurement and maintain financial discipline.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

(3) *Competitive landscape*

- Competition within the fire protection industry remains robust. According to the Malaysian Fire Protection Association, 244 operators were registered as of 25 June 2024, with ongoing market entries anticipated. Heightened competition could result in pricing pressures, elevated marketing expenditures, and potential erosion of market share, all of which may affect growth prospects.
- Unique Fire continues to capitalise on its strong brand reputation, extensive product range, and in-house assembly and manufacturing capabilities to maintain its competitive edge and address diverse customer needs effectively.

(4) *Foreign exchange risk*

- While the Group's revenues are predominantly in ringgit, a significant portion of procurement—including raw materials and services—is transacted in foreign currencies such as the RMB, USD, Singapore Dollar, and Euro. Consequently, Unique Fire faces foreign currency exposure that could adversely affect its operating results if exchange rates move unfavourably.
- The Group actively monitors currency movements and, when necessary, utilises hedging instruments to mitigate potential impacts. To date, no material losses have arisen from foreign exchange fluctuations, though the risk remains and could influence financial performance going forward.

(5) *Operational continuity risks*

- Unique Fire's assembly, manufacturing, and distribution activities are concentrated at its sole facility in Shah Alam, Selangor Darul Ehsan. Any significant operational disruption—whether due to equipment failure, unplanned shutdowns, or other incidents—could materially affect the Group's business and financial results.
- The Group has taken steps to mitigate such risks through comprehensive insurance coverage, including protection against fire and burglary. Nonetheless, external events such as natural disasters, pandemics, civil unrest, or labour disputes remain beyond the Group's control and could present operational challenges in the future.

OUTLOOK AND PROSPECTS

The Board remains optimistic about Unique Fire's prospects for financial year ending 31 March 2026, underpinned by Malaysia's steady economic expansion and the continued momentum in the construction sector.

In this evolving landscape, Unique Fire remains committed to leveraging its expanded capacity and strategic regional footprint to sustain growth. The Group continues to focus on innovation, operational excellence, and strengthening its brand equity to meet the evolving needs of Malaysia's construction sector. With a healthy pipeline of infrastructure projects and a favourable industry outlook, the Board is confident in the Group's ability to deliver continued growth in both revenue and earnings, reinforcing its position as a leading player in the fire protection industry.

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

REPORTING SCOPE AND PERIOD

This Sustainability Statement (“**Statement**”) covers Unique Fire Holdings Berhad (“**Unique Fire**” or “**the Company**”) and its subsidiaries (“**the Group**”), including Unique Fire Industry Sdn. Bhd., Unique Digital Innovation Sdn. Bhd., Unique Green Energy Sdn. Bhd., Unique Electronics Sdn. Bhd., and Unique Mosafe Sdn. Bhd. The reporting scope includes the parent company and all active subsidiaries as presented in the Group’s structure, offering a clear view of the Group’s sustainability performance. This Sustainability Statement covers the period from 1 April 2024 to 31 March 2025 and includes relevant environmental, social, and governance (“**ESG**”) data, initiatives, and activities undertaken during this timeframe.

REPORTING STANDARDS

This Sustainability Statement has been prepared with reference to the Global Reporting Initiative (“**GRI**”) Standards and Frameworks, as well as the Bursa Malaysia Securities Berhad Sustainability Reporting Guide 2022 (3rd edition), to ensure transparency, relevance, and alignment with regulatory expectations and the United Nations Sustainable Development Goals (“**UN SDGs**”).

INDEPENDENT ASSURANCE

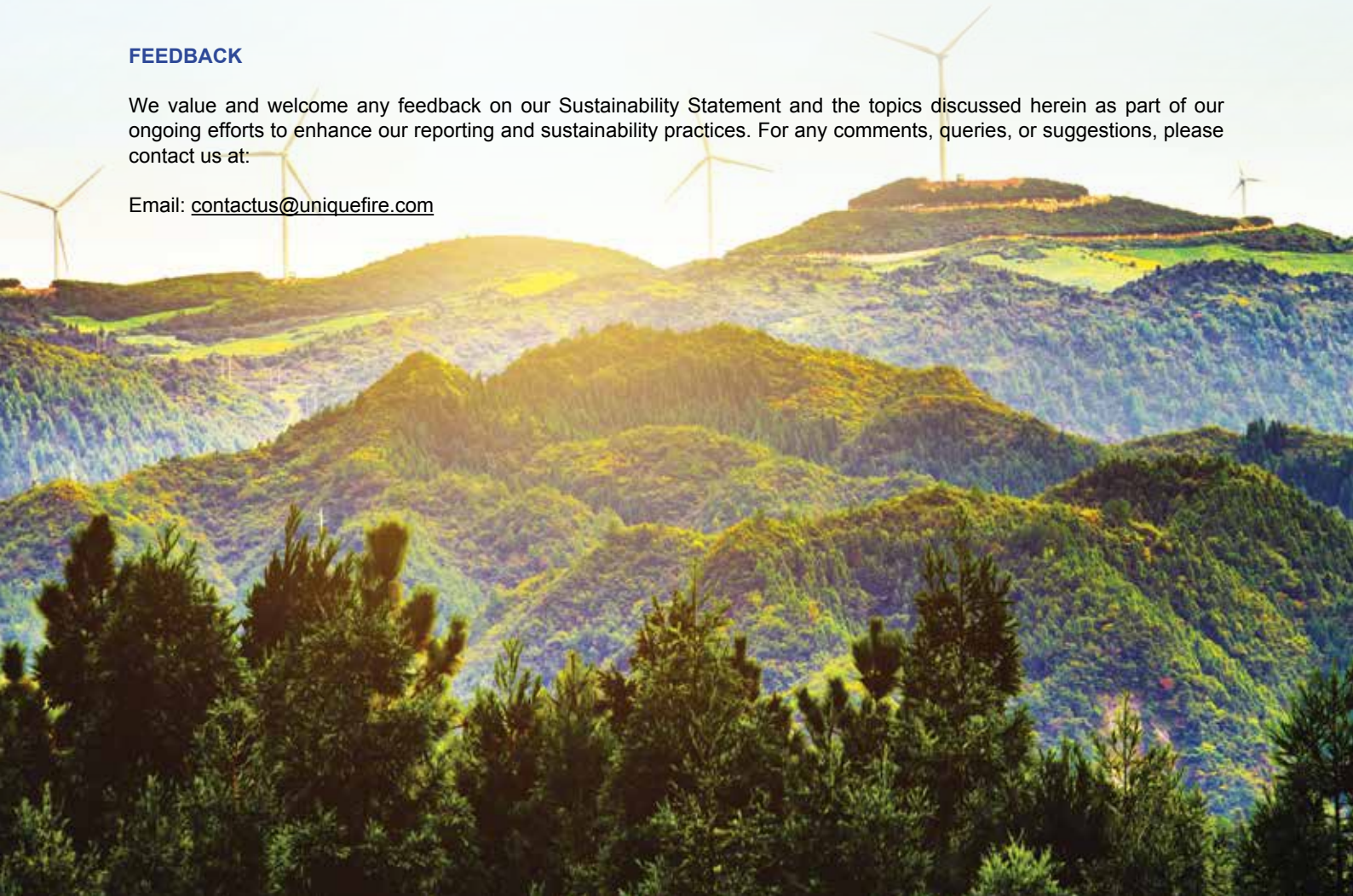
This sustainability statement has been reviewed and validated by the Board of Directors and the respective data owners to ensure its accuracy and reliability. We recognise the importance of third-party assurance in strengthening trust and transparency with our stakeholders.

As part of our commitment to transparency and continuous improvement, we plan to engage independent external assurance providers in the future to enhance the credibility and reliability of our sustainability disclosures.

FEEDBACK

We value and welcome any feedback on our Sustainability Statement and the topics discussed herein as part of our ongoing efforts to enhance our reporting and sustainability practices. For any comments, queries, or suggestions, please contact us at:

Email: contactus@uniquefire.com



SUSTAINABILITY STATEMENT (Cont'd)

GOVERNANCE

SUSTAINABILITY GOVERNANCE

At Unique Fire, a structured governance framework guides the implementation of sustainability across our operations. This framework defines roles and responsibilities to ensure that relevant ESG matters are addressed in decision-making processes. By aligning sustainability oversight with business functions, the Group aims to manage risks and meet stakeholder expectations in a consistent and accountable manner.



Board of Directors (“Board”)

- Responsible for the strategic direction and oversight to the Group’s sustainability strategy and performance.
- Approves the Groups’ sustainability direction and strategies while overseeing their implementation and performance.

Senior Management

- Supports the Board by overseeing the overall sustainability planning, direction and action plans of the respective division to align with the strategic goals and direction of the Group.
- Monitors the performance and effectiveness of management of material sustainability matters including progress towards targets set.

ESG Committee (led by the Executive Director)

- Led by the Executive Director, the ESG Committee comprises representatives from the human resource, finance and accounts, manufacturing and production, supply chain and business admin departments.
- Meets on a quarterly basis to steer the Group’s sustainability strategy in line with the Group’s overall sustainability agenda.
- Oversees the implementation of sustainability strategy and performance, into day-to-day operations as approved by the Board.

Heads of Department (“HoD”)

- Responsible for carrying out action plans in their respective subdivision by communicating with teams and orchestrating a concerted effort to reach the Group’s sustainability goals.
- Reports to the ESG Committee on sustainability-related performance of processes and controls.
- Implement a sustainability program by ensuring adequate resources are in place, data compilation, and reporting the Group’s sustainability performance.

SUSTAINABILITY STATEMENT (Cont'd)

GOVERNANCE POLICIES AND PROCEDURES

To strengthen corporate governance practices, the Group has implemented a set of policies that guide ethical conduct and set out clear responsibilities across the organisation. These policies establish clear expectations for behaviour and decision-making, helping ensure consistency and accountability in day-to-day operations.

Key governance policies include:

- Anti-Bribery and Corruption Policy
- Code of Conduct and Ethics
- Whistle-Blowing Policy
- Directors' Fit and Proper Policy
- Board Charter
- Succession Planning Policy
- Risk Management and Internal Control Framework

For more details on our governance policies, please visit our corporate website at <https://uniquefire.com/insights/>.

ANTI-BRIBERY AND ANTI-CORRUPTION (“ABAC”)

Management Approach, Progress and Key Performance Indicators (“KPIs”)

The Group's operations are guided by core values that emphasise transparency, fairness, and accountability in its interactions with stakeholders. Compliance with the Malaysian Anti-Corruption Commission (Amendment) Act 2018 is maintained across all business activities to ensure adherence to legal and ethical standards. In practice, the Group incorporates ethical considerations into its operational procedures and decision-making processes. Looking ahead, efforts will continue to reinforce clear conduct expectations, prevent misconduct, and maintain stakeholder confidence through consistent application of anti-corruption measures.

Several key initiatives were introduced to strengthen the ABAC framework in this reporting year which focused on policy communication, employee training, and incident management.

1. Awareness Campaigns

To enhance visibility and understanding of the ABAC policies, informative posters were placed in all departments across the organisation. These materials summarised key elements of anti-corruption procedures and served as regular reminders regarding ethical conduct and available reporting channels. The objective of this campaign was to promote continuous awareness and reinforce a culture of compliance at every level.



Posters were displayed across all departments to reinforce anti-corruption practices, ethical conduct, and accessible reporting channels company-wide.

SUSTAINABILITY STATEMENT (Cont'd)

ANTI-BRIBERY AND ANTI-CORRUPTION (“ABAC”) (CONT’D)

Management Approach, Progress and Key Performance Indicators (“KPIs”) (Cont’d)

2. ABAC Training

Mandatory ABAC training sessions were implemented to ensure employees are equipped with the knowledge required to comply with the Group’s ABAC policy. The training covered the following areas:

- Definitions and examples of bribery and corruption
- Practical scenarios and guidance for ethical decision-making
- Internal reporting mechanisms and whistle-blower protections
- Disciplinary actions associated with policy violations

The percentage of employees who have participated the ABAC training sessions for the financial year ended 31 March 2025 (“FYE 2025”) is summarised below:

Employee Category	Percentage of Employees Who Have Participated the ABAC Training Sessions (%)
Board of Directors	37.5
Senior Leadership Team	100.0
Middle Management Team	47.1
Senior Executive Team	24.0
Executive Team	8.1
Non-Executive Team	0

Moving forward, we will expand the ABAC training sessions to more employee groups to improve understanding of internal policies and legal requirements.

3. Incident Reporting and Action

As of FYE 2025, no confirmed incidents of bribery or corruption were reported, and no related disciplinary actions or dismissals were taken. The Group maintains internal controls and reporting mechanisms, including whistle-blowing channels, to enable the identification and handling of potential misconduct. These processes will continue to support transparency in reporting and enforcement.

WHISTLE-BLOWING

Management Approach, Progress and KPIs

The Group provides accessible and confidential channels for employees and stakeholders to report concerns about misconduct. Although no whistle-blowing cases were reported during the period, communication efforts continued to ensure awareness of the reporting procedures and available channels, which include email and a mailing address. The Group periodically reviews these mechanisms to maintain functionality and confidentiality. Moving forward, additional steps will be taken to enhance awareness and promote the appropriate use of the reporting process.

The Whistle-Blowing Policy is publicly accessible on our corporate website at <https://uniquefire.com/insights/>.

During the reporting period, no whistle-blowing cases were reported. This outcome reflects the Group’s continuous efforts to uphold a culture of ethical conduct and accountability, as well as to maintain a safe and supportive environment for employees and stakeholders to voice concerns.

SUSTAINABILITY STATEMENT (Cont'd)

WHISTLE-BLOWING (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

Ongoing initiatives include:

- Regular promotion of the Whistle-Blowing Policy through internal communications.
- Awareness efforts to ensure all employees understand the procedures and importance of reporting misconduct.
- Monitoring and review of whistle-blowing mechanisms to ensure effectiveness and confidentiality.

We will regularly review and refine the whistle-blowing processes to maintain confidentiality and protect whistle-blowers.

Whistle-Blowing Reporting Channels

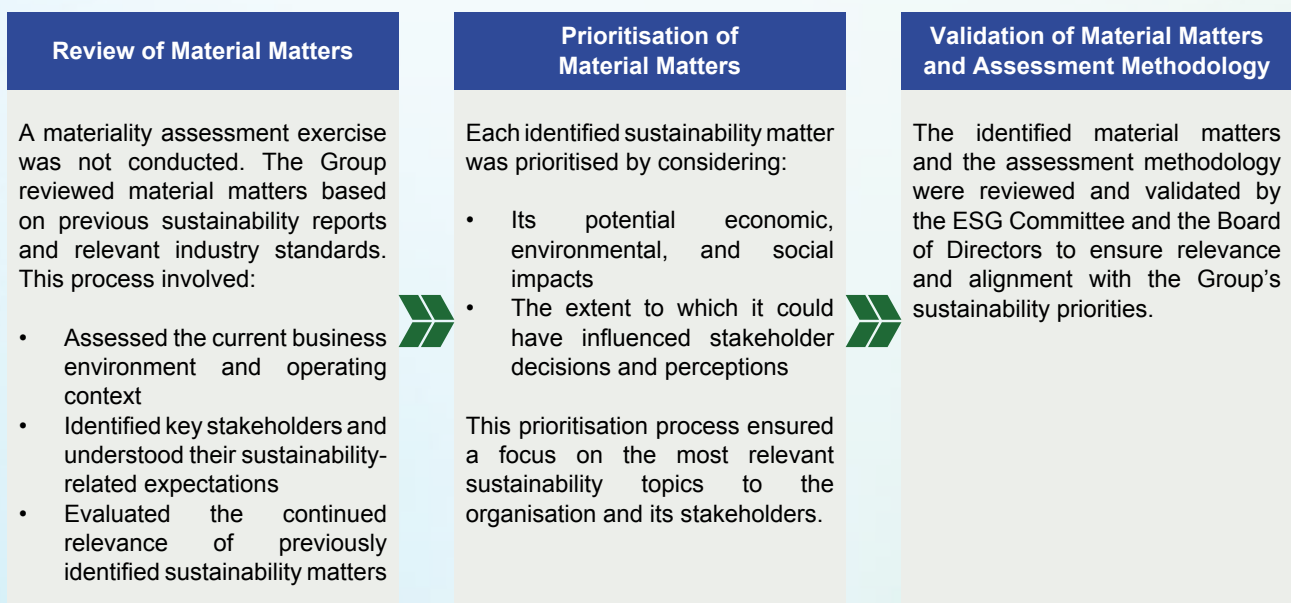
Reports of misconduct, including bribery, corruption, or other unethical behavior, can be submitted through the following confidential channels:

- **Mailing Address**
Attention: Chairperson of the Audit and Risk Management Committee
 Unique Fire Holdings Berhad
 No. 9, Jalan Anggerik Mokara 31/55,
 Seksyen 31, Kota Kemuning,
 40460 Shah Alam, Selangor Darul Ehsan
- **Email**
 whistleblowing@uniquefire.com

MATERIALITY MATTERS

Unique Fire's materiality assessment informs our sustainability approach and helps to guide the depth of coverage of key material topics to be included in our sustainability reporting. This assessment allows us to anticipate emerging trends, adapt to evolving stakeholder expectations and address other operational challenges proactively. We have conducted a limited-scale materiality review in this reporting year and aim to conduct a comprehensive assessment in FYE 2026.

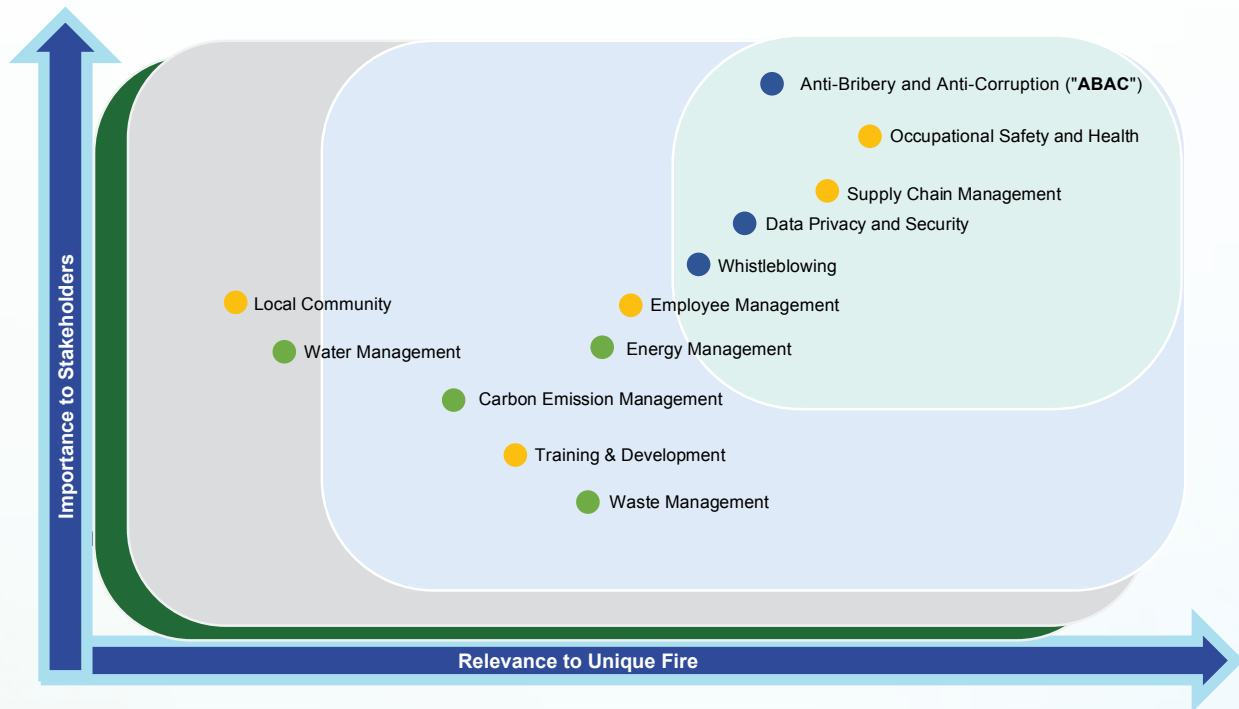
We based our materiality assessment process on the following three (3) phases, as guided by the Sustainability Reporting Guide, 3rd edition issued by Bursa Securities:



SUSTAINABILITY STATEMENT (Cont'd)

MATERIALITY MATTERS (CONT'D)

As a result, a total of 12 material topics are depicted in the materiality matrix below.



Legend for material topics:

- Environmental Matters
- Social Matters
- Governance Matters

The previously identified "Diversity, Equal Opportunity and Non-Discrimination" material matter has been renamed "Employee Management" to better reflect the Group's current focus. The updated term covers a wider scope of people-related areas, including employee engagement, diversity, and inclusion.

MANAGING THE RISKS AND OPTIMISING THE OPPORTUNITIES

Each material topic presents both potential risks and opportunities for the Group. We can transform challenges into meaningful progress by effectively managing these risks while maximising the opportunities. This approach deepens our understanding of material matters and enables us to develop proactive strategies, reinforcing our competitive position in the industry.

SUSTAINABILITY STATEMENT (Cont'd)

MANAGING THE RISKS AND OPTIMISING THE OPPORTUNITIES (CONT'D)






The table below outlines the key material topics, along with their associated risks, opportunities, and aligned with UN SDGs:

Material Topics	Risks	Opportunities	Aligned UN SDGs
ABAC	<ul style="list-style-type: none"> Reputational damage from public misconduct Regulatory investigations and penalties Operational disruption 	<ul style="list-style-type: none"> Strengthen stakeholder trust through transparency Improve compliance culture and governance 	
Whistle-Blowing	<ul style="list-style-type: none"> Reputational damage from public disclosures Legal action and regulatory penalties Operational disruption or recalls 	<ul style="list-style-type: none"> Foster a speak-up culture Early detection of misconduct Enhance corporate governance 	
Carbon Emission Management	<ul style="list-style-type: none"> Regulatory changes and compliance risks Shifting consumer preference toward low-emission products 	<ul style="list-style-type: none"> Investment in renewable energy technologies Innovation in materials and products to lower emissions 	  
Energy Management	<ul style="list-style-type: none"> Rising energy costs impacting operational expenses 	<ul style="list-style-type: none"> Reduce operational costs through energy efficiency Increase energy resilience through renewables 	 
Water Management	<ul style="list-style-type: none"> Water scarcity or supply disruption affecting operations and water-dependent processes 	<ul style="list-style-type: none"> Cost reduction through efficient water use 	
Waste Management	<ul style="list-style-type: none"> Reputational risk and fines from non-compliance Health and safety risks for employees 	<ul style="list-style-type: none"> Improve health and safety on-site Reduce regulatory fines through better compliance 	 
Occupational Safety and Health	<ul style="list-style-type: none"> Lost time injuries and cost impact Reputational risk from serious incidents or non-compliance with safety standards 	<ul style="list-style-type: none"> Safer, more productive workplace Enhanced reputation through adherence to safety standards (e.g., Department of Occupational Safety and Health) 	 
Employee Management	<ul style="list-style-type: none"> Reports of discriminative practices and non-compliance to basic human rights regulations can cause reputational risk 	<ul style="list-style-type: none"> Foster inclusive workplace culture Strengthen reputation as a responsible employer 	 
Training and Development	<ul style="list-style-type: none"> Employees could not perform to the expected level 	<ul style="list-style-type: none"> Upskill employees for research and development and innovation Promote environmental awareness in operations and supply decisions 	 

SUSTAINABILITY STATEMENT (Cont'd)

MANAGING THE RISKS AND OPTIMISING THE OPPORTUNITIES (CONT'D)



The table below outlines the key material topics, along with their associated risks, opportunities, and aligned with UN SDGs: (Cont'd)

Material Topics	Risks	Opportunities	Aligned UN SDGs
Local Community	<ul style="list-style-type: none"> Potential health risk to the local community as a result of the operation that may be the subject of a penalty notice 	<ul style="list-style-type: none"> Build community trust and goodwill Improve social license to operate 	 
Supply Chain Management	<ul style="list-style-type: none"> Production disruptions Quality assurance/control issues Price volatility Inventory challenges 	<ul style="list-style-type: none"> Build more resilient and diversified supplier networks Improve quality and cost efficiencies 	 
Data Privacy and Security	<ul style="list-style-type: none"> Data is being compromised 	<ul style="list-style-type: none"> Strengthen customer trust and loyalty Enhance brand reputation through strong data governance 	

STAKEHOLDER MANAGEMENT

We recognise the importance of our stakeholders in helping us achieve our goals. Their feedback offers valuable insights that guide our continuous improvement and strategic development, ultimately contributing to our overall success. We maintain active engagement with stakeholders through multiple communication channels, including our website, training programs, engagement activities, disclosure reports, announcements, and marketing events.





The table below outlines our key stakeholders, their areas of interest, and our methods of engagement:

Stakeholder Groups	Engagement Method	Engagement Frequency	Areas of Concern	Related Material Matters
Employees 	Employee training and development	Ongoing	<ul style="list-style-type: none"> Career training and development opportunities Employees' welfare Occupational safety and health ("OSH") 	<ul style="list-style-type: none"> Employee Management OSH Training and Development
	Employee satisfaction survey	Semi-annually		
	Employees' engagement programmes and activities	Ongoing and Quarterly		
Shareholders and investors 	Annual General Meeting	Annually	<ul style="list-style-type: none"> Company's financial and operational performance Investment returns and risks Business management and strategy 	<ul style="list-style-type: none"> Carbon Emission Management Energy Management Waste Management Whistle-Blowing ABAC
	Annual Reports, Sustainability Statement, and Financial Reports			

SUSTAINABILITY STATEMENT (Cont'd)

STAKEHOLDER MANAGEMENT (CONT'D)

The table below outlines our key stakeholders, their areas of interest, and our methods of engagement: (Cont'd)

Stakeholder Groups	Engagement Method	Engagement Frequency	Areas of Concern	Related Material Matters
Government and Regulators 	Permits and license renewal	As required/ requested	<ul style="list-style-type: none"> Regulatory compliance Transparent and accurate disclosures 	<ul style="list-style-type: none"> ABAC Whistle-Blowing Carbon Emission Management Water Management Waste Management
	Announcements on official (Bursa Securities) websites			
	Product certification approval authority	Ongoing		
Customers 	Company website and social media	Ongoing	<ul style="list-style-type: none"> Quality of products Technical support Satisfaction of services 	<ul style="list-style-type: none"> Data Privacy and Security Supply Chain Management
	Customer satisfaction survey and feedback	Semi-annually		
	Appreciation dinner	Ongoing		
Communities and the Public 	Community investment, such as providing donations in the form of monetary and non-monetary	Ongoing	<ul style="list-style-type: none"> Community well-being Charity events 	<ul style="list-style-type: none"> Local Community
	Partnership with organisations to support Corporate Social Responsibility ("CSR")'s activities			
	Provide sponsorship to community initiatives			
Suppliers 	Regular visits and meetings	Ongoing	<ul style="list-style-type: none"> Supplier training Sustainable business relationship Product/service quality Pricing Delivery Cooperation After-sale service Responsiveness 	<ul style="list-style-type: none"> Supply Chain Management
	Continuous communication	Ongoing and annually		
	Performance evaluation	Ongoing and annually		

SUSTAINABILITY STATEMENT
(Cont'd)

KEY HIGHLIGHTS AND ACHIEVEMENTS

As the Group continues to advance its sustainability journey, it is pleased to announce the key achievements for the FYE 2025. The Group has made significant progress in identifying material ESG issues and implementing actions aligned with its long-term sustainability vision. While further target setting and initiative enhancement are ongoing, the following table outlines the Group's key achievements as of the end of FYE 2025. It outlines its action plans and targets for the upcoming reporting period:

Material Topic	FYE 2025 Achievements	FYE 2026 Action Plans and Targets
ABAC	Zero bribery and corruption cases	Zero bribery and corruption cases
Whistle-Blowing	Zero cases of whistle-blowing	Zero cases of whistle-blowing
Carbon Emission Management	Initiated our first year in carbon accounting by measuring our Scope 1, Scope 2, and Scope 3 emissions - Employee Commuting and Business Travel, with reference to the Greenhouse Gas ("GHG") Protocol as the guiding framework to support future reduction planning and disclosures	Track Scope 1 emissions from refrigerants leaks
Energy Management	The solar photovoltaic ("PV") system generated 185,719 kWh of electricity, which was sold to Tenaga Nasional Berhad ("TNB"), resulting in an additional profit of RM35,681.53 Replaced the ceiling light at manufacturing, production, warehouse and office areas with Light Emitting Diode ("LED") lights	Increase the awareness of staff in energy saving through posters
Water Management	Harvested a total of 972 litres of water from rainwater, resulting in savings equivalent to RM2,792.88	Install two (2) additional rainwater harvesting tanks
Waste Management	Sold a total of 474,240.30 kg of scrap materials for recycling, generating RM690,689.78 in revenue	Track office waste, starting with the monitoring of scrap paper repurposed for parcel wrapping
OSH	Six (6) cases of work-related injuries 81 employees trained on health and safety standards	Further reduce number of work-related injuries
Employee Management	Achieved an employee satisfaction score of 78.0%	Maintain a minimum employee satisfaction score of 78.0%
Training and Development	Average of 11 training hours per employee	Increase to 12 training hours per employee
Local Community	Engagement in sponsorship to community, fire safety and protection initiatives as well as education and student support Total engagement in local community: 12 events	Maintain at least 12 community engagement events in FYE 2026, with continued focus on fire safety, education support, and local sponsorship initiatives
Supply Chain Management	Composition of our suppliers: (i) Local (78.5%) (ii) Foreign (21.5%) Percentage of suppliers that scored 4 (highest score) in our evaluation: (i) Local (78.4%) (ii) Foreign (21.6%)	Currently, we have not set formal supplier-related ESG targets. However, we recognise the importance of responsible supply chain management and are actively working to establish a framework for future targets
Data Privacy and Security	Zero complaints on concerning breaches of customer privacy and losses of customer data	Zero complaints of breaches of customer privacy and losses of customer data

SUSTAINABILITY STATEMENT (Cont'd)

SUSTAINABILITY POLICY

Established on 20 April 2022, the Sustainability Policy provides a structured approach for incorporating ESG considerations into the Group's operations and business practices. It aligns with Bursa Securities' Sustainability Reporting Guide, 3rd edition and guides decision-making on sustainability-related matters. This policy sets out expectations for responsible conduct across various areas, including resource management, workplace practices, and stakeholder engagement. It also aims to strengthen internal alignment by integrating relevant sustainability considerations into strategies, daily operations, and corporate culture. The full Sustainability Policy is available on our corporate website at <https://uniquefire.com/insights/>.

ENVIRONMENTAL

CARBON EMISSIONS MANAGEMENT

Management Approach, Progress and KPIs

The Group recognises the importance of managing GHG emissions as part of its environmental responsibility and long-term sustainability goals. We have implemented a structured approach to measure and manage emissions, beginning with the calculation of Scope 1 and Scope 2, and we have selected Scope 3 categories (business travel and employee commuting) using the GHG Protocol and Intergovernmental Panel on Climate Change ("IPCC") Guidelines. Our ongoing review of delivery operations aims to optimise logistics and address Scope 3 emissions. Moving forward, we are committed to continuous annual emissions reporting, initiating the tracking of emissions from third-party providers, and identifying opportunities to improve efficiency and reduce our overall carbon footprint.

As part of the Group's commitment to environmental sustainability, several initiatives have been introduced to understand better, measure, and reduce GHG emissions. These efforts reflect an ongoing strategy to align with global standards, improve operational efficiency, and support climate-related goals through responsible emissions management.

1. GHG Emissions Management

This year marks a significant step forward as the Group has begun calculating its Scope 1, Scope 2, and Scope 3 GHG emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, aligned with the IPCC Guidelines. This effort lays the foundation for a more comprehensive understanding of the Group's carbon footprint and will support targeted emission reduction strategies.

The breakdown of our Group's emissions by category is as follows (tonnes/CO₂e):

GHG Emissions data	FYE 2023	FYE 2024	FYE 2025
Total Direct (Scope 1) Emissions (tCO ₂ e)	N/A	N/A	5,973.24
Total Indirect (Scope 2) Emissions (tCO ₂ e)	613.20	381.33	417.03
Total Other Indirect (Scope 3) Emissions (tCO ₂ e)	N/A	N/A	326.72
(i) Category 6: Business Travel (tCO ₂ e)	N/A	N/A	3.69
(ii) Category 7: Employee Commuting (tCO ₂ e)	N/A	N/A	323.03

Note:

- Scope 1 covers direct emissions from liquefied petroleum gas ("LPG") combustion and diesel usage for lorries and forklifts
- The emissions factor for Scope 2 emissions (Purchased Electricity) is derived from the Grid Emissions Factor ("GEF") in Malaysia published by Suruhanjaya Tenaga
- The calculation methodology of Scope 3 emissions is derived from GHG Protocol - Technical Guidance for Calculating Scope 3 Emissions, using data assumptions and emission factors from the UK Government GHG Conversion factors for Company Reporting
- Category 6 - Business Travel includes emissions from employee business travel such as flights, car rentals, and ride-hailing services incurred for work-related purposes
- Category 7 - Employee Commuting includes employee commuting from home to office

SUSTAINABILITY STATEMENT
(Cont'd)

ENVIRONMENTAL (CONT'D)

CARBON EMISSIONS MANAGEMENT (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

2. Optimised Delivery

Branches in Johor and Penang are currently utilising hired trucks for delivery operations. This approach is under active review to explore more cost-efficient and environmentally friendly alternatives that can help reduce downstream (Scope 3) emissions.

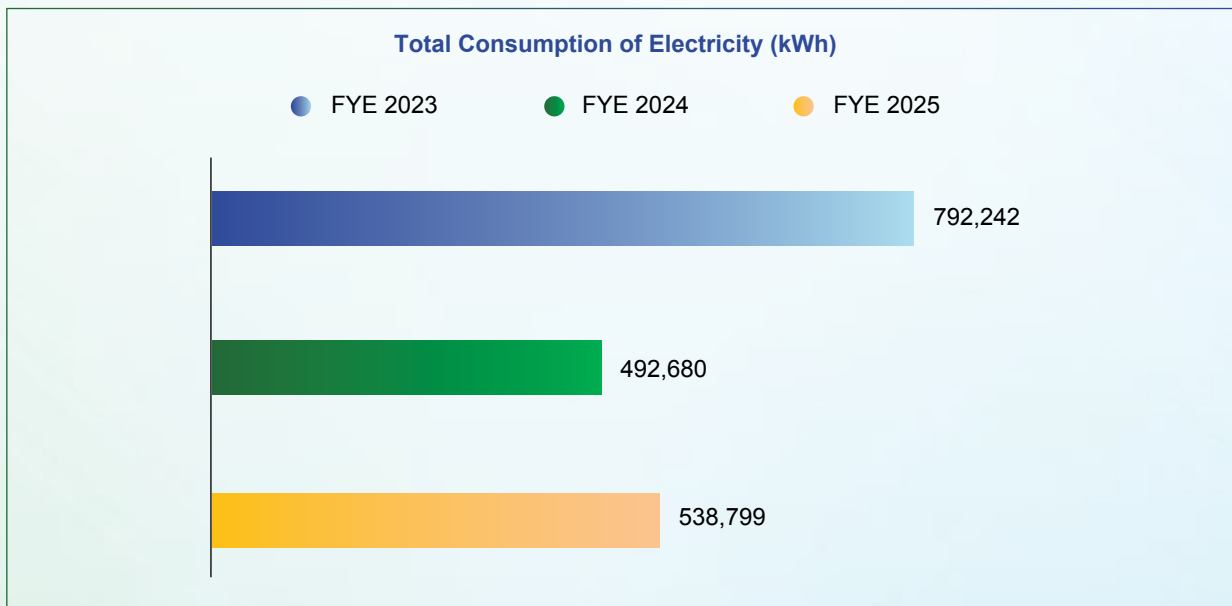
ENERGY MANAGEMENT

Management Approach, Progress and KPIs

The Group adopts a proactive approach to energy management by tracking electricity consumption across operations, integrating renewable energy sources, and implementing energy efficiency measures. Energy usage data is monitored regularly to identify optimisation areas and support informed decision-making. We expand its use of renewable energy through on-site solar PV systems and progress the development of a large-scale solar farm to support clean energy goals further. At the same time, initiatives such as production schedule optimisation, LED lighting upgrades, information technology ("IT") equipment replacement, and server consolidation help reduce energy demand. Moving forward, we remain committed to improving energy performance and transparently disclosing its progress.

1. Electricity Consumptions

As part of the Group's energy management efforts, electricity consumption is tracked to better understand operational energy use and identify areas for efficiency improvement. In FYE 2025, total electricity consumption increased by approximately 9.4% compared to the previous year. The slight increase in FYE 2025 reflects changes in operational needs and site-level consumption patterns.



Moving forward, we plan to further optimise electricity use by expanding solar adoption where feasible and monitoring consumption trends to support efficiency initiatives.

SUSTAINABILITY STATEMENT (Cont'd)

ENERGY MANAGEMENT (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

2. Renewable Energy Integration

The Group also expanded its use of renewable energy through solar generation initiatives:

- **On-Site Solar Energy Generation**
In FYE 2025, the Group generated 185,719 kWh of electricity through its solar PV system, resulting in total cost savings of RM39,229.60. A significant portion of this electricity was exported to Tenaga Nasional Berhad ("TNB"), resulting in additional profit of RM35,681.53 through the sale of surplus energy to the national grid. Solar energy was generated from facilities equipped with PV systems, supported by ongoing monitoring to ensure system efficiency. We continue to operate and maintain the existing renewable energy systems to support energy cost management.
- **Solar Farm Investment ("LSS5")**
We are developing a 300-acre solar farm in Perak under the LSS5 project, scheduled to begin operations in 2027. This project represents a major step toward renewable energy investment to support clean energy development, with provisions for selling electricity through contracted agreements, which aligns with national renewable energy goals and aims to benefit the local community.

3. Energy Efficiency Improvement

To address rising energy demands and support operational efficiency, the Group implemented a series of strategic energy-saving initiatives:

- **Manufacturing and Production Optimisation**
We have introduced five-day work weeks across operations, concentrating energy usage during productive hours to reduce wastage. Additionally, our new product designs incorporate energy-efficient manufacturing processes, helping to lower overall energy demand during production.
- **Lighting Upgrades**
Conventional lighting in manufacturing, production, warehouse, and office areas has been replaced with energy-efficient LED systems. This transition significantly reduces electricity consumption while improving lighting quality and workplace conditions.
- **IT Equipment Upgrades**
Outdated computers and laptops are being replaced with energy-efficient models that offer enhanced battery life and better charging performance. This initiative not only reduces energy draw but also improves overall work efficiency.
- **Server Consolidation**
We have migrated several on-site servers to cloud-based solutions. This reduces the energy consumed by cooling systems and running hardware, contributing to lower electricity use and improved data security.

SUSTAINABILITY STATEMENT (Cont'd)

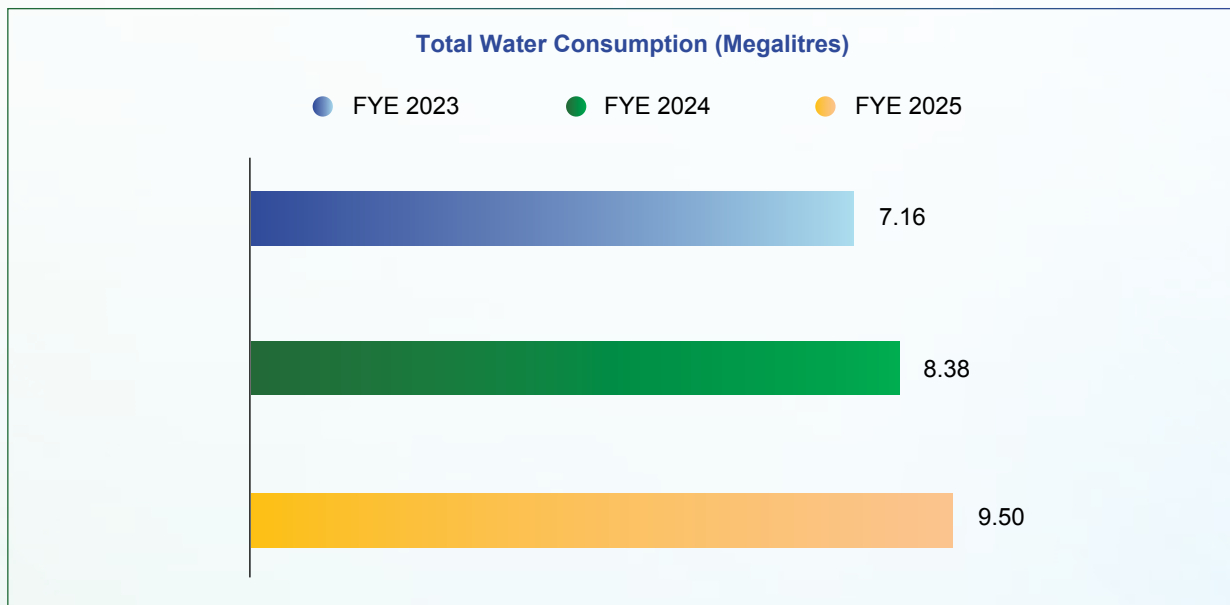
WATER MANAGEMENT

Management Approach, Progress and KPIs

The Group adopts a structured approach to sustainable water management by reducing consumption, enhancing recycling, and using alternative sources such as rainwater. Over 23,000 litres of water were reused in quality control processes, such as cylinder leak testing, through an in-house recycling system. While further investment in rainwater harvesting expansion is temporarily on hold, efforts are focused on improving the current system, including the planned installation of two additional stainless steel tanks to increase storage and enhance overall water efficiency.

1. Water Consumption

In FYE 2025, the Group recorded a total water consumption of 9.50 megalitres, showing an 13.4% increase from 8.38 megalitres in FYE 2024. The increase in water consumption is primarily due to higher production and testing activities, as well as the expansion of branch operations.



Moving forward, we will intensify monitoring efforts and explore the implementation of water-saving technologies to reverse the current trend and support sustainable growth.

2. Water Recycling and Leak Testing

The Group's water recycling system plays a key role in its sustainability efforts, supporting processes such as cylinder leak testing, product washing, and other quality control measures. Leak testing is crucial for ensuring the integrity and safety of each unit. The frequency of testing is adjusted based on operational needs, and continuous improvements in testing procedures have led to a significant reduction in water usage without compromising effectiveness.

In FYE 2025, we saw a 23.5% decrease in overall water usage in leak testing from 30,636 litres to 23,427 litres. The table below provides our water-related KPI data for the last two (2) reporting years.

	FYE 2024	FYE 2025
Water Usage (Litre)	30,636	23,427
Frequency of Usage (Cycle)	17	13
Qty Cylinder Leak Test (Unit)	52,968	53,396

SUSTAINABILITY STATEMENT (Cont'd)

WATER MANAGEMENT (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

2. Water Recycling and Leak Testing (Cont'd)



CO₂ Fire Extinguisher Leaks Test Process

Shows CO₂ fire extinguishers submerged in a testing tank. This is part of the leak detection process, where submerged cylinders are checked for any escaping bubbles—an indication of leakage.



Water Tank for Leaks test

Displays the dedicated water tank used for the leak tests. This robust setup is an essential part of the recycling system, enabling water to be reused efficiently across multiple test cycles.

3. Rainwater Harvesting

The Group has implemented rainwater harvesting systems as part of its sustainability commitment. These systems are currently utilised for non-potable applications such as washing lorries and watering plants. Collected rainwater is stored in dedicated tanks and is monitored monthly to evaluate the system's performance in reducing treated water consumption.

In FYE 2025, the Group harvested 972 litres of rainwater, achieving savings equivalent to RM2,792.88. While the volume of harvested water fluctuated due to seasonal rainfall, the initiative demonstrates significant potential for long-term water cost reduction.

However, further investment in the rainwater harvesting project will be on hold for the time being to focus on improving the current system and assessing more cost-effective water-saving methods. This includes installing two (2) additional stainless steel tanks with a capacity of 1,730 litres each to support ongoing water management efforts.



Rainwater Harvest Collection System

SUSTAINABILITY STATEMENT (Cont'd)

WASTE MANAGEMENT

Management Approach, Progress and KPIs

The Group adopts a circular approach to waste management, ensuring all scheduled chemical waste is safely managed by certified provider Kualiti Alam, with proper on-site storage and disposal as stipulated by the Department of Environment (“DoE”). Recyclable materials such as scrap metal and plastic are recovered and sold, with part of the proceeds reinvested into employee support initiatives. Moving forward, we will enhance waste tracking data to cover office waste, identify opportunities to repurpose chemical waste for product development, and expand recycling initiatives to further align with circular economy principles.

1. Chemical Waste Management

The Group disposes chemical waste in strict compliance with DoE regulations. All scheduled waste is managed by Kualiti Alam using approved packaging and transport protocols through a certified third-party provider. A designated on-site storage area ensures proper handling before disposal. We explore opportunities to repurpose specific waste streams for future product development. In FYE 2025, the Group generated 7.62 metric tonnes of waste, with 6.98 metric tonnes sent for disposal.

Waste	Quantity Generated (Metric Tonnes)			Quantity Disposed (Metric Tonnes)		
	FYE 2023	FYE 2024	FYE 2025	FYE 2023	FYE 2024	FYE 2025
SW204: Waste from electrical and electronic components	0	0	0.07	0.94	0	0.07
SW408: Contaminated soil, debris or matter resulting from the cleaning up of a spill of chemical, mineral oil or scheduled waste	2.06	1.73	4.57	3.21	1.73	3.93
SW410: Rags, plastics, papers, or filters contaminated with scheduled waste	1.58	0.87	2.29	1.58	0.87	2.29
SW417: Sludge from ink, paint, and adhesives	0.20	0.24	0.69	0.20	0.24	0.69
Total	3.84	2.84	7.62	5.93	2.84	6.98

2. Scrap Metal and Plastic Recovery

The Group recovers and sells scrap materials, including metal, plastic, and packaging. Revenue from these sales is partially reinvested into employee support initiatives, adding value to waste recovery practices. In FYE 2025, we recovered 474,240.30 kg of scrap materials, generating approximately RM690,689.78 in revenue.

	FYE 2023	FYE 2024	FYE 2025
Quantity of Scrap Materials Sold (kg)	341,574.00	335,773.00	517,905.00
Total Value (RM)	567,455.99	544,889.51	743,555.08

SUSTAINABILITY STATEMENT (Cont'd)

SOCIAL

OCCUPATIONAL SAFETY AND HEALTH

Management Approach, Progress and KPIs

Safety is a core value embedded into the Group's operational and strategic decision. We remain steadfast in our aim to implement robust OSH systems to ensure a safe and healthy work environment for all employees, contractors and stakeholders.

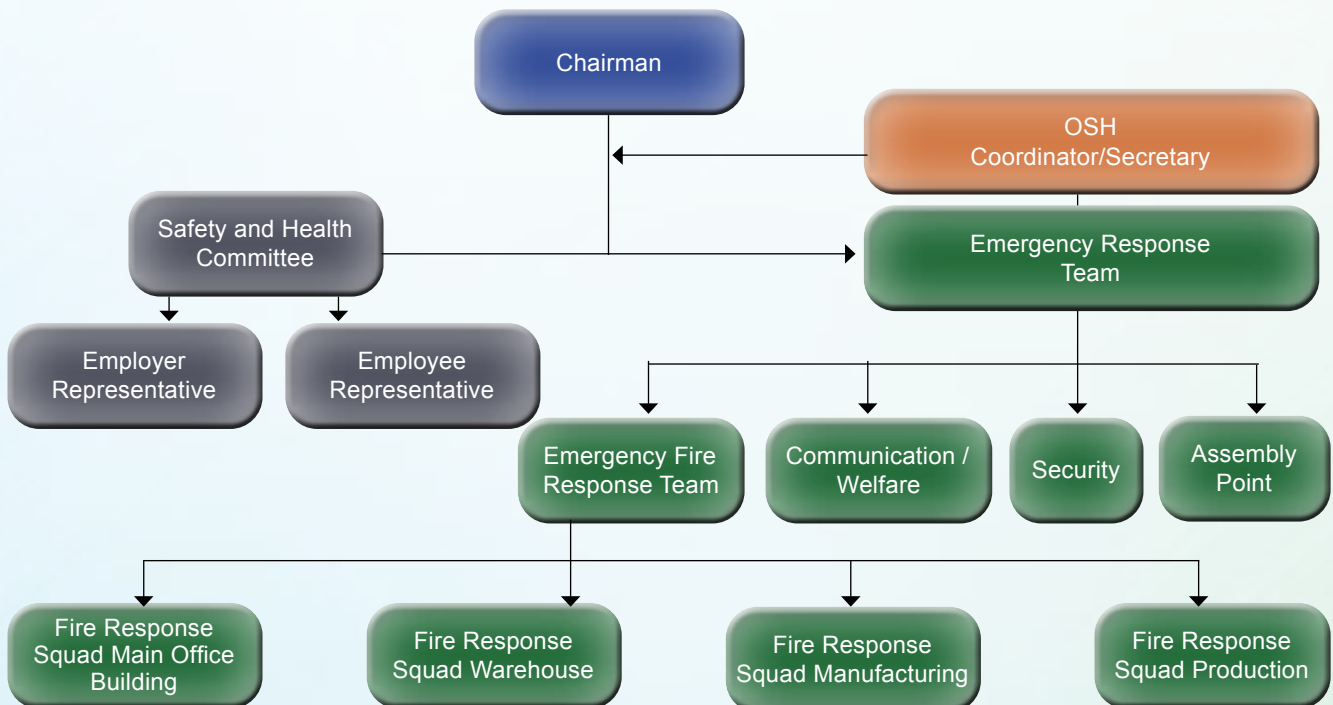
A strong safety culture is fostered through quarterly Safety and Health Committee meetings, during which past incidents are reviewed, hazards assessed, and proactive measures implemented. This committee is chaired by the Executive Director and supported by the OSH Coordinator as the Committee Secretary. It comprises 10 members, equally representing management and employees, to ensure balanced and inclusive oversight.

The Safety and Health Committee is responsible for:

- Developing and maintaining safety policies and work procedures
- Assessing safety program effectiveness and recommending improvements
- Analysing incidents and near misses to prevent future occurrences
- Reporting unsafe conditions and recommending corrective actions
- Reviewing safety policies in line with regulations and best practices

The Group's Safety and Health Committee organisational structure is shown below:

SAFETY HEALTHY COMMITTEE/EMERGENCY RESPONSE TEAM ORGANISATION CHART



SUSTAINABILITY STATEMENT
(Cont'd)

SOCIAL (CONT'D)

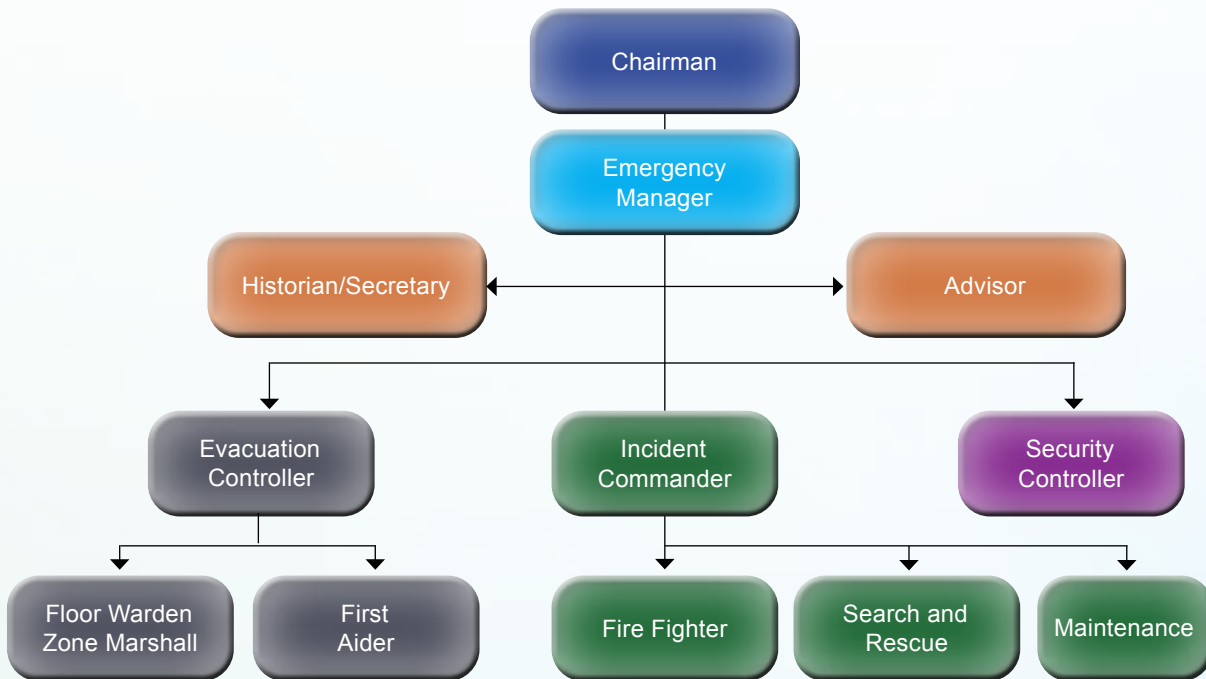
OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

The Emergency Response Team (“ERT”) complements the Group’s OSH structure by ensuring readiness for critical incidents. Responsibilities include fire safety, emergency response protocols, crisis communication, and evacuation coordination. The ERT plays a central role in maintaining a safe environment during emergencies.

The following chart describes the Emergency Response Team organisation chart for the Group:

EMERGENCY RESPONSE TEAM ORGANISATION CHART



The Safety and Health Committee and ERT oversee the implementation of occupational safety measures across the Group. The following sections present the results of these efforts, including recorded incidents, calculated safety performance metrics, and employee training activities carried out during the reporting year.

1. Workplace Accident

During the reporting period, the Group recorded zero workplace fatalities and maintained full compliance with OSH regulations, reflecting its continued commitment to safeguarding the well-being of all employees. Six (6) workplace accidents occurred during the year, five (5) of which led to a total of 11 lost working days.

The Group’s workplace safety-related data is summarised in the table below.

Category	Case Reported		
	FYE 2023	FYE 2024	FYE 2025
Number of fatality (cases)	0	0	0
Number of accidents (cases)	6	6	6
Number of accidents that cause the lost working hours (cases)	3	3	5
Number of lost working days led by accidents (days)	12	9	11
Number of accidents without loss of working hours (cases)	3	3	1

SUSTAINABILITY STATEMENT (Cont'd)

SOCIAL (CONT'D)

OCCUPATIONAL SAFETY AND HEALTH (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

2. Safety Performance Metrics

To evaluate safety performance, several key indicators are calculated based on total hours worked. These include fatality rate, accident rate, likelihood rate, severity rate, and lost time incident rate ("LTIR"). Further information of our occupational workplace accident data is illustrated in the table below:

Metric	Occupational Workplace Accident		
	FYE 2023	FYE 2024	FYE 2025
Fatality Rate	0	0	0
Accident Rate	15.41	15.41	13.40
Likelihood Rate	15.41	15.41	13.40
Severity Rate	10.27	23.11	24.50
LTIR	7.70	7.70	24.50

3. Safety Engagement and Training

To reinforce safety awareness, the Group conducted monthly safety briefings throughout 2025, in collaboration with the DOSH. These sessions engaged 81 employees across Warehouse, Production, and Manufacturing departments.

 <p>Workplace Housekeeping and Signage</p> <ul style="list-style-type: none"> • Importance of workstation housekeeping • Addition of safety and adequate signage • Housekeeping inspections and recommendations 	 <p>Safety Incident Management</p> <ul style="list-style-type: none"> • Workplace accident information • Lost Time Injury ("LTI") and first incidents • Past incident reviews and lessons learned
 <p>Emergency Preparedness</p> <ul style="list-style-type: none"> • Emergency evacuation plan and response team • Assembly point awareness • Emergency response layout 	 <p>Workplace Hazards and Inspection Findings</p> <ul style="list-style-type: none"> • Identification of potential hazards • Findings from routine workplace inspections
 <p>Personal Protective Equipment ("PPE")</p> <ul style="list-style-type: none"> • Use of PPE in various settings (e.g. forklift operation, chemical handling) 	 <p>Occupational Safety and Health Regulations</p> <ul style="list-style-type: none"> • Responsibilities of employer and employee (OSHA 1994) • Materiality Safety Data Sheet ("MSDS") awareness

These briefings formed a critical part of the Group's preventive safety measures, helping to strengthen operational safety and build a workplace culture centred on accountability, awareness, and compliance.

SUSTAINABILITY STATEMENT (Cont'd)

EMPLOYEE MANAGEMENT

Management Approach, Progress and KPIs

At the heart of the Group's success is a diverse, skilled and engaged workforce. We are committed to fostering an inclusive environment where every employee is respected, valued and offered equal opportunities to grow and thrive. Our employee management approach is rooted in the principles of fairness, transparency and meritocracy. We believe that investing in our people and cultivating a culture of respect and inclusion directly contributes to higher employee engagement, improved productivity and long-term business sustainability.

1. Workforce Diversity and Equal Opportunity

Efforts to promote a diverse and respectful workplace contributed to stronger employee engagement and satisfaction. Collaboration with department heads to strengthen the Employee Engagement Program, recognition initiatives, and fair compensation practices led to a positive outcome. For FYE 2025, the employee satisfaction score reached 78.0%, meeting the internal KPI target of 75.0%.

The Group strictly adheres to labour laws, ensuring fair treatment, non-discrimination, and the protection of employees' rights. All workforce practices comply with the Malaysian Employment Act 1955 and relevant labour regulations, with a commitment to eliminating forced or compulsory labor, child labor, and ensuring freedom of association. Furthermore, there were no human rights violations or instances of employing individuals below the legal working age during the reporting period.

Efforts to monitor workforce dynamics, such as turnover and demographic diversity, are essential for maintaining an inclusive and engaging environment. For FYE 2025, the Group recorded a turnover rate of 37.5%, indicating the importance of placing higher efforts on ongoing retention strategies and employee development initiatives. We track key diversity metrics, including workforce movement, age distribution, nationality, and leadership composition, ensuring that equal opportunities are provided to all employees and that non-discrimination is upheld.

The following table presents an overview of the Group's employee-related data.

	Unit	FYE 2023	FYE 2024	FYE 2025
Total Board Members by Gender				
Total Board Members	Number	8	8	8
Female	%	37.5	37.5	37.5
Male	%	62.5	62.5	62.5
Total Board Members by Age Group				
<30	%	0	0	0
30–39	%	12.5	12.5	12.5
40–50	%	50.0	50.0	50.0
>50	%	37.5	37.5	37.5
Total Employees by Nationality				
Malay	%	43.2	47.7	63.3
Chinese	%	25.2	19.0	16.7
Myanmar	%	11.6	9.2	6.5
Nepali	%	10.3	9.2	5.6
Bangladeshi	%	9.7	14.4	7.9
Indian	%	0	0.5	0

SUSTAINABILITY STATEMENT (Cont'd)

EMPLOYEE MANAGEMENT (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

1. Workforce Diversity and Equal Opportunity (Cont'd)

	Unit	FYE 2023	FYE 2024	FYE 2025
Total Age by Employee Category				
Senior Management				
<30	%	0	0	0
30-39	%	37.5	33.3	25.0
40-50	%	37.5	55.6	62.5
>50	%	25.0	11.1	12.5
Middle Management				
<30	%	10.5	6.2	5.9
30-39	%	47.4	50.0	47.1
40-50	%	26.3	25.0	29.4
>50	%	15.8	18.8	17.6
Senior Executive				
<30	%	33.3	12.5	12.0
30-39	%	33.3	54.2	44.0
40-50	%	25.0	25.0	36.0
>50	%	8.4	8.3	8.0
Executive				
<30	%	51.3	37.8	38.7
30-39	%	35.9	48.9	53.2
40-50	%	10.3	11.1	4.9
>50	%	2.5	2.2	3.2
Non-Executive				
<30	%	55.4	53.8	62.1
30-39	%	43.1	41.2	34.0
40-50	%	0	3.8	2.9
>50	%	1.5	1.2	1.0
Total Gender by Employee Category				
Senior Management				
Female	%	25.0	44.4	37.5
Male	%	75.0	55.6	62.5
Middle Management				
Female	%	42.1	37.5	41.2
Male	%	57.9	62.5	58.8
Senior Executive				
Female	%	45.8	41.7	52.0
Male	%	54.2	58.3	48.0

SUSTAINABILITY STATEMENT
(Cont'd)

EMPLOYEE MANAGEMENT (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

1. Workforce Diversity and Equal Opportunity (Cont'd)

	Unit	FYE 2023	FYE 2024	FYE 2025
Executive				
Female	%	51.3	53.3	51.6
Male	%	48.7	46.7	48.4
Non-Executive				
Female	%	9.2	10.0	8.7
Male	%	90.8	90.0	91.3
Total Employee Turnover by Employment Category				
Senior Management	Pax	0	1.0	1.0
Middle Management	Pax	2.0	2.0	1.0
Senior Executive	Pax	1.0	5.0	5.0
Executive	Pax	4.0	15.0	8.0
Non-Executive	Pax	20.0	12.0	58.0
Total Employees by Employment Contract				
Permanent Employees	%	68.4	67.2	76.7
Contract Employees	%	31.6	32.8	23.3

2. Employee Benefits

The Group provides a set of employee benefits that address practical needs related to compensation, health support, and workplace engagement. These include attendance allowances, medical and dental claims, long service awards, and access to company activities. Some benefits are applied based on role, department, or length of service.

The current list of benefits includes:

Category	Type of Benefit	Eligibility Criteria
Compensation and Incentives	<ul style="list-style-type: none"> Monthly/Yearly Attendance Allowance Annual Salary Review Performance Bonus 	Based on performance or attendance
Health and Wellness	<ul style="list-style-type: none"> Medical Claim Dental/Optical 	Based on years of service/job category
Recognition and Retention	<ul style="list-style-type: none"> Long Service Award Wedding Gift New Born Gift Condolence Attendance Allowance 	Based on years of service or relationship
Mobility and Tools Support	<ul style="list-style-type: none"> Car Allowance Mobile Phone Benefit 	For sales employees/by department request
Leave and Time Off	<ul style="list-style-type: none"> Birthday Leave 	Claimable during birthday month
Engagement and Culture	<ul style="list-style-type: none"> Company Engagement Activity (Quarterly) Yearly Team Building Activity 	Full-time employees only
Occupational Safety Support	<ul style="list-style-type: none"> Safety Shoes Claim 	For operation and engineering department employees

SUSTAINABILITY STATEMENT (Cont'd)

EMPLOYEE MANAGEMENT (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

3. Employee Engagement

An annual Employee Satisfaction survey is conducted to gather insights about our strengths and identify opportunities for improvements, with the goal of enhancing the overall employee experience and strengthening our corporate culture. In FYE 2025, the Group recorded a 78.0% employee satisfaction score. Moving forward, we aim to maintain a satisfaction score at or above the current level.

Beyond surveys, the Group supports employee interaction throughout the reporting year through the organisation of various activities such as corporate annual dinner, recreational sports and outdoor activities. The aim of these engagements is to cultivate an environment where positive relationships among co-workers can thrive, fostering a sense of unity and mutual support.

Employee Engagement



19 January 2025
Annual Dinner 2025



21 February 2025
Badminton (Setia Sport Arena, Shah Alam)



18 May 2024
Cycling (Taman Botanic Negara,
Shah Alam)



22-23 June 2024
Gopeng



22 November 2024
Bowling (Alam Lane, Aeon Mall
Shah Alam)

SUSTAINABILITY STATEMENT (Cont'd)

TRAINING AND DEVELOPMENT

Management Approach, Progress and KPIs

We view training and development as a strategic investment in our people and one of the key drivers of organisational success. Our approach is centered on equipping employees with the skills necessary to perform their roles effectively, comply with regulations, and remain agile in a rapidly changing environment. Through a combination of on-the-job learning, physical workshops and training, and digital courses, we empower our workforce to adapt, innovate and contribute to the Group's long-term goals.

In FYE 2025, the Group implemented structured training activities designed to enhance employee competence in line with operational and regulatory requirements. A total of 1,455 training hours were recorded, resulting in an average of 11 training hours per employee with a training expenditure of RM101,875. Programs covered practical areas such as data handling, technical processes, compliance requirements, and workplace safety. These sessions were planned based on departmental roles and reviewed periodically to ensure their relevance. Moving forward, the Group aims to achieve an average training hours to 12 per employee to support skill development across key operational areas.

Total hours of training by employee category in FYE 2025 is summarised below:

Category	Total Hours
Board of Directors	161
Senior Leadership Team	1,517
Middle Management Team	286
Senior Executive Team	388
Executive Team	294
Non-Executive Team	77

The following table outlines the range of training topics conducted during FYE 2025.

Category	Topics
Data and Digital Skills	<ul style="list-style-type: none"> MIA Webinar Series: Financial Modelling for Forecasting Budgeting and Financial Statement in Excel Beyond the Basics: Excel Data Mastery for Visual Insights and Informed Decisions Workshop E-Invoicing Implementation of E-Invoicing in Malaysia
Technical Competencies	<ul style="list-style-type: none"> Executive Master of Human Resource Management Fire Risk Assessors Courses ISO 9001:2015 Quality Management System Internal Auditor Training Course National Institute for Occupational Safety and Health ("NIOSH") Tenaga Safety Leader Passport Introduction to Environment, Social and Governance and Sustainability Statement Drafting and Creation Workshop
Compliance and Regulatory Knowledge	<ul style="list-style-type: none"> Handling Post Listing Obligations International Fire Conference and Exhibition Malaysia ("IFCEM") Decoding Transaction and Related Party Transaction ("RPT") Rules Handling Challenges in Corporate Disclosures Anti-Bribery and Corruption
Safety and Operational Training	<ul style="list-style-type: none"> Defensive Driving Courses

SUSTAINABILITY STATEMENT (Cont'd)

DATA PRIVACY AND SECURITY

Management Approach, Progress and KPIs

As technology plays an increasingly vital role in enabling more efficient and collaborative work environments, it is critical for Unique Fire to effectively manage the growing threats and risks associated with data privacy and security breaches. We prioritise data privacy and security as a fundamental to maintaining trust with our stakeholders.

The Group's approach is built on a robust data protection framework designed to ensure that information is shared lawfully and appropriately, with data managed securely, confidentially and with integrity. In alignment with local and global data protection regulations such as the Personal Data Protection Act, we are committed to safeguarding personal and business-critical data while fostering a culture of accountability and continuous improvement in data security.

1. Data Protection Framework

As cyber threats evolve, the Group has taken proactive steps to strengthen its data protection framework. Several key policies have been implemented to guide data security practices:

Policy	Purpose
Backup Recovery Policy	Ensures consistent data backup procedures and supports recovery during disasters, hardware failures, or investigations.
Data Security and Protection Policy	Regulates access to confidential data, empowers secure data usage, and increases awareness to prevent breaches.
Password Policy	Promotes strong password practices as a first line of defence against unauthorised access.

To support these policies, robust IT security measures are maintained, including regular software updates and annual security testing. All employees receive cybersecurity training, such as phishing awareness, to enhance vigilance and responsiveness. In FYE 2025, additional measures were introduced, including advanced spam filters and stricter physical security protocols. Moving forward, we will continue to invest in data protection and employee awareness to ensure long-term security and resilience as part of our broader sustainability strategy.

2. Customer Responsibility

The Group is committed to safeguarding customer data and ensuring privacy through these robust security measures. Customers are informed about data collection practices and are empowered to control their information. In FYE 2025, there were no data breaches or privacy complaints recorded, reflecting the Group's dedication to customer privacy and trust.

We maintain a structured process for managing customer complaints to ensure timely and appropriate resolution. Complaints may be submitted through various channels, including sales representatives, email, or the company hotline. Once received, complaints are formally logged and assessed. Product-related complaints are managed through a Return Material Authorisation ("**RMA**") process, while other matters are directed to the relevant departments for investigation and follow-up. We aim to resolve issues within timelines proportionate to the complexity of each case, and customers are informed of outcomes once actions are completed.

Customer feedback is gathered through bi-annual satisfaction surveys, which help the Group assess service quality and identify areas for improvement. In FYE 2025, this ongoing engagement process contributed to a customer satisfaction score of 93.3%, reflecting the effectiveness of the Group's approach in meeting customer expectations.

SUSTAINABILITY STATEMENT
(Cont'd)

SUPPLY CHAIN MANAGEMENT

Management Approach, Progress and KPIs

The Group is committed to responsible and transparent procurement practices that align with its operational needs and sustainability goals. We implement a structured supplier evaluation and selection process that assesses both new and existing suppliers based on key criteria, including but not limited to quality, pricing, delivery, and service standards. Long-term partnerships with reliable suppliers are valued, as they support supply chain resilience and performance. Moving forward, we aim to establish formal supplier-related ESG targets as part of a broader framework for responsible supply chain management.

1. Supplier Evaluation Process

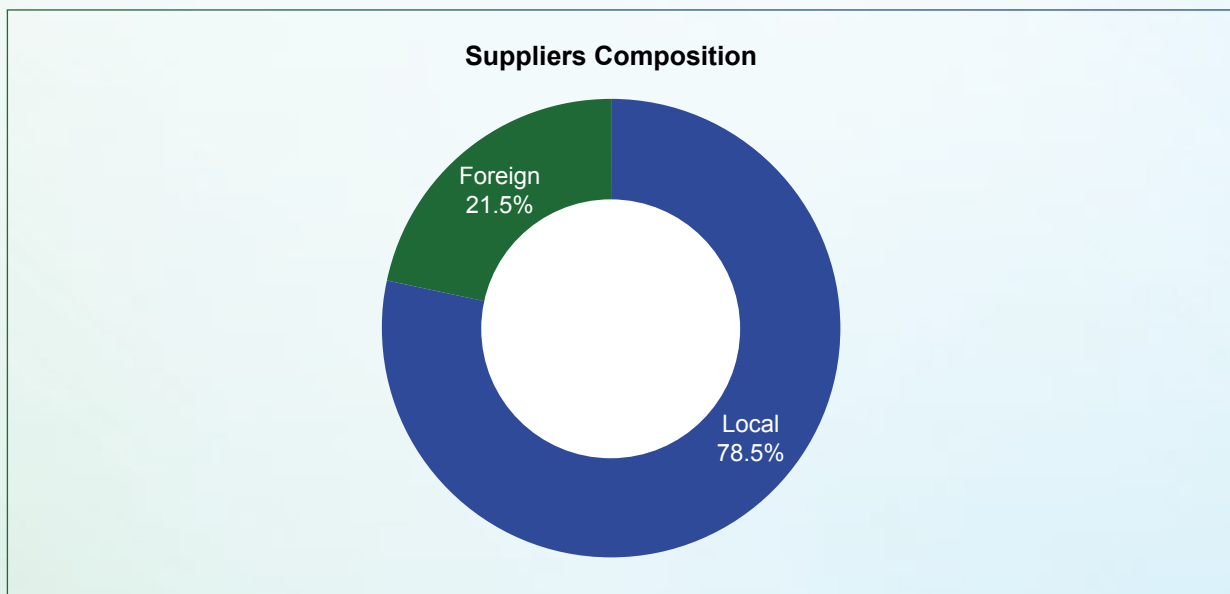
A systematic process is in place to assess both new and existing suppliers, ensuring their alignment with the Group's quality, pricing, and delivery expectations. This process helps evaluate the reliability and performance of suppliers, ensuring that only high-quality and efficient suppliers remain in our supply chain. New suppliers are assessed using the New Supplier Evaluation Form, while the performance of existing suppliers is reviewed annually with the Supplier Performance Evaluation Form.

Selecting suppliers that align with our standards is critical to maintaining the quality of our products. New suppliers are evaluated and approved by the respective HoD before being included in the Approved Supplier List. Existing suppliers are assessed yearly, with their performance reviewed by the Managing Director.

Suppliers are assessed based on the following criteria:

- Product/Service Quality
- Pricing Policy
- Delivery Performance
- Level of Cooperation
- After-sale Service
- Flexibility to Urgent Requests
- Ability to Source

For FYE 2025, a total of 194 local suppliers and 53 foreign suppliers were recorded.



Looking ahead, our commitment is to strengthen relationships with local suppliers who meet our performance standards, ensuring the continued quality and efficiency of our supply chain. We will focus on retaining and improving relationships with suppliers who meet our high standards, while further expanding our network of top-performing suppliers.

SUSTAINABILITY STATEMENT (Cont'd)

SUPPLY CHAIN MANAGEMENT (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

2. Local Supplier Support

The Group actively engages with local suppliers and continuously seeks opportunities to strengthen relationships with regional businesses, thereby supporting local economic development and reducing our environmental footprint. Various initiatives are undertaken to enhance collaboration with local suppliers, contributing to a diverse and resilient supply chain.

During this reporting year, 35.0% of the Group's major product purchases were sourced from local suppliers, while the remaining 65.0% were sourced from foreign suppliers. The spending trend over the past three reporting years is shown below:

Spending on Local Suppliers

	Unit	FYE 2023	FYE 2024	FYE 2025
Total spending on local suppliers	%	32.5	33.5	35.1

Moving forward, we will continue efforts to increase the proportion of local suppliers in our procurement activities. This includes reviewing current sourcing practices, exploring viable local alternatives that meet quality and operational standards, and supporting capacity-building where appropriate. Strengthening local sourcing is considered a practical step toward enhancing supply chain resilience and mitigating exposure to external disruptions.

LOCAL COMMUNITY

Management Approach, Progress and KPIs

The Group engages with local communities through targeted initiatives that support public safety, education, and local development. Activities are guided by practical needs identified through ongoing engagement with stakeholders and local partners. These include collaborations with schools, event sponsorships, and contributions to safety-related programs. The Group's approach reflects a structured effort to contribute to social development while maintaining relevance to its core operations. Moving forward, we will maintain at least 12 community engagement activities in FYE 2026, with a continued focus on fire safety, education support, and sponsorship of local initiatives.

In FYE 2025, the Group allocated RM151,005.71 to a range of community-focused initiatives aimed at supporting public safety, education, and local engagement. Support for community engagement included contributions to local events, youth programs, and civic organisations. Fire safety initiatives involved distributing firefighting equipment and conducting awareness activities with educational institutions and professional associations. The Group also supported education-related needs by donating materials to schools and offering recognition to participating students through corporate-sponsored items. Together, these programs demonstrate a practical approach to community involvement by supporting areas that align with the Group's operations and stakeholder interests.

SUSTAINABILITY STATEMENT
(Cont'd)

LOCAL COMMUNITY (CONT'D)

Management Approach, Progress and KPIs (Cont'd)

Below is the list of activities carried out during the year:

Community Engagement and Sponsorships	Monetary sponsorship to: <ul style="list-style-type: none"> • Negeri Sembilan Youth Challenge 2024 • Fundraising Charity to Rotary Club of Kota Famosa Malacca • SME Association of Sabah 3rd Term council members installation cum fundraising night 2024 • Junior Chamber International (“JCI”) • Malacca Law Tennis Association (“MLTA”)
Fire Safety and Protection Initiatives	<ul style="list-style-type: none"> • Complimentary offering to various parties: <ul style="list-style-type: none"> ○ 100 units of 9kg dry powder c/w bracket to Malaysia Fire Protection Association ○ 5 units of 65mm diffuser nozzle to Malaysia Fire Protection Association ○ 1kg and 2kg customised fire extinguishers to our employees ○ 45 pieces of fire blanket to We Academy (Corporate Visit) • Fire Safety Awareness Event – Xiamen University Malaysia
Fire Safety and Protection Initiatives Education and Student Support	<ul style="list-style-type: none"> • Donation of 46 units of chairs to school • Complimentary 42 units and 25 of corporate gifts to students from Polytechnic Nilai and Xiamen University Malaysia, respectively

Impact Highlight: Community, Safety, and Education



We supported Xiamen University Malaysia’s fire safety event by sponsoring fire extinguishers for a demonstration conducted by the Fire and Rescue Department (“BOMBA”)



We supported a sports association in Malacca that promotes tennis development and organises local competitions.



Cash sponsorship for a youth-driven event in Negeri Sembilan, supporting leadership, sports, and entrepreneurship as part of our long-term commitment to community development.



WE Academy received 45 Unique Digital Information fire blankets during their visit to Unique Fire Industry-part of our CSR effort to promote practical fire safety awareness.

SUSTAINABILITY STATEMENT (Cont'd)

GRI Content Index

Statement of use	Unique Fire Holdings Berhad has reported the information cited in this GRI content index for the period 1 April 2024 to 31 March 2025
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational	Reporting Scope and Period, page 22
	2-2 Entities included in the organisation's sustainability reporting	
	2-3 Reporting period, frequency and contact point	
	2-4 Restatements of information	N/A
	2-5 External assurance	N/A
	2-6 Activities, value chain and other business relationships	Management Discussion and Analysis, page 17-21
	2-7 Employees	Workforce Diversity and Equal Opportunity, page 41-43
	2-9 Governance structure and composition	Sustainability Governance, page 23
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Overview Statement, page 55-74
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, page 23
	2-15 Conflicts of interest	Corporate Governance Overview Statement, page 55-74
	2-16 Communication of critical concerns	
	2-17 Collective knowledge of the highest governance body	
	2-18 Evaluation of the performance of the highest governance body	
	2-19 Remuneration policies	
	2-20 Process to determine remuneration	Managing The Risks and Optimising the Opportunities, page 27-29 Key Highlights and Achievements, page 31
	2-22 Statement on sustainable development strategy	
2-23 Policy commitments		
2-24 Embedding policy commitments	Governance Policies and Procedures, page 24	
2-25 Processes to remediate negative impacts	Whistle-Blowing, page 25-26	
2-26 Mechanisms for seeking advice and raising		
2-29 Approach to stakeholder engagement	Stakeholder Management, page 29-30	

SUSTAINABILITY STATEMENT
(Cont'd)

GRI Content Index (Cont'd)

GRI STANDARD	DISCLOSURE	LOCATION
Anti-bribery and Anti-corruption		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-Bribery and Anti-Corruption ("ABAC"), page 24-25
	205-2 Communication and training about anti-corruption policies and procedures	Awareness Campaigns, page 24 ABAC Training, page 25
	205-3 Confirmed incidents of corruption and actions taken	Incident Reporting and Action, page 25
Emissions Management		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG Emissions Management, page 32
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-5 Reduction of GHG emissions	Optimised Delivery, page 33
Energy Management		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Electricity Consumptions, page 33
	302-4 Reduction of energy consumption	Renewable Energy Integration, page 34 Energy Efficiency Improvement, page 34
Water Management		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Recycling and Leak Testing, page 35-36 Rainwater harvesting, page 36
	303-5 Water consumption	Water Consumption, page 35
Waste Management		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Chemical Waste Management, page 37
	306-2 Management of significant waste-related impacts	Waste Management, page 37
	306-3 Waste generated	Chemical Waste Management, page 37
	306-4 Waste diverted from disposal	Scrap Metal and Plastic Recovery, page 37
	306-5 Waste directed to disposal	Chemical Waste Management, page 37
Occupational Safety and Health		
GRI 403: Occupational Health and 2018	403-1 Occupational health and safety management system	Occupational Safety and Health, page 38-40
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	Safety Engagement and Training, page 40
	403-6 Promotion of worker health	Employee Benefits, page 43
	403-9 Work-related injuries	Workplace Accident, page 39 Safety Performance Metrics, page 40

SUSTAINABILITY STATEMENT (Cont'd)

GRI Content Index (Cont'd)

GRI STANDARD	DISCLOSURE	LOCATION
Employee Engagement		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Workforce Diversity and Equal Opportunities, page 41-43
Training and Development		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Development, page 45
	404-2 Programs for upgrading employee skills and transition assistance programs	
Data Privacy and Security		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security, page 46
Supply Chain Management		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Local Supplier Support, page 48
Local Community		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Local Community, page 48-49

SUSTAINABILITY STATEMENT (Cont'd)

Performance Data

Indicator	Measurement Unit	2025
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Board of Directors	Percentage	37.50
Senior Leadership Team	Percentage	100.00
Middle Management Team	Percentage	47.06
Senior Executive Team	Percentage	24.00
Executive Team	Percentage	8.06
Non-Executive Team	Percentage	0.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	151,005.71
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	No Data Provided
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Senior Leadership Team Under 30	Percentage	0.00
Senior Leadership Team Between 30-39	Percentage	25.00
Senior Leadership Team Between 40-49	Percentage	62.50
Senior Leadership Team Above 49	Percentage	12.50
Middle Management Team Under 30	Percentage	5.88
Middle Management Team Between 30-39	Percentage	47.06
Middle Management Team Between 40-49	Percentage	29.41
Middle Management Team Above 49	Percentage	17.65
Senior Executive Team Under 30	Percentage	12.00
Senior Executive Team Between 30-39	Percentage	44.00
Senior Executive Team Between 40-49	Percentage	36.00
Senior Executive Team Above 49	Percentage	8.00
Executive Team Under 30	Percentage	38.71
Executive Team Between 30-39	Percentage	53.23
Executive Team Between 40-49	Percentage	4.84
Executive Team Above 49	Percentage	3.23
Non-Executive Team Under 30	Percentage	62.14
Non-Executive Team Between 30-39	Percentage	33.98
Non-Executive Team Between 40-49	Percentage	2.91
Non-Executive Team Above 49	Percentage	0.97
Gender Group by Employee Category		
Senior Leadership Team Male	Percentage	37.50
Senior Leadership Team Female	Percentage	62.50
Middle Management Team Male	Percentage	58.82
Middle Management Team Female	Percentage	41.18
Senior Executive Team Male	Percentage	48.00
Senior Executive Team Female	Percentage	52.00
Executive Team Male	Percentage	48.39
Executive Team Female	Percentage	51.61
Non-Executive Team Male	Percentage	91.26
Non-Executive Team Female	Percentage	8.74

SUSTAINABILITY STATEMENT (Cont'd)

Performance Data (Cont'd)

Indicator	Measurement Unit	2025
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	62.50
Female	Percentage	37.50
Under 30	Percentage	0.00
Between 30-39	Percentage	12.50
Between 40-49	Percentage	50.00
Above 49	Percentage	37.50
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	538.80
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	24.50
Bursa C5(c) Number of employees trained on health and safety standards	Number	81
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Board of Directors	Hours	161
Senior Leadership Team	Hours	1,517
Middle Management Team	Hours	286
Senior Executive Team	Hours	388
Executive Team	Hours	294
Non-Executive Team	Hours	77
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	23.26 *
Bursa C6(c) Total number of employee turnover by employee category		
Board of Directors	Number	0
Senior Leadership Team	Number	1
Middle Management Team	Number	1
Senior Executive Team	Number	5
Executive Team	Number	8
Non-Executive Team	Number	58
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	35.09
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	9.500000
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	7.62
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	No Data Provided
Bursa C10(a)(iii) Total waste directed to disposal	Metric tonnes	6.98
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	5,973.24
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	417.03
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	326.72

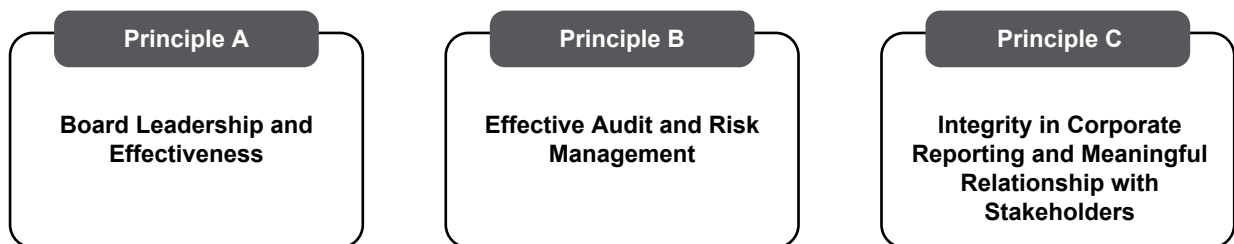
CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“**the Board**”) of Unique Fire Holdings Berhad (“**the Company**”) recognises the importance of adopting good corporate governance within the Company and its subsidiaries (“**the Group**”) as a fundamental part of discharging its responsibilities to safeguard shareholders’ investments and to protect the interests of all stakeholders. The Board will continuously evaluate and improve management practices and systems to enhance the standard of corporate governance applied by the Group.

The Board takes note of the updates on the Malaysian Code on Corporate Governance (“**MCCG**”) issued by the Securities Commission Malaysia which took effect on 28 April 2021. The MCCG introduces new practices and additional guidance to strengthen the corporate governance culture of public listed companies.

Preamble

- The Company has successfully transferred its listing from ACE Market to Main Market of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) with effect from 26 June 2025.
- The Board is pleased to present the following Corporate Governance Overview Statement (“**CG Overview Statement**”) that describes the extent to how the Group has applied and complied with the three (3) principles which are set out in the MCCG during the financial year ended 31 March 2025 (“**FYE 2025**”):



- For avoidance of doubts, the applicable regulation for this CG Overview Statement shall be the ACE Market Listing Requirements (“**ACE LR**”) as the Company was still listed on ACE Market of Bursa Securities for FYE 2025.
- In line with this, the CG Overview Statement is in compliance with Rule 15.25(1) of the ACE LR of Bursa Securities and is to be read together with the Corporate Governance Report in respect of the FYE 2025 (“**CG Report**”) which is available on the corporate website at www.uniquefire.com.

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS

Part I : Board responsibilities

1.1 Board’s Leadership on Objectives and Goals

The Board is responsible for the proper stewardship of the Group in order to provide reasonable assurance of the Group’s long-term success. With this, the Board strives to ensure that all the Company’s strategic objectives are well-conveyed throughout the Company in order to achieve both short and long-term goals of the Company as a fundamental part of discharging its responsibilities to protect and enhance value for all stakeholders and raise the performance of the Company.

The Board is guided by the prevailing legal and regulatory requirements such as the Companies Act 2016 (“**CA 2016**”), the ACE LR and the MCCG, as well as the Company’s Constitution and the Board Charter in discharging its fiduciary duties and responsibilities. The Board had ensured that it set the appropriate tone at the top, providing thought leadership and championing good governance and ethical practices throughout the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part I : Board responsibilities (Cont'd)

1.1 Board's Leadership on Objectives and Goals (Cont'd)

To enable the Board to discharge its responsibilities in meeting the goals and objectives of the Company, the Board has, amongst others –

- promoted good corporate governance culture within the Company which reinforces ethical, prudent and professional conduct;
- reviewed, challenged and decided on Management's proposals for the Company, and monitor its implementation;
- ensured that the strategic plan of the Company supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- supervised and assessed performance of Management;
- ensured there is a sound framework for internal controls and risk management;
- recognised the principal risks of the Company's business and that business decisions involve the taking of appropriate risks;
- ensured that senior management has the necessary skills and experience, and measures are in place to provide for the orderly succession of Board and senior management;
- ensured that the Company has in place procedures to enable effective communication with shareholders and stakeholders; and
- ensured the integrity of the Company's financial and non-financial reporting.

1.2 The Chairperson of the Board, had during the year:

- demonstrated leadership to the Board in discharging her duties and responsibilities effectively without limiting the principle of collective responsibility for the Board decisions;
- through the Company Secretary, set the board agenda and ensuring that board members receive complete and accurate information in a timely manner;
- led the conduct of the Board meetings and discussions in a manner that encouraged constructive discussions and effective contribution from each Director;
- encouraged active participation and allowed dissenting views to be freely expressed;
- acted as the facilitator between the Board and the Management by coordinating smooth communication flow between both parties;
- ensured appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the board as a whole;
- led the Board in establishing and monitoring good corporate governance practices within the Group; and
- reviewed the minutes of the Board meetings to ensure that the minutes accurately reflect the Board's deliberations, and matters arising from the minutes have been addressed properly.

1.3 Separation of positions of the Chairperson and the Managing Director

The positions of the Chairperson of the Board and the Managing Director are held by two (2) different individuals and each has a clear accepted division of responsibilities to ensure that there is a balance of power and authority to promote accountability. The Chairperson is responsible for instilling good corporate governance practices and leadership, and for ensuring Board effectiveness. The Chairperson leads the Board in its collective oversight of Management, while the Managing Director has the overall responsibilities over the Company's operating units, organisational effectiveness and implementation of Board policies and decisions. The distinct and separate roles of the Chairperson and Managing Director are clearly defined in the Board Charter to ensure that no one individual has unfettered powers of decision-making.

1.4 Chairperson of the Board is not a member of the Audit and Risk Management Committee ("ARMC"), Nomination Committee ("NC") and Remuneration Committee ("RC").

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part I : Board responsibilities (Cont'd)

1.5 Qualified and Competent Company Secretary

The Board is supported by two (2) suitably qualified and competent Company Secretaries who carry out the responsibilities of the company secretarial function for the Group. Both Company Secretaries are qualified under Section 235(2)(a) of the Companies Act 2016. The Company Secretaries are external company secretaries from Securities Services (Holdings) Sdn. Bhd. with vast knowledge and experience from being in public practice and is supported by a dedicated team of company secretarial personnel.

The Company Secretaries, or together with their representatives, had during the year:

- together with management, managed all Board and Board Committee meeting logistics;
- attended and recorded minutes of all Board and Board Committee meetings and facilitates Board communications;
- advised the Board on its roles and responsibilities;
- briefed the Board the latest letters and circulars issues by Bursa Malaysia Berhad;
- facilitate the conduct of the assessments to be undertaken by the Board and Board Committees as well as compile the results of the assessment; and
- advised the Board on corporate disclosures and compliance with company and securities regulations and listing requirements.

The Company Secretaries also ensure that there is good information flow within the Board, Board Committees and Key Senior Management. Every Board member has unrestricted access at all times to the advice and services of the Company Secretaries to ensure effective functioning of the Board and its Board Committees, adherence to Board policies and procedures as well as compliance with regulations and governance practices.

The Company Secretaries had and will continue to constantly keep themselves abreast on matters concerning company law, the capital market, corporate governance, and other pertinent matters, and with changes in the same regulatory environment, through continuous training and industry updates.

The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of its function and duties.

1.6 Access to information and advice

All members of the Board have full and unrestricted access to the professional advice and services of the Company Secretaries and Key Senior Management in the course of discharging their duties and responsibilities on matters relating to the procedures governing the Company. The Board may seek independent professional advice, whenever necessary and in appropriate circumstances, either individually or collectively on any matter concerning with the discharge of their responsibilities at the expense of the Company.

The Notices of the scheduled Board Meetings are served to the Directors at least seven (7) days prior to the Board Meetings. Unless there is exceptional case for convening of Special Meeting of the Board to address emergency issue, shorter notice would be allowed with the consent of all Directors.

To leverage on the usage of technology, the Board papers are circulated to the Directors in electronic form via email at least three (3) business days prior to the Board Meetings, to allow the Directors to consider the relevant information. The Management will strive to circulate the meeting papers at least five (5) business days in advance of the meeting day.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part I - Board responsibilities (Cont'd)

2. Demarcation of Responsibilities

2.1 Board Charter

The Board has established and adopted a Board Charter, which sets out the Board's strategic intent and identifies the respective roles and responsibilities of the Board, Board Committees, individual Directors, Senior Independent Director and senior management, as well as issues and decisions reserved for the Board, the Board's governance structure and authority. The Board Charter is available on the Company's corporate website at www.uniquefire.com.

As part of its efforts to ensure the effective discharge of its duties, the Board has delegated certain functions and authorities to three (3) of its Board Committees, namely, ARMC, NC and RC. These Committees are entrusted with specific responsibilities to assist the Board in overseeing the Company's affairs, in accordance with their limits of authority and respective Terms of Reference, which are published on the Company's website at www.uniquefire.com. These Terms of Reference are reviewed as and when the need arises. The Board keeps itself abreast of the responsibilities delegated to each Board Committee, and matters deliberated at each Board Committee meeting through the minutes of the Board Committee meetings and reports by the respective Board Committee Chairman, at Board meetings.

ARMC

Details on the ARMC are in the ARMC Report contained in this Annual Report.

RC

Details on the RC are contained in the Corporate Governance Report.

NC

The NC comprises exclusively of Independent Non-Executive Directors and the composition of the NC is as follows:

Name	Designation	Directorship
Olivia Lim	Chairperson	Independent Non-Executive Director
Ir. Tee Kiam Hong	Member	Independent Non-Executive Director
Andrea Huong Jia Mei	Member	Independent Non-Executive Director

The NC is empowered by the Board to oversee the selection and assessment of Directors to be appointed to ensure that the Board's composition and skills meet the needs of the Company, and hence, is tasked with the following duties and responsibilities:

- To assess and recommend to the Board, candidates for directorships;
- To recommend to the Board the nominees to fill the seats on Board Committees;
- To review succession policies and plans for members of the Board, Board Committees and senior management;
- To ensure that all Directors receive appropriate continuous training programmes;
- To assess the effectiveness of the Board and the Committees of the Board as a whole, and each individual Director;
- To review the term of office and performance of the ARMC and each of its members annually to determine whether the ARMC and members have carried out their duties in accordance with their terms of reference;
- To act in line with the directions of the Board;
- To consider and examine such other matters as the NC considers appropriate; and
- To consider any other matters as defined by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part I - Board responsibilities (Cont'd)

2. Demarcation of Responsibilities (Cont'd)

2.1 Board Charter (Cont'd)

Summary of Works

The following works were undertaken by the NC during FYE 2025 and up to the date of this Statement:

- Reviewed the contribution and performance of each individual Director and the effectiveness of the Board as a whole and the Committees of the Board;
- Reviewed the term of office and performance of the ARMC and each of its members;
- Reviewed the independence of the Independent Non-Executive Directors and assessed their ability to bring independent and objective judgement to Board deliberations and proposals;
- Assessed the suitability of the Directors who will be standing for the re-election at the forthcoming annual general meeting of the Company; and
- Reviewed the training programmes attended by the Directors for the FYE 2025.

In assessing the performance of the Board, Board Committees and Directors of the Company, the NC takes into consideration the following:-

- ▶ Personal Commitment/Contribution to Interaction;
- ▶ Understanding of the Company's Activities; and
- ▶ Compliance to the terms of reference, duties and responsibilities of a director, and of a chairman of the Company.

The NC is also responsible for making recommendations for any new appointments to the Board and Board Committees. In reviewing the profile and nomination of new Board members, the NC takes into consideration the following criteria:-

- ▶ Professional expertise, level of experience, competency and background;
- ▶ Time commitment and potential to add value to the Board and the Company as a whole; and
- ▶ Promotion of diversity in views and opinions in the Board.

The attendance of Directors who are members of Board committees during FYE 2025 is set out below:-

Name	NC	ARMC	RC
Olivia Lim	1/1	5/5	2/2
Ir. Tee Kiam Hong	1/1	5/5	2/2
Andrea Huang Jia Mei	1/1	5/5	2/2

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part I - Board responsibilities (Cont'd)

3. Good Business Conduct and Corporate Culture

3.1 Code of Conduct and Ethics

The Board is committed in maintaining a corporate culture that engenders ethical conduct. The Board has formalised ethical standards by adopting a Code of Conduct and Ethics, which summarises what the Company must endeavour to do proactively in order to maintain the highest level of integrity and ethical conduct of the Board, Management and employees of the Group. The Company's Code of Conduct and Ethics covers the following:

- conflict of interest
- insider trading
- anti-bribery and corruption
- trade secrets and confidentiality of information
- responsibility to report
- protection against unfair dismissal, victimisation or unwarranted disciplinary action
- environment, social and governance agenda
- misconduct, malpractice and irregularity
- reporting and investigations procedure

The Company's Code of Conduct and Ethics is available on the Company's corporate website at www.uniquefire.com.

Employees are made aware that relevant disciplinary actions will be taken for unethical behaviour and misconduct.

3.2 Whistleblowing Policy

The Board had adopted a full-fledged Whistleblowing Policy on 29 July 2022, which provides an avenue for all employees and members of the public to voice or raise genuine concerns about any suspected and/or known misconduct, wrongdoings, corruption, fraud, and/or abuse involving the resources of the Group. The Whistleblowing Policy of the Company also provides guidance on the appropriate communication and feedback channels to facilitate whistleblowing.

The Company's Whistleblowing Policy is available on the Company's corporate website at www.uniquefire.com.

For FYE 2025, none of the designated persons received any report or concerns vide the abovementioned communication and feedback channels.

3.3 Anti-Bribery and Corruption Policy

In support of ethical business practices, the Board has also adopted a zero-tolerance approach against all forms of bribery and corruption and takes a strong stance against such acts through the adoption of the Group's Anti-Bribery and Corruption Policy on 5 November 2021 as additional measures to comply fully with the applicable laws and regulatory requirements on anti-bribery and anti-corruption. The Policy was last reviewed and updated on 19 August 2022.

This Policy applies to all employees and Directors of the Company (including temporary positions) and/or any person(s) associated with the Company. It is made available on the Company's corporate website at www.uniquefire.com.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part I - Board responsibilities (Cont'd)

3. Good Business Conduct and Corporate Culture (Cont'd)

3.4 Directors' Fit and Proper Policy

The Board has in place a Directors' Fit and Proper Policy, which was adopted on 29 July 2022, which sets out the fitness and propriety for the appointment and re-election of Directors and to ensure that each of the Director has the character, integrity, experience, competence and time commitment to effectively discharge his/her role as a Director of the Company in tandem with good corporate governance practices.

The Directors' Fit and Proper Policy is available on the Company's corporate website at www.uniquefire.com.

4. Governance of Sustainability

- 4.1 The Board promotes sustainability through its strategic oversight and integration of sustainability considerations in the decision-making process and operations of the Company. This entails taking a holistic view of how the Company creates value for its shareholders and stakeholders bearing in mind Environmental, Social and Governance ("ESG") factors.

As part of the efforts in promoting and building sustainability momentum within the Group, the Management has strengthened the ESG integration into the group wide operations in FYE 2025, with a particular focus on environmental and social dimensions.

Please refer to the Sustainability Report in the Annual Report for further details.

- 4.2 The Company has engaged with stakeholders in a variety of ways which had been done at both the business units and group levels through formal and informal activities. The collective opinions and insights from the stakeholders help the Board make informed decisions, while aligning the stakeholders' expectations with the Company's sustainability priorities and business approach.
- 4.3 The Board, through the NC, assessed the training programme attended by each Director during FYE 2025 to ensure that the Directors had and will continue to constantly keep them abreast on the relevant requirements and matters concerning the sustainability, including the latest development in industry as well as the sustainability issues relevant to the Group.
- 4.4 As part of the sustainability initiatives, the Company has also included the assessment of the Board's understanding on sustainability issues that are critical to the Company's performance. As for the performance review of the senior management, the Company will take into account the sustainability risks such as health, safety and environmental risks, financial and people development and implement the relevant key performance indicators as part of the yearly performance appraisal.
- 4.5 Being a step-up practice, the Board did not identify a designated person within Management, to provide dedicated focus to manage sustainability strategically, as this requires the necessary time, resource and planning. The Board would consider this at an opportune time.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition

5. Board's Objectivity

5.1 Composition of the Board

The NC oversees and reviews on an on-going basis, the overall composition of the Board in term of size, the required mix of skills, experience and other qualities and core competencies for the Directors of the Company. The effectiveness of the Board as a whole and the contribution and performance of each individual Director to the effectiveness of the Board and the Board Committees will also be assessed by the NC on an annual basis.

The Board presently has eight (8) members and comprises one (1) Group Managing Director, three (3) Executive Directors and four (4) Independent Non-Executive Directors including the chairperson of the Board, which fulfils the prescribed requirement of one-third (1/3) of the Board to be independent as stated under Rule 15.02(1) of ACE LR of Bursa Securities. In addition, the Company also complies with Practice 5.2 of MCGG to have at least half of the Board comprises Independent Non-Executive Directors.

The presence of Independent Non-Executive Directors who come from various fields are invaluable asset to the Company and fulfil the pivotal role in corporate accountability. The role of Independent Non-Executive Directors is particularly important as they provide unbiased and independent views, advices and judgements to take into account of the interests, not only of the Group, but also the stakeholders. The profile of each Director is set out in another section of this Annual Report.

5.2 Tenure of Independent Director

In order to ensure independent and objective judgment is brought to the Board's deliberation by genuine independence of the independent directors and to ensure conflict of interest or undue influence from interested parties is well taken care of, the Board is committed to ensure the independence of the independent directors are assessed by the NC prior to their appointment based on formal nomination and selection process with the results of the review reported to the Board for consideration and decision.

As at the date of this Statement, none of the Independent Directors of the Company had served more than nine (9) years on the Board.

Being a step-up practice, the Board has not adopted a policy which limits the tenure of its Independent Directors to nine (9) years.

5.3 Procedures for Appointment and Re-Election of Directors

The NC is responsible for leading the review of the appropriate skills (including but not limited to professional skills, where applicable), experience and characteristics required of Board members through set procedures, in the context of the needs of the Group.

In assessing the fitness and propriety of the existing Directors of the Company seeking for re-appointment and candidates for nomination or appointment as a Director, the NC shall evaluate the existing Directors and candidates for new appointment as Directors based on the fit and proper criteria as outlined in the Directors' Fit and Proper Policy and making recommendations to the Board on these matters for its review and decision.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

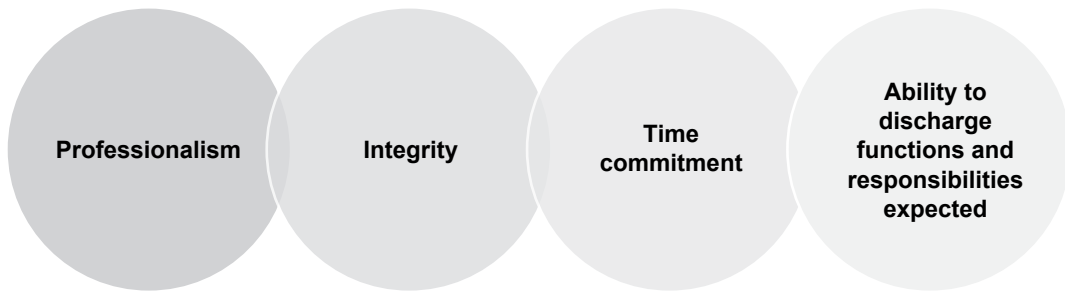
PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

5. Board's Objectivity (Cont'd)

5.3 Procedures for Appointment and Re-Election of Directors (Cont'd)

The objective criteria in their nomination and election process are summarised as follows:-



The new appointee will be considered and evaluated by the NC and the NC will then recommend the candidates to be approved and appointed by the Board. The Company Secretaries will ensure all appointments are properly documented. There was no new Director and Key Senior Management personnel being appointed to the Group during FYE 2025.

The NC is also responsible for making recommendation to the Board on the eligibility of the Directors to stand for re-election at the Annual General Meeting (“AGM”). The performance of the retiring Directors who are recommended for re-election at the AGM has been assessed through the Board and Board Committee evaluation as well as the fit and proper assessment.

5.4 Diverse Board and Senior Management

The Board is supportive of the Board and senior management composition diversity recommendation promoted by the MCCG in order to offer greater depth and breadth to Board discussions and constructive debates at senior management level.

The appointment of Board members and Senior Management is based on objective criteria, merit and besides gender diversity, due regard is placed for diversity in skills, experience, age and background. The profile of Directors and Senior Management are set out in another section of this Annual Report.

5.5 Chairperson of the NC

The NC is chaired by Ms. Olivia Lim, the Independent Director appointed by the Board. The Chairperson of the NC is responsible for leading the NC in conducting an annual review of effectiveness of the Board as a whole, and the Board Committees, as well as the contribution and performance of each individual Director on an on-going basis, ensuring that the performance of each Individual Director is independently assessed and will lead the succession planning and appointment of future Board members.

5.6 Boardroom and Gender Diversity

The Board recognises that a gender-diverse Board could offer greater depth and breadth whilst the diversity at key senior management would lead to better decision-making. Currently, the Board comprises three (3) female Directors out of eight (8) Directors, equivalent to 37.5% women representation on the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

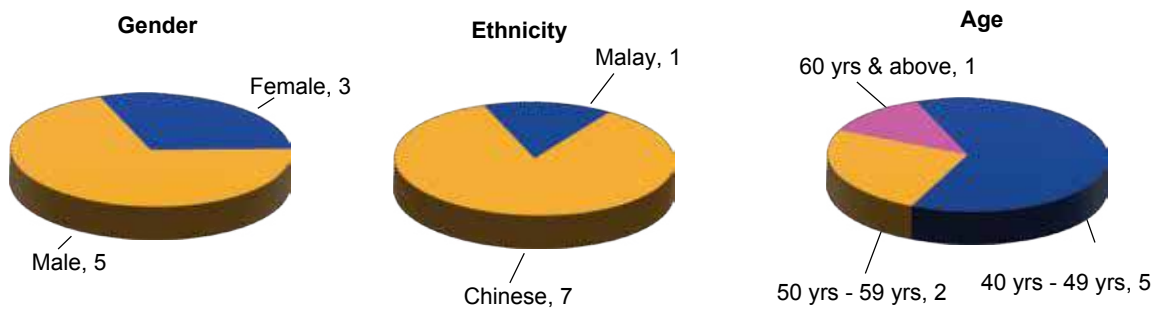
Part II - Board Composition (Cont'd)

5. Board's Objectivity (Cont'd)

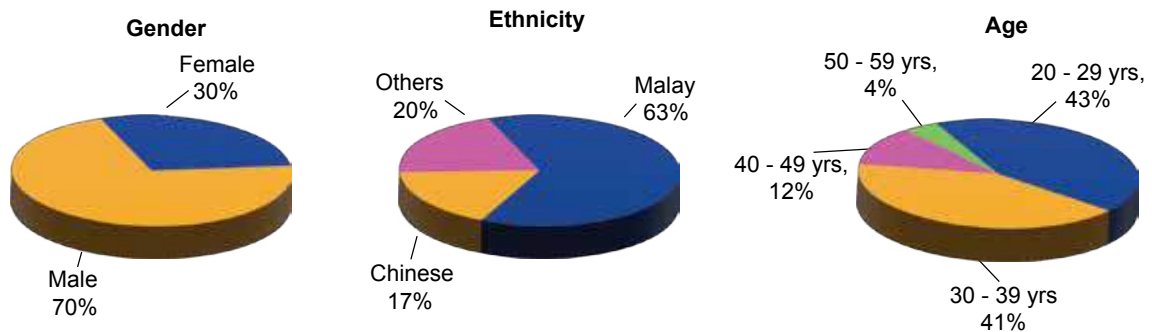
5.6 Boardroom and Gender Diversity (Cont'd)

The Company has in place a Diversity Policy, which was adopted on 31 May 2023. The Board practises non-gender discrimination and has indicated its commitment to boardroom diversity by ensuring that all Board and Senior Management appointments are based on meritocracy, objective criteria, merit and with due regard to the benefits of diversity within the Board. Diversity in this context encompasses a wide range of factors, including but not limited to gender, age, cultural and educational background, professional experience, skills and knowledge, experience, age, cultural background and gender.

Gender, ethnicity and age diversities in the Board



Gender, ethnicity and age diversities in the workforce



6. Overall Effectiveness of the Board

6.1 Annual assessments

The Board, through the NC would undertake the following assessments annually and the results of the evaluations are assessed by the NC and presented to the Board:-

- The Board and Board Committees performance evaluation;
- Self-performance evaluation;
- ARMC performance assessment questionnaires; and
- Independence of the Independent Non-Executive Directors.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

6. Overall Effectiveness of the Board (Cont'd)

6.1 Annual assessments (Cont'd)

The annual assessment of individual Directors, Board as a whole and Board Committees are based on a comprehensive assessment system, which commences with the completion of a set of comprehensive Self-Assessment Form detailing all assessment criteria to be completed by all Directors for evaluation by the NC. Criteria for the self-assessment includes self-ratings on the Director's knowledge, support of the mission and goals of the Company, time commitment, and active participation on the Board.

The independence of the Independent Non-Executive Directors of the Company had been fulfilled in accordance with Bursa Securities ACE LR and would not impede their independence in carrying out their duties in the respective Board and Board Committees.

Based on the outcome of the abovementioned assessment conducted by the NC for FYE 2025, the Board was satisfied that –

- Individual Directors are able to meet the Board of Directors' expectations in terms of character, experience, integrity, competency and time commitment in discharging their roles as Directors of the Company.
- Individual Directors are exercised due care and carried out professional duties proficiently.
- The Board and Board Committees had been effective in carrying out their functions and duties.
- All Independent Directors had been and remain independent from management and free from any business relationship that could materially interfere with their independent judgement.

6.2 Time Commitment

The Board meets at least four (4) times in each financial year and will hold additional meetings if the situation requires. Sufficient notices were given to the Board prior to each meeting.

During FYE 2025, there were eight (8) Board meetings held and details of attendance by Directors who held office during that financial year under review are as follows:-

Directors	No. of meetings attended
Selma Enolil Binti Mustapha Khalil	8/8
Liew Sen Hoi	8/8
Dato' Liew Kang Leong	8/8
Liew Kang Yee	8/8
Liew Kang Chin	8/8
Olivia Lim	8/8
Ir. Tee Kiam Hong	8/8
Andrea Huong Jia Mei	8/8

In the intervals between the Board meetings, Board approvals are obtained via circular resolutions for exceptional matters requiring Board's decision which is supported by the relevant information in order to form an informed decision. In order to facilitate the Directors' planning and time management, an annual meeting calendar is prepared and given to the Directors before the beginning of each financial year.

The Board is satisfied with the time commitment given by the Directors. All of the Directors do not hold more than five (5) directorships in public listed companies as stipulated under the ACE LR of Bursa Securities. If any Director wishes to accept a new directorship in the public listed companies, the Chairperson of the Board will be informed beforehand together with indication of time that will be spent on new appointment.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

6. Overall Effectiveness of the Board (Cont'd)

6.3 Directors' Training

In order for the Group to remain competitive, the Board ensures that the Directors continuously enhance their skills and expand their knowledge to meet the challenges of the Board. The Board has cultivated the following best practices:-

- All newly appointed Directors are required to attend the Mandatory Accreditation Programme Parts I and II as prescribed by the ACE LR within the stipulated timeframe;
- All existing Directors are required to attend the Mandatory Accreditation Programme Part II in relation to sustainability and the related roles of a Director as prescribed by the ACE LR within the stipulated timeframe;
- All Directors are encouraged to attend talks, training programmes and seminars to update their knowledge on the latest regulatory and business environment;
- The Directors may be requested to attend additional training courses according to their individual needs as a Director or member of Board Committees on which they serve; and
- The Directors are briefed by the Company Secretaries on the letters issued by regulatory bodies at each quarterly Board Meeting.

During FYE 2025, all the Directors had attended appropriate training/briefing programmes to update and enhance their knowledge to enable them to discharge their duties more effectively as Directors and to keep abreast of the development in the marketplace. Below are the training/briefing programmes attended by each of the Directors:

Directors	Training(s) Attended
Selma Enolil Binti Mustapha Khalil	<ul style="list-style-type: none"> - E-Invoicing for Law Firms - Bursa Malaysia Board Ethics: Growing Concerns from New Technology, Stakeholder Interest & Conflict of Interest - Securities Commission and Bursa Malaysia: Engagement with Advisers - Introduction to Environmental, Social, and Governance
Liew Sen Hoi	<ul style="list-style-type: none"> - Mandatory Accreditation Programme Part II: Leading for Impact - Introduction to Environmental, Social, and Governance
Dato' Liew Kang Leong	<ul style="list-style-type: none"> - Mandatory Accreditation Programme Part II: Leading for Impact - Introduction to Environmental, Social, and Governance - Anti Bribery & Corruption Training
Liew Kang Yee	<ul style="list-style-type: none"> - Mandatory Accreditation Programme Part II: Leading for Impact - Introduction to Environmental, Social, and Governance - Anti Bribery & Corruption Training - Sustainability Statement Drafting and Creation Workshop Training
Liew Kang Chin	<ul style="list-style-type: none"> - E-Invoice Training - Mandatory Accreditation Programme Part II: Leading for Impact - Introduction to Environmental, Social, and Governance - Anti Bribery & Corruption Training - ISO 9001:2015 QMS Internal Auditor Training Course
Olivia Lim	<ul style="list-style-type: none"> - Mandatory Accreditation Programme Part II: Leading for Impact - Introduction to Environmental, Social, and Governance

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II - Board Composition (Cont'd)

6. Overall Effectiveness of the Board (Cont'd)

6.3 Directors' Training (Cont'd)

Directors	Training(s) Attended
Ir. Tee Kiam Hong	<ul style="list-style-type: none"> - Being Sued as an INED – A Personal Journey - MIA Webinar Series: Payment to Directors – What's Allowed and What's Disallowed - Building and Strengthening Your Directorship Competency with Aspiring Directors Immersion Programme (ADIP) - ESG Updates Locally and Internationally; Climate-Related Litigation – What's Happening? and Sustainability Reporting Best Practices and Tips - ISSB: Applying the IFRS Sustainability Disclosure Standards - Strategic Data and Frameworks in Board Governance - MIA Webinar Series: AMLA: Protect Your Organisation by Raising STR - ICDM x SAC Advocacy Dialogue & Debate Impact in Action: From Leadership to Stewardship - E-Invoicing Essentials for Board Directors: Navigating the New Compliance Landscape - Introduction to Environmental, Social, and Governance - Mandatory Accreditation Programme Part II: Leading for Impact - Introduction to Environmental, Social, and Governance
Andrea Huang Jia Mei	<ul style="list-style-type: none"> - Mandatory Accreditation Programme Part II: Leading for Impact - Introduction to Environmental, Social, and Governance

All members of the Board have attended both the Mandatory Accreditation Programme Parts I and II as prescribed by Bursa Securities.

The Directors are briefed by the Company Secretaries on the letters and circulars issued by Bursa Securities and was constantly updated of any changes in the regulatory requirements which may affect the governance practices of the Group.

Part III – Remuneration

7. Level and Composition of Remuneration

7.1 In view that fair remuneration is crucial to attract, retain and motivate Directors and senior management, the Board has adopted a Directors' and Senior Management's Remuneration Policy, which takes into account the demands, complexities and performance of the Company as well as skills and experience required to determine the remuneration of Directors and senior management. The said policies and procedures are available on the Company's website at www.uniquefire.com.

The RC is responsible for reviewing and making recommendations to the Board for approval, the framework and remuneration packages of each Director in all forms, drawing from outside advice whenever necessary prior to making the relevant recommendations to the Board so that the levels of remuneration are sufficient to attract and retain the Directors needed to run the Company successfully. In its review, the RC considers various factors including the Directors' fiduciary duties, time commitments and the Company's performance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part III - Remuneration (Cont'd)

7. Level and Composition of Remuneration (Cont'd)

7.1 As part of the remuneration strategy, the below table sets out the guiding principles and its implementation:-

Guiding Principles	Details
Alignment with shareholders' interest	<ul style="list-style-type: none"> Align interests between employees and shareholders Design incentive scheme to align incentive payments with the long-term performance of the Group
Provide market competitive pay	<ul style="list-style-type: none"> Offer competitive packages to attract and retain talented and experienced individuals Align compensation pay with the market, subject to affordability
Pay-for-performance	<ul style="list-style-type: none"> Instill and drive a pay-for-performance culture Measure performance against performance appraisal e.g. performance scorecard, comprising financial and non-financial metrics

7.2 Remuneration Committee

The Board has established a RC that assists the Board in reviewing and recommending the proposed remuneration packages of the Directors of the Company. The RC also assists the Board to structure and link Directors' remuneration to the strategic objectives of the Company, which rewards contribution to the long-term success of the Company in promoting business stability, sustainability and growth.

The RC comprises exclusively of Independent Non-Executive Directors and the composition of the RC is as follows:-

Name	Designation	Directorship
Ir. Tee Kiam Hong	Chairman	Independent Non-Executive Director
Olivia Lim	Member	Independent Non-Executive Director
Andrea Huang Jia Mei	Member	Independent Non-Executive Director

The following works were undertaken by the RC during FYE 2025 and up to the date of this Statement:-

- Reviewed and recommended to the Board for approval the proposed bonus payments to the Executive Directors and Key Senior Management for year 2024;
- Reviewed and recommended to the Board for approval the proposed increment of salary of the Executive Directors and Key Senior Management with effect from 1 April 2025 and 1 January 2025 respectively;
- Reviewed and assessed the payment of Directors' fees for the financial year ending 31 March 2026 and recommended the same for the Board for consideration to recommend to the shareholders for approval;
- Reviewed and recommended to the Board for approval the remuneration packages of the Executive Directors for the financial year ending 31 March 2026; and
- Reviewed and assessed the payment of benefits payable to the Directors and recommended the same for the Board for consideration to recommend to the shareholders for approval.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part III - Remuneration (Cont'd)

8. Remuneration of Directors and Senior Management

8.1 Directors' Remuneration

The Directors' fees payable to each Director of the Company are categorised into appropriate components in respect of FYE 2025 including the remuneration breakdown of fees, salary, bonus, benefits-in-kind and other emoluments, are as follows:-

Received from the Company						
Name of Directors	Fees (RM)	Allowance (RM)	Salary and bonus (RM)	Benefit-in-kind (RM)	Other emoluments (RM)	Total (RM)
Executive Directors						
Liew Sen Hoi	-	-	-	-	-	-
Dato' Liew Kang Leong	-	-	-	-	-	-
Liew Kang Yee	-	-	-	-	-	-
Liew Kang Chin	-	-	-	-	-	-
Non-Executive Directors						
Selma Enolil Binti Mustapha Khalil	72,000	6,000	-	-	-	78,000
Olivia Lim	36,000	6,000	-	-	-	42,000
Ir. Tee Kiam Hong	36,000	6,000	-	-	-	42,000
Andrea Huang Jia Mei	36,000	6,000	-	-	-	42,000

Received from the Group						
Name of Directors	Fees (RM)	Allowance (RM)	Salary and bonus (RM)	Benefit-in-kind (RM)	Other emoluments (RM)	Total (RM)
Executive Directors						
Liew Sen Hoi	-	-	825,000	28,000	12,846	865,846
Dato' Liew Kang Leong	-	-	528,000	23,950	80,166	632,116
Liew Kang Yee	-	-	528,000	13,325	83,306	624,631
Liew Kang Chin	-	-	528,000	7,000	77,858	612,858
Non-Executive Directors						
Selma Enolil Binti Mustapha Khalil	72,000	6,000	-	-	-	78,000
Olivia Lim	36,000	6,000	-	-	-	42,000
Ir. Tee Kiam Hong	36,000	6,000	-	-	-	42,000
Andrea Huang Jia Mei	36,000	6,000	-	-	-	42,000

* The Directors' fees and benefits (meeting allowance) are subject to shareholders' approval at the Fourth Annual General Meeting of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part III - Remuneration (Cont'd)

8. Remuneration of Directors and Senior Management (Cont'd)

8.2 Remuneration of the Senior Management

The key senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000/- on a named basis, are disclosed as follows:-

Range of Remuneration	Number of Key Senior Management
RM100,001 - RM150,000	1
RM150,001 – RM200,000	1
RM200,001 – RM250,000	1
RM600,001 – RM650,000	1

The aggregate remuneration (including salaries, bonus, allowances, benefits-in-kind or other emoluments) paid to the senior management members for FYE 2025 was RM1,132,633/-. The Board considers the remuneration information of senior management to be confidential and proprietary, and to respect their privacy, will not disclose said information in detail.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Part I – Audit Committee

9. Effective and Independent ARMC

The Chairperson of the ARMC is chaired by Ms. Andrea Huong Jia Mei, an Independent Non-Executive Director, while Puan Selma Enolil Binti Mustapha Khalil is the Chairperson of the Board. This separation of leadership and responsibility ensured that the objectivity of the Board's review of the ARMC's findings and recommendations are not impaired. This separation is set out clearly in the Terms of Reference of the ARMC.

Ms. Andrea Huong Jia Mei is responsible to ensure the overall effectiveness and independence of the ARMC. Together with other members of the ARMC, they had ensured amongst others that -

- the ARMC is fully informed about significant matters related to the Group's audit and its financial statements and these matters are addressed;
- the ARMC appropriately communicates its insights, views and concerns about relevant transactions and events to the Internal and External Auditors;
- the ARMC's concerns on matters that may have an effect on the financial or audit of the Company are communicated to the External Auditors; and
- there is co-ordination between the Internal and External Auditors.

The composition and summary of works of the ARMC is included in the ARMC Report of this Annual Report, while the Terms of Reference of the ARMC is available at the Company's corporate website at www.uniquefire.com.

The ARMC has formalised the policy that requires a cooling-off period of at least three (3) years to be observed by the former key audit partner of the Company's External Auditors in the Terms of Reference of the ARMC before being appointed as a member of the ARMC. This is to safeguard the independence of the audit and preparation of the Company's financial statements.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

Part I - Audit Committee (Cont'd)

9. Effective and Independent ARMC (Cont'd)

None of the ARMC members were former key audit partners. As a matter of practice, the ARMC has recommended to the NC not to consider any key audit partner as a potential candidate for Board/ARMC member to affirm the ARMC's stand on such policy.

The ARMC comprises solely of Independent Directors in line with Step-up Practice 9.4 of the MCGG.

All members of the ARMC are financially literate and are able to understand the Company's business and matters under the purview of the ARMC including the financial reporting process. They have continuously applied a critical and probing view on the Company's financial reporting process, transactions and other financial information, and effectively challenged Management's assertions on the Company's financials. Any inconsistencies or irregularities in the financial and operational reports would be questioned to ascertain that the Quarterly Report and the annual Audited Financial Statements taken as a whole provide a true and fair view of the Company's financial position and performance.

All members of the ARMC have also undertaken and will continue to undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules, as and when required.

9.1 Assessment of External Auditors

The Company maintains a transparent relationship with the external auditors in seeking their professional advice and towards ensuring compliance with the accounting standards.

In recommending the appointment or re-appointment of the External Auditors to the Board, the ARMC assesses the suitability, objectivity and independence of External Auditors that consider amongst others:-

- a. the competence, audit quality, experience and resource capacity of the external auditor and its staff assigned to the audit;
- b. the adequacy of the scope of the audit plan;
- c. the external auditor's ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;
- d. the nature and extent of the non-audit services rendered and the appropriateness of the level of fees; and
- e. obtaining assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

The assessment to consider the suitability, objectivity and independence of the audit firm is conducted annually. The ARMC was of the view that Messrs. Crowe Malaysia PLT, the External Auditors, had conducted itself objectively and independently in carrying out the audit of the Company during FYE 2025, and the ARMC was satisfied with Crowe's technical competency.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

Part II - Risk Management and Internal Control Framework

10. Risk Management and Internal Control

The Board is aware and recognises various types of risks inherent in the businesses of the Group and the possible financial impact. As part of its ongoing process to identify, evaluate, and to manage risks, the Board with the assistance of the ARMC will monitor the effectiveness of internal control, including identifying risk areas, where the details of these risk events will be identified and discussed at length in the meetings. The findings and recommendations, if any, will be tabled at the board meetings on a periodic basis, in which the key risks and corresponding risk mitigating actions are identified and their progress are set for discussions and deliberations. With the approval of the Board, appropriate measures will be taken to strengthen the controls in order to improve the risk management of the Group. An appropriate framework is being maintained on an on-going basis to enhance and develop the Group's risk management further.

The Company also engages Internal Auditors to provide independent assessments on the adequacy, efficiency and effectiveness of the Company's internal control system. The Internal Auditors report directly to the ARMC and internal audit plans are tabled to the ARMC for review and approval by the Board to ensure adequate coverage.

Further details on the features of the risk management and internal control framework, and the adequacy and effectiveness of this framework, are disclosed in the Statement on Risk Management and Internal Control in this Annual Report.

11. Effective Governance, Risk Management and Internal Control Framework

The internal audit function of the Company is carried out by an outsourced professional service firm, GovernanceAdvisory.com Sdn. Bhd. that assists the ARMC and the Board in managing the risks and establishment of the internal control system and processes of the Company by providing an independent assessment on the adequacy, efficiency and effectiveness of the Group's risk management and internal control system and processes. The Internal Auditors report directly to both the ARMC and the Board.

The internal audit function is independent of the operations of the Company and provides reasonable assurance that the Company's system of internal control is satisfactory and operating effectively.

Further details of the internal audit function are set out in the Statement on Risk Management and Internal Control and the ARMC Report of this Annual Report.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Part I – Engagement with Stakeholders

12. Continuous Communication between the Company and Stakeholders

The Board believes that a constructive and effective investor relationship is essential in enhancing shareholder value. The Board, in its best efforts, always keeps the shareholders and various stakeholders informed of the Group's business and corporate development and ensure that the communication with them is transparent and timely.

The Company maintains a website at www.uniquefire.com for shareholders, investors and general public to access information on amongst others, the Group's corporate profile, products, financial performance announcements published in Bursa Securities' website, Board Charter and Board Committees' terms of reference and corporate information. Shareholders may also communicate with the Company on investor relation matters by posting their enquiries to the Company through the Company's web enquiry form on its website.

The Company is not categorised as "Large companies" under the MCCG and hence, has not adopted integrated reporting based on a globally recognised framework.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

Part II - Conduct of General Meetings

13. Encourage Shareholders' Participation at General Meetings

13.1 Participation at AGM

The Board of Directors acknowledges the need for shareholders to be informed of all material business matters affecting the Company. To encourage shareholders' participation, the Company had provided all shareholders an adequate notice period for the AGM of at least twenty-eight (28) days before the date of the Third AGM last year.

The Chairperson of the Board and the Chairpersons of the respective Board Committees as well as the Board members were presented at the Third AGM held in 2024 to engage with the shareholders proactively. Healthy dialogues and interactions with the shareholders are greatly encouraged and the Board will endeavor to provide meaningful responses to questions addressed to them on the resolutions being proposed and the operations of the Group.

The Board is supported by the External Auditors, the Company Secretaries, Sponsors, and senior management staff, where applicable, who were also presented at the Third AGM held in 2024 to communicate with the shareholders, investors or media as well as to respond to the queries raised.

13.2 Poll voting

The Company will conduct poll voting on all resolutions for all general meetings in compliance with the ACE LR of Bursa Securities that requires any resolution set out in the notice of any general meeting, or in any notice of resolution which may properly be moved and is intended to be moved at any general meeting, is voted by poll.

13.3 Voting in absentia and Remote Shareholders' Participation at General Meeting(s)

The Company conducted its Third AGM in 2024 virtually through live streaming from the broadcast venue and online remote voting using the Remote Participation and Voting Facilities. The Company has also leveraged technology to facilitate remote shareholders' participation where shareholders are allowed to attend, participate, raise questions and vote remotely at the said AGM.

The entire AGM proceedings and poll voting were conducted entirely through Securities Services e-Portal ("SSeP"). The Company has engaged SS E Solutions Sdn. Bhd. to act as the Poll Administrator to provide the electronic polling services, while Commercial Quest Sdn. Bhd. was the appointed independent scrutineer to verify the poll results.

The shareholders, corporate representatives, and proxies were able to rely on real time submission of typed text to exercise their rights to speak or communicate in a virtual meeting by submitting questions or remarks in relation to the agenda items into the text box given in the live stream player within the same SSeP page.

The Board also ensured that sufficient opportunities were given to shareholders to raise issues relating to the affairs of the Company by providing ample time for the Question-and-Answer session during the General Meetings of the Company.

The Company has put in place information security measures to prevent cyber threats and data breaches.

The Securities Commission Malaysia has announced that all public listed companies will be required to conduct either hybrid or physical general meetings starting from 1 March 2025 to promote greater shareholder engagement and participation. Virtual-only general meetings will no longer be permitted.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

Part II - Conduct of General Meetings (Cont'd)

13. Encourage Shareholders' Participation at General Meetings (Cont'd)

13.3 Voting in absentia and Remote Shareholders' Participation at General Meeting(s) (Cont'd)

In light of the associated costs and the available manpower for conducting hybrid general meetings, the Board is of the view that it is not economically justifiable to enable voting in absentia and remote shareholders' participation at the forthcoming Fourth AGM of the Company. As such, the Fourth AGM of the Company will be conducted in a physical format.

The Minutes of the Third AGM were made available to the shareholders at the Company's corporate website at www.uniquefire.com.

CONCLUSION

The Board is satisfied that for FYE 2025, it complies substantially with recommendations of the Practices of the MCGG. This CG Overview Statement and the CG Report are made in accordance with the Resolution of the Board passed on 20 June 2025.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

INTRODUCTION

The Board of Directors (“**the Board**”) of the Company is pleased to present the report of the Audit and Risk Management Committee (“**ARMC**”) for the financial year ended 31 March 2025 (“**FYE 2025**”).

PURPOSE

The ARMC assists the Board in carrying out its responsibilities and meeting corporate governance requirements. It reviews the quarterly financial information before recommending it to the Board for approval and releases to Bursa Malaysia Securities Berhad (“**Bursa Securities**”). In addition to this, the ARMC reviews the systems of internal controls which Management and the Board have established and makes recommendations to Management on actions to be taken, if any, based on the reports of the independent Internal and External Auditors.

COMPOSITION OF THE ARMC AND MEETINGS ATTENDANCE

The ARMC of the Company comprises three (3) Independent Non-Executive Directors. This meets the requirements of Rule 15.09 of the ACE Market Listing Requirements (“**ACE LR**”) of Bursa Securities and satisfied the test of independence under the ACE LR of Bursa Securities and Step-Up Practice 9.4 of the Malaysian Code on Corporate Governance (“**MCCG**”).

Ms. Andrea Huong Jia Mei, the Independent Non-Executive Director is the Chairperson of the ARMC. In this respect, the Company complies with Rule 15.10 of the ACE LR of Bursa Securities. Furthermore, in compliance with Practice 9.1 of the MCCG, the Chairperson of the ARMC is not the Chairperson of the Board. In addition, Ms. Andrea Huong Jia Mei is a member of the Association of Chartered Certified Accountants, United Kingdom and a Chartered Accountant of the Malaysian Institute of Accountants. In this respect, the Company complies with Rule 15.09(1)(c) of the ACE LR of Bursa Securities.

The ARMC held five (5) meetings during the financial year under review. The members of the ARMC and their attendance at the meetings are set out below:

Name	Designation	Directorship	Attendance
Andrea Huong Jia Mei	Chairperson	Independent Non-Executive Director	5/5
Ir. Tee Kiam Hong	Member	Independent Non-Executive Director	5/5
Olivia Lim	Member	Independent Non-Executive Director	5/5

AUTHORITY, DUTIES AND RESPONSIBILITIES OF ARMC

The ARMC is governed by its Terms of Reference (“**TOR**”), which is available at the Company’s website at www.uniquefire.com.

SUMMARY OF THE WORK

During FYE 2025, the ARMC had discharged its functions and carried out its duties as set out in its TOR. The ARMC has an explicit right to convene meetings with both the Internal and External Auditors without the presence of other directors and employees.

A summary of the work of the ARMC in the discharge of its functions and duties for the financial year under review and how it has met its responsibilities during the financial year under review and up to the date of this ARMC report are as follows:-

(a) Financial reporting

- Reviewed the Group’s quarterly financial results focusing particularly on changes in or implementation of major accounting policies, significant and unusual events and compliance with accounting standards and other legal requirements before recommending them for approval by the Board for releasing announcement to Bursa Securities.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (Cont'd)

SUMMARY OF THE WORK (CONT'D)

(a) Financial reporting (Cont'd)

- Reviewed the reports and the audited financial statements of the Group together with the External Auditors prior to tabling to the Board for approval.
- In the review of the annual audited financial statements, the ARMC had discussed with Management and the External Auditors the accounting principles and standards that were applied and their judgement of the items that may affect the financial statements as well as issues and reservations arising from the statutory audit.

(b) Corporate Reporting

- Reviewed the External Auditors' Report on the Statement on Risk Management and Internal Control for inclusion in the Annual Report.
- Reviewed the ARMC Report for inclusion in the Annual Report.

(c) External Audit

- Reviewed and approved the External Auditors' audit planning memorandum for the Group covering the audit objectives and approach, areas of audit emphasis, timeline, relevant accounting standards issued by the Malaysian Accounting Standard Board, and other relevant technical pronouncements.
- Reviewed the statutory audit fees and non-audit service fees for FYE 2025.
- Reviewed the External Auditors' audit review memorandum of the Group for FYE 2025, covering the significant auditing and financial reporting matters.
- Reviewed and discussed the External Auditors' audit report, covering the key audit matters raised and areas for concern highlighted in the Management letter, including Management's response to the concerns raised by the External Auditors.
- Met with the External Auditors without the presence of the Executive Directors and Management once on 29 May 2024, in order to provide the External Auditors with an avenue to candidly express any concerns they may have, including those relating to their ability to perform their work without restraint or interference.
- Evaluated the External Auditors' suitability, objectivity and independence, taking into consideration their technical competencies, audit quality, manpower resource sufficiency to perform the audit of the Group, and made recommendation to the Board on their re-appointment.

(d) Internal audit

- Reviewed and approved the internal audit plan for FYE 2025 and the internal audit fees.
- Reviewed the internal audit reports issued in respect of Internal Auditors' observations, recommendations for improvements and Management's responses as well as actions taken to improve the system of internal control and procedures. Where appropriate, the ARMC has directed Management to rectify and improve control procedures and workflow processes based on the Internal Auditors' recommendations and suggestions for improvement.
- Reviewed the adequacy of the scope, functions, resources and competency of the internal audit function.
- Met with the Internal Auditors without the presence of the Executive Directors and Management once on 20 August 2024, to discuss any issues that may have arisen from the internal audit.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (Cont'd)

SUMMARY OF THE WORK (CONT'D)

(e) Matters relating to related party transaction and conflict of interest

Reviewed the quarterly and annual financial statements on the disclosures relating to related party transactions or conflict of interest (“COI”) situations that arose within the Group and ensure compliance with provisions of the ACE LR of Bursa Securities.

Save and except for the potential COI as disclosed below, there were no COI or any potential COI identified or reported among the board members during the financial year under review:-

Nature of COI	Nature and extent of interest of conflicted board of directors/key senior management	Measures taken to address COI
A Director serves on the board of Powerwell Holdings Berhad (“PHB”) as an Independent Non-Executive Director.	<p>Puan Selma Enoil binti Mustapha Khalil is currently serve on the Board of PHB as an Independent Non-Executive Director. PHB has recently acquired two (2) 51%-owned subsidiaries which provide fire suppression and fire prevention solutions.</p> <p>The nature of their business is similar to a limited part of the operations within Unique Fire group of companies.</p>	<p>Puan Selma, being an Independent Director of PHB did not participate in or influence any decision related to the day-to-day operation of PHB.</p> <p>Additionally, she duly recused herself and abstained from both deliberation and voting on all matters relating to the two (2) subsidiaries of PHB.</p>

INTERNAL AUDIT FUNCTION

The internal audit function plays an important role to provide the Board, through the ARMC, reasonable assurance of the effectiveness of the system of internal control in the Group. It covers the examination and evaluation of the adequacy and effectiveness of internal control systems and the quality of compliance to the internal control systems which comprises key components of control environment, risk assessment process, operational control activities, information and communication system and monitoring practices.

The internal audit reporting format can broadly be segregated into two (2) main areas as set out below:-

- ✓ The internal audit plan of the Group is presented to the ARMC by the Internal Auditors for discussion and adoption.
- ✓ The Internal audit reports are reviewed and adopted by the ARMC on a half-yearly basis to review the internal audit findings and to discuss on the Management’s corrective action plans in order to ensure the control weaknesses highlighted by the Internal Auditors are appropriately addressed. In addition, the Internal Auditors would also conduct a follow-up audit to ensure that all agreed corrective action plans are satisfactorily implemented by Management. The progression status of the corrective action plans would also be reported to the ARMC on a half-yearly basis.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (Cont'd)

INTERNAL AUDIT FUNCTION (CONT'D)

A summary of work of the internal audit function for FYE 2025 is as follows:

- (a) Formulated the internal audit plan and presented the plan for the ARMC's review and approval.
- (b) Executed the internal audit reviews covering the following business processes or areas in accordance with the approved audit plan:-
 - Standard operating policies and procedures
 - Material and production inspection
 - Monitoring and report
 - Account receivable
 - Account payable
- (c) Based on the audit reviews carried out, reported the results of the audit reviews to the ARMC. The reports highlighted internal control weaknesses identified and corresponding recommendations for improvements.

The internal audit review carried out during FYE 2025 did not reveal weaknesses that have resulted in any material losses, contingencies or uncertainties that would require separate disclosure in this annual report.

The total cost incurred for the internal audit function of the Group for FYE 2025 amounted to RM30,000.00.

CONCLUSION

The Board is satisfied that the ARMC has carried out their responsibilities and duties in accordance with the TOR of the ARMC.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Malaysian Code on Corporate Governance requires the Board of Directors ("**Board**") to establish a sound risk management framework and internal controls system to safeguard its shareholders' investments and the assets of Unique Fire Holdings Berhad and its subsidiaries ("**Group**"). Pursuant to Rule 15.26(b) of the ACE Market Listing Requirements ("**ACE LR**") of Bursa Malaysia Securities Berhad, the Board of a listed corporation is required to include in their Annual Report, a statement on the state of risk management and internal control of the listed corporation as a group.

The Board recognises its responsibilities and the importance of a sound system of risk management and internal controls. The Board continues with its commitment to maintaining sound systems of risk management and internal control throughout the Group and in compliance with the ACE LR and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("**Guidelines**").

The Board is pleased to provide the following statement which outlines the nature and scope of risk management and internal control of the Group during the financial year ended 31 March 2025.

BOARD'S RESPONSIBILITIES

The Board acknowledges its responsibility for maintaining a sound system of internal controls and seeking regular assurance on the adequacy, effectiveness and integrity of the risk management and internal control system to meet the Group's objectives and strategies and safeguard shareholders' investments and the Group's assets.

Board meetings are conducted on a periodic basis to review the Group's risk management and internal control activities. The Board through its Audit and Risk Management Committee ("**ARMC**") supported by the Internal Auditors which is independent of the activities it audits, conducted periodic assessments as to whether risks that may hinder the Group from achieving its objectives are being adequately evaluated, managed and controlled. The issues as well as actions agreed upon by the Management to address them were tabled and deliberated during the ARMC meetings, the minutes of which are then presented to the Board. The Board recognises the need to embed risk management in all aspects of the Company's activities and set the levels of acceptable risk to aid decision-making and governance processes.

The Board have received assurance from the Executive Directors that the Group will continuously improve and maintain a sound and effective system of risk management and internal control. In pursuing objectives, the role of Management is to implement the Board's policies, decisions and guidelines on risks and controls that include the identification, evaluation and treatment of risks with appropriate counter measures.

The Board also acknowledges that due to the limitations that are inherent in any system of internal controls, the internal control system can only reduce but not fully eliminate the risks that impede the achievement of the Group's business objective. Therefore, the internal control system can only provide reasonable and not absolute assurance against material misstatement.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

1. Risk Management System

The Board has a Risk Management and Internal Control Framework (“**Framework**”) in place for identifying, evaluating and managing significant risks faced by the Group. The Group’s Framework which was formalised in writing entailed the compilation of the Group’s risk report i.e. Stakeholder Analysis, SWOT Analysis and etc. and appropriate control measures to manage the risks to the acceptable levels. The Board believes that maintaining a sound risk management and internal control system is founded on a clear understanding and appreciation of the following key elements of the Group’s Framework:-

- a. A formalised Framework to streamline the Group’s risk management activities;
- b. The Board and the Group Managing Director must first ascertain the levels of the risk appetite of the Group to determine the extent of the risk context;
- c. A risk management structure which outlines the lines of reporting and establishes the responsibility of personnel at different levels, i.e. the Board, ARMC and Management;
- d. The Heads of Department and key Management staff are responsible for identifying, assessing and managing strategic and operational risks from time to time;
- e. The identified key risks which are included in the risk report are monitored regularly to provide an early warning signal of increasing risk exposures; and
- f. Effectiveness of the control measures/actions stated in the risk report will be reviewed and reported to the ARMC on a periodic basis or on a frequency as determined by the ARMC.

2. Internal Control System

The Group’s system of internal controls comprises the following key elements:-

- a. An organisational structure with clear lines of accountability and responsibilities provides a sound framework within the organisation in facilitating check and balance for proper decision-making at the appropriate authority levels of management including matters that require the Board’s approval;
- b. The ARMC and the Board of Directors meet at least once on a quarterly basis to review and deliberate on financial reports, annual financial statements, internal audit reports and etc. Discussions with Management were held to deliberate on the actions that are required to be taken to address the internal control issues identified;
- c. The ARMC and the Board review findings of the external and internal audit on accounting and internal control issues, and hold discussions with Management on actions to be taken in resolving them;
- d. Internal policies and procedures had been established for the key business units within the Group to guide employees in their day-to-day activities. The policies and procedures are periodically reviewed and updated to cater to the changing business environment and operational requirements, and statutory reporting needs; and
- e. The Group has also documented policies and procedures to regulate relevant key processes in compliance with its International Organisation for Standardisation (“**ISO**”) 9001:2015.

3. Internal Audit Function

The Board acknowledges its overall responsibility for maintaining a sound system of internal controls that provides assurance of effective and efficient operations and compliance with laws and regulations including its internal procedures and guidelines. The size and complexity of the operations may give rise to risks of unanticipated or unavoidable losses.

The internal audit function is outsourced to an independent professional firm, Messrs. GovernanceAdvisory.com Sdn. Bhd. The firm was appointed by ARMC to assist the Board and ARMC in providing an independent assessment of the adequacy, efficiency and effectiveness of the Group’s internal control system.

To ensure independence from Management, the Internal Auditors report directly to the ARMC through the execution of internal audit work based on a risk-based annual internal audit plan reviewed and approved by the ARMC before the commencement of work.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM (CONT'D)

3. Internal Audit Function (Cont'd)

The Internal Auditors have unrestricted access to the relevant records of the Group necessary for the performance of its function and independently review the control procedures implemented by the Management on the key processes of the Group.

In addition, the Internal Auditors carry out periodic reviews to ascertain the effectiveness of internal controls and findings arising from internal audit reviews are discussed with the respective process custodians before being presented to the ARMC. The Internal Auditors also provide improvement recommendations for the consideration of Management and the Board as part of the continuous development of a more efficient and comprehensive internal control environment.

The Management is responsible for ensuring that corrective actions are taken on reported weaknesses, and the internal audit function will carry out subsequent follow-up reviews to ensure the identified areas are rectified for control improvement.

Internal audits were conducted on the internal control systems of account receivable and payable function, as well as on the quality assurance management, during the financial year under review.

Based on the internal audit review conducted, none of the weaknesses noted may result in material losses, contingencies or uncertainties that would require separate disclosure in this Annual Report.

BOARD ASSURANCE AND LIMITATION

For the financial year under review, the Board is satisfied that the existing systems of risk management and internal control are effective and that there were no losses resulting from significant control weaknesses.

The Board acknowledges that risk management and internal control systems should be continuously improved. However, the stakeholders should note that all risk management and internal control systems could only manage rather than eliminate risks of failure to achieve business objectives. Therefore, these systems can only provide reasonable but not absolute assurance against material misstatements, frauds and losses.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Rule 15.23 of the ACE LR, the external auditors shall review this Statement on Risk Management and Internal Control. The review should be guided by the Audit and Assurance Practice Guide 3 ("AAPG3") issued by the Malaysian Institute of Accountants.

Based on AAPG3, the external auditors have reviewed this Statement and have reported to the Board that nothing has come to their attention that causes them to believe that the explanation disclosed in this Statement is inconsistent with their understanding of the processes adopted by the Board and Management in their risk management and internal control systems of the Group.

CONCLUSION

The Board is satisfied that the existing system of internal controls and risk management is sound and adequate to safeguard the Group's assets at the existing level of operations of the Group for the financial year under review, and up to the date of approval of this Statement. The Board recognises that the development of the internal control system is an ongoing process. Therefore, in striving for continuous improvement, the Board will continue to take appropriate action plans to further enhance the Group's system of internal control.

This Statement is issued in accordance with a resolution of the Board dated 20 June 2025.

ADDITIONAL COMPLIANCE INFORMATION

1. Utilisation of proceeds

The Company was listed on the ACE Market of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) on 5 August 2022 (“**Listing**”). As part of the Listing exercise, the Company has undertaken a public issue of 83,750,000 new ordinary shares at an issue price of RM0.26 per share, raising gross proceeds of RM21.78 million (“**IPO Proceeds**”). Subsequently, the Company had on 2 August 2024 announced that the Board of Directors of the Company had resolved to approve the variation and extension of timeframe for the use of proceeds raised from the initial public offering in conjunction with the listing of the Company on the ACE Market of Bursa Securities (“**Announcement on Variation**”).

The status of the utilisation of the proceeds as at 31 March 2025 is disclosed as follows:

Details of Use of Proceeds	Proposed Utilisation (RM'000)	Revised Proposed Utilisation (RM'000)	Actual Utilisation (RM'000)	Balance Utilisation (RM'000)	Revised Timeframe
Expansion of manufacturing facilities	2,500	2,500	(2,200)	300	Within 36 months from 5 August 2022
Expansion of geographical coverage	6,000	4,218	(2,101)	2,117	Within 24 months from 2 August 2024
Expansion of operational capabilities	5,300	5,300	(4,654)	646	Within 12 months from 2 August 2024
Working capital	4,575	4,575	(4,575)	-	Fully utilised
Estimated listing expenses	3,400	3,400	(3,400)	-	Fully utilised
Acquisition of Property in Penang	-	1,782	(1,782)	-	Fully utilised
Total Gross Proceeds	21,775	21,775	(18,712)	3,063	

The utilisation of the proceeds as disclosed above should be read in conjunction with the Prospectus of the Company dated 29 June 2022 and the Announcement on Variation dated 2 August 2024.

2. Audit and non-audit fees

During the financial year ended 31 March 2025 (“**FYE 2025**”), Messrs. Crowe Malaysia PLT, the External Auditors have rendered audit and non-audit services to the Company and its subsidiaries (“**the Group**”). The breakdown of the fees payable to the External Auditors is as follows:

	Company (RM)	Group (RM)
Audit services rendered	35,000	111,000
Non-audit services rendered	5,000	5,000
- Review of Statement of Risk Management and Internal Control		
Total	40,000	116,000

3. Material contracts involving Directors’, chief executive’s and major shareholders’ interests

There were no material contracts entered into by the Company or its subsidiaries (not being contracts entered into in the ordinary course of business) involving the interests of the Directors, chief executive and major shareholders which were still subsisting at the end of FYE 2025 or which were entered into since the end of the previous financial year.

4. Recurrent related party transactions of a revenue or trading nature (“RRPT”) and related party transactions (“RPT”)

There were no RRPT or RPT entered into by the Group which involves the Directors’ and/or major shareholders’ interest, either still subsisting at the end of FYE 2025 or entered into since the end of the previous financial year.

STATEMENT OF **DIRECTORS' RESPONSIBILITY** IN RELATION TO THE FINANCIAL STATEMENTS

In accordance with the provisions of the Companies Act 2016 (**"the Act"**), the applicable Malaysian Financial Reporting Standards and the International Financial Reporting Standards, the Directors are required to prepare financial statements that give a true and fair view of the state of affairs of the Group and the Company as at the end of the financial year, and of the results and cash flows for that year then ended.

The Directors consider that in preparing the Audited Annual Financial Statements:

- the Group and the Company had used appropriate accounting policies which are consistently applied;
- reasonable and prudent judgments and estimates were made; and
- complete disclosures of all information required under the Act and the ACE Market Listing Requirements have been made and followed.

In preparing the Audited Annual Financial Statements, the Directors are responsible for ensuring that the Group and the Company maintain accounting records that disclose with reasonable accuracy the financial position of the Group and the Company, and which enable them to ensure that the financial statements comply with the Act.

The Directors have general responsibilities for taking such steps that are reasonably available to them to safeguard the assets of the Group and the Company, and to prevent and detect fraud and other irregularities.

FINANCIAL

STATEMENTS

85	Directors' Report
91	Statement by Directors
91	Statutory Declaration
92	Independent Auditors' Report
95	Statements of Financial Position
96	Statements of Profit or Loss and Other Comprehensive Income
97	Statements of Changes in Equity
99	Statements of Cash Flows
101	Notes to the Financial Statements

DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 March 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 6 to the financial statements.

RESULTS

	The Group RM	The Company RM
Profit after taxation for the financial year	10,336,612	5,261,950
Attributable to:-		
Owners of the Company	10,365,873	5,261,950
Non-controlling interests	(29,261)	-
	10,336,612	5,261,950

DIVIDENDS

Dividends paid or declared by the Company since 31 March 2024 are as follows:-

	RM
<u>In respect of the financial year ended 31 March 2025</u>	
First interim single-tier tax exempt dividend of 0.80 sen per ordinary share, paid on 8 November 2024	3,200,000
Second interim single-tier tax exempt dividend of 0.60 sen per ordinary share, paid on 27 December 2024	2,400,000
	5,600,000

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

DIRECTORS' REPORT (Cont'd)

WARRANTS

As at the end of the financial year, the Company has the following outstanding warrants:

Warrants	Exercise price per ordinary share	Expiry date	Number of warrants outstanding as at 31.3.2025
Warrants 2024/2029	RM0.27	21 February 2029	200,000,000

Warrants 2024/2029 were issued on 22 February 2024 pursuant to the bonus issue of 200,000,000 free warrants in the Company on the basis of one free warrant for every two existing ordinary shares in the Company. The warrants entitle the holders to subscribe for new ordinary shares in the Company on the basis of one new ordinary share for every warrant held at an exercise price of RM0.27 per ordinary share within 5 years from the date of the issue of the warrants. The exercise price of warrants maybe subject to adjustment from time to time accordance with the conditions stipulated in the Deed Poll created on 5 February 2024.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

DIRECTORS' REPORT (Cont'd)

CONTINGENT AND OTHER LIABILITIES

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

- (a) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

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

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances 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.

ITEMS OF AN UNUSUAL NATURE

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

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, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Selma Enolil Binti Mustapha Khalil
Liew Sen Hoi
Dato' Liew Kang Leong
Liew Kang Yee
Liew Kang Chin
Olivia Lim
Ir. Tee Kiam Hong
Andrea Huong Jia Mei

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Ts. Liew Kang Boon
Lim Show Ching

DIRECTORS' REPORT (Cont'd)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares of the Company and its related corporations during the financial year are as follows:-

	<----- Number of Ordinary Shares ----->			
	At 1.4.2024	Bought	Sold	At 31.3.2025
Holding Company				
<i>Direct Interests</i>				
Liew Sen Hoi	55	21,344,400	-	21,344,455
Dato' Liew Kang Leong	10	3,880,800	-	3,880,810
Liew Kang Yee	10	3,880,800	-	3,880,810
Liew Kang Chin	10	3,880,800	-	3,880,810
The Company				
<i>Direct Interests</i>				
Liew Sen Hoi	18,208,408	-	-	18,208,408
Liew Kang Yee	4,010,398	-	-	4,010,398
Liew Kang Chin	4,010,398	-	-	4,010,398
Dato' Liew Kang Leong	4,010,398	-	-	4,010,398
Olivia Lim	100,000	-	-	100,000
Selma Enolil Binti Mustapha Khalil	250,000	-	-	250,000
Ir. Tee Kiam Hong	250,000	-	-	250,000
<i>Indirect Interests</i>				
Liew Sen Hoi #	256,010,398	-	-	256,010,398
<----- Number of Warrants ----->				
	At 1.4.2024	Allotment	Sold	At 31.3.2025
The Company				
<i>Direct Interests</i>				
Liew Sen Hoi	9,104,204	-	-	9,104,204
Liew Kang Yee	2,005,199	-	-	2,005,199
Liew Kang Chin	2,005,199	-	-	2,005,199
Dato' Liew Kang Leong	2,005,199	-	-	2,005,199
Olivia Lim	50,000	-	-	50,000
Selma Enolil Binti Mustapha Khalil	125,000	-	-	125,000
Ir. Tee Kiam Hong	125,000	-	-	125,000
<i>Indirect Interests</i>				
Liew Sen Hoi #	128,005,199	-	-	128,005,199

Indirect interest by virtue of the director's interests in Unique Go Sdn Bhd pursuant to Section 8 of the Companies Act 2016 and by virtue of the director's son's shareholding pursuant to Section 59(11)(c) of the Companies Act.

By virtue of his shareholding in the holding company, Liew Sen Hoi is deemed to have interests in shares in the Company and its related corporations during the financial year to the extent of the holding company's interests, in accordance with Section 8 of the Companies Act 2016.

The other director holding office at the end of the financial year had no interest in shares, options over unissued shares or debentures of the Company or its related corporations during the financial year.

DIRECTORS' REPORT (Cont'd)

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 30(b) to the financial statements.

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Group and of the Company or any other body corporate.

DIRECTORS' REMUNERATION

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

	The Group RM	The Company RM
Fees	180,000	180,000
Salaries and other benefits	2,497,096	24,000
Defined contribution benefits	190,080	-
	<hr/> 2,867,176	<hr/> 204,000

The estimated monetary value of benefits-in-kind provided by the Group to the directors of the Company was RM72,275.

INDEMNITY AND INSURANCE COST

During the financial year, there was no indemnity given to or professional indemnity insurance effected for directors, officers or auditors of the Company.

SUBSIDIARIES

The details of the subsidiary name, place of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed in Note 6 to the financial statements.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

HOLDING COMPANY

The holding company is Unique Go Sdn. Bhd. The aforesaid holding company is incorporated in Malaysia.

DIRECTORS' REPORT (Cont'd)

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The details of the auditors' remuneration for the financial year are as follows:-

	The Group RM	The Company RM
Audit fees	111,000	35,000
Non-audit fee	5,000	5,000
	<hr/> 116,000	<hr/> 40,000

**SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS
DATED 20 JUNE 2025**

Liew Sen Hoi

Liew Kang Yee

STATEMENT BY DIRECTORS PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Liew Sen Hoi and Liew Kang Yee, being two of the directors of Unique Fire Holdings Berhad, state that, in the opinion of the directors, the financial statements set out on pages 95 to 138 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 March 2025 and of their financial performance and cash flows for the financial year ended on that date.

SIGNED IN ACCORDANCE WITH A RESOLUTION OF THE DIRECTORS DATED 20 JUNE 2025.

Liew Sen Hoi

Liew Kang Yee

STATUTORY DECLARATION PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Liew Sen Hoi, being the director primarily responsible for the financial management of Unique Fire Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 95 to 138 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Liew Sen Hoi
at Melaka
in the state of Melaka
on this 20th day of June, 2025

Liew Sen Hoi

Before me

SHAHRIZAH BINTI YAHYA (M084)
COMMISSIONER FOR OATHS

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF UNIQUE FIRE HOLDINGS BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Unique Fire Holdings Berhad, which comprise the statements of financial position as at 31 March 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statement of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 95 to 138.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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.

Key Audit Matters

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

We have determined the matter described below to be the key audit matter to be communicated in our report.

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>Revenue Recognition Refer to Note 22 in the financial statements</p>	
<p>Consolidated revenue recorded by the Group during the year amounted to RM108 million. We consider revenue recognition for sale of goods to be a potential cause for higher risk of material misstatement from the perspective of timing of recognition and the amount of revenue recognised. Accordingly, we regarded revenue recognition to be a key audit matter.</p>	<p>Our procedures included, amongst others:-</p> <ul style="list-style-type: none"> • tested the operating effectiveness of internal controls over the completeness, accuracy and timing of revenue recognised in the financial statements. • reviewed the terms of sales contract to determine the point of transfer of risk and rewards on a sample basis. • tested the recording of sales transactions, revenue cut-off and review of credit notes after year end. • obtained confirmations and reviewed collections relating to material trade receivables as at financial year end.

INDEPENDENT AUDITORS' REPORT (Cont'd)

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.

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, International Financial Reporting 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.

INDEPENDENT AUDITORS' REPORT (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):-

- 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.
- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

OTHER MATTERS

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

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Melaka
20 June 2025

Tan Guan Seng
03387/08/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2025

	NOTE	THE GROUP		THE COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	6	-	-	50,605,460	50,599,360
Property, plant and equipment	7	37,088,755	32,091,088	-	-
Right-of-use assets	8	1,942	219,114	-	-
Other receivables	9	-	-	16,822,819	13,010,045
		37,090,697	32,310,202	67,428,279	63,609,405
CURRENT ASSETS					
Trade and other receivables	9	25,856,000	30,665,953	3,626,119	3,579,126
Inventories	10	21,099,960	18,073,014	-	-
Fixed deposits with licensed bank	11	3,000,000	7,000,000	3,000,000	7,000,000
Cash and bank balances		18,076,303	14,975,000	405,084	789,618
		68,032,263	70,713,967	7,031,203	11,368,744
TOTAL ASSETS		105,122,960	103,024,169	74,459,482	74,978,149
EQUITY AND LIABILITIES					
EQUITY					
Share capital	12	71,110,386	71,110,386	71,110,386	71,110,386
Merger deficit	13	(41,144,860)	(41,144,860)	-	-
Retained profits	14	57,747,004	52,981,131	2,877,796	3,215,846
Equity attributable to owners of the Company		87,712,530	82,946,657	73,988,182	74,326,232
Non-controlling interests	6	(25,221)	-	-	-
TOTAL EQUITY		87,687,309	82,946,657	73,988,182	74,326,232
NON-CURRENT LIABILITIES					
Lease liabilities	15	-	103,083	-	-
Long-term borrowings	16	6,876,390	8,334,581	-	-
Deferred tax liabilities	17	615,000	415,000	-	-
		7,491,390	8,852,664	-	-
CURRENT LIABILITIES					
Trade and other payables	18	7,221,430	8,402,831	398,707	548,950
Lease liabilities	15	1,986	121,204	-	-
Short-term borrowings	19	1,147,624	1,285,448	-	-
Current tax liabilities		1,573,221	1,415,365	72,593	102,967
		9,944,261	11,224,848	471,300	651,917
TOTAL LIABILITIES		17,435,651	20,077,512	471,300	651,917
TOTAL EQUITY AND LIABILITIES		105,122,960	103,024,169	74,459,482	74,978,149

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	NOTE	THE GROUP		THE COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
REVENUE	22	108,062,421	104,684,193	5,700,000	6,220,000
OTHER INCOME		618,022	643,478	935,960	872,179
RAW MATERIALS AND CONSUMBLES USED		(72,510,784)	(71,484,415)	-	-
CHANGES IN INVENTORIES OF FINISHED GOODS AND WORK IN PROGRESS		335,244	(1,610,976)	-	-
SELLING AND DISTRIBUTION EXPENSES		(1,688,633)	(1,738,124)	-	-
OTHER OPERATING EXPENSES		(4,996,446)	(4,806,650)	(959,090)	(1,062,221)
DEPRECIATION AND AMORTISATION		(2,321,358)	(1,815,001)	-	-
EMPLOYEE BENEFIT EXPENSES	23	(14,139,374)	(11,961,170)	(204,000)	(204,000)
FINANCE COSTS		(158,303)	(311,120)	-	-
NET REVERSAL OF IMPAIRMENT LOSSES/(NET IMPAIRMENT LOSSES) ON FINANCIAL ASSETS	24	482,064	(375,000)	-	-
PROFIT BEFORE TAXATION	25	13,682,853	11,225,215	5,472,870	5,825,958
INCOME TAX EXPENSE	26	(3,346,241)	(3,092,424)	(210,920)	(163,368)
PROFIT AFTER TAXATION/TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		10,336,612	8,132,791	5,261,950	5,662,590
PROFIT AFTER TAXATION/TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ATTRIBUTABLE TO:					
OWNERS OF THE COMPANY		10,365,873	8,132,791	5,261,950	5,662,590
NON-CONTROLLING INTERESTS		(29,261)	-	-	-
		10,336,612	8,132,791	5,261,950	5,662,590
EARNINGS PER SHARE (SEN)	27				
Basic		2.59	2.03		
Diluted		2.31	2.03		

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	NOTE	NON-DISTRIBUTABLE			DISTRIBUTABLE			NON-CONTROLLING INTERESTS RM	TOTAL EQUITY RM
		SHARE CAPITAL RM	MERGER DEFICIT RM	RETAINED PROFITS RM	ATTRIBUTABLE TO OWNERS OF THE COMPANY RM	NON-DISTRIBUTABLE PROFITS RM			
THE GROUP									
At 1.4.2023		71,110,386	(41,144,860)	49,248,340	79,213,866	-	-	79,213,866	
Profit after taxation/Total comprehensive income for the financial year		-	-	8,132,791	8,132,791	-	-	8,132,791	
Contributions by and distributions to owners of the Company:-									
- Dividends	28	-	-	(4,400,000)	(4,400,000)	-	-	(4,400,000)	
Balance at 31.3.2024/1.4.2024		71,110,386	(41,144,860)	52,981,131	82,946,657	-	-	82,946,657	
Profit after taxation/Total comprehensive income for the financial year		-	-	10,365,873	10,365,873	(29,261)	(29,261)	10,336,612	
Effect of issuance of share capital by a subsidiary		-	-	-	-	4,040	4,040	4,040	
Contributions by and distributions to owners of the Company:-									
- Dividends	28	-	-	(5,600,000)	(5,600,000)	-	-	(5,600,000)	
Balance at 31.3.2025		71,110,386	(41,144,860)	57,747,004	87,712,530	(25,221)	(25,221)	87,687,309	

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

	NOTE	SHARE CAPITAL RM	RETAINED PROFITS RM	TOTAL EQUITY RM
THE COMPANY				
At 1.4.2023		71,110,386	1,953,256	73,063,642
Profit after taxation/Total comprehensive income for the financial year		-	5,662,590	5,662,590
Contributions by and distributions to owners of the Company:-				
- Dividends	28	-	(4,400,000)	(4,400,000)
Balance at 31.3.2024/1.4.2024		71,110,386	3,215,846	74,326,232
Profit after taxation/Total comprehensive income for the financial year		-	5,261,950	5,261,950
Contributions by and distributions to owners of the Company:-				
- Dividends	28	-	(5,600,000)	(5,600,000)
Balance at 31.3.2025		71,110,386	2,877,796	73,988,182

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES				
Profit before taxation	13,682,853	11,225,215	5,472,870	5,825,958
Adjustments for:-				
Depreciation of property, plant and equipment	2,280,126	1,685,117	-	-
Depreciation of right-of-use assets	41,232	129,884	-	-
Impairment losses on trade receivables	88,191	375,000	-	-
Interest expense on lease liabilities	2,488	11,826	-	-
Inventories written off	15,161	-	-	-
Inventories written down	16,596	-	-	-
Other interest expense	149,732	284,264	-	-
Interest income	(251,881)	(424,310)	(935,960)	(872,179)
Gain on derecognition of lease liabilities	(5,349)	-	-	-
Gain on disposal of property, plant and equipment	(38,833)	(125,483)	-	-
Gain on foreign exchange - unrealised	(188)	(534)	-	-
Recovery of bad debts	-	(13,945)	-	-
Reversal of impairment losses on trade receivables	(570,255)	-	-	-
Operating profit before working capital changes	15,409,873	13,147,034	4,536,910	4,953,779
(Increase)/Decrease in inventories	(3,058,703)	7,086,022	-	-
Decrease/(Increase) in trade and other receivables	3,360,320	(4,576,162)	(193,096)	24,693
(Decrease)/Increase in trade and other payables	(1,181,213)	(117,426)	(391,343)	425,998
CASH FROM OPERATIONS	14,530,277	15,539,468	3,952,471	5,404,470
Income tax paid	(2,988,385)	(1,918,278)	(241,294)	(159,972)
NET CASH FROM OPERATING ACTIVITIES	11,541,892	13,621,190	3,711,177	5,244,498

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

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

	NOTE	THE GROUP		THE COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Deposit paid for purchase of property, plant and equipment		(10,000)	(1,941,697)	-	-
Investment in subsidiaries		-	-	(6,100)	-
Interest received		251,881	424,310	935,960	872,179
Purchase of property, plant and equipment	29(a)	(5,336,097)	(3,986,267)	-	-
Advances to subsidiaries		-	-	(3,666,671)	(4,842,737)
Proceeds from disposal of property, plant and equipment		38,834	130,500	-	-
Withdrawal of fixed deposits with tenure more than 3 months		4,000,000	2,765,000	4,000,000	2,765,000
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(1,055,382)	(2,608,154)	1,263,189	(1,205,558)
CASH FLOWS FOR FINANCING ACTIVITIES					
Interest paid	29(b)	(152,220)	(296,090)	-	-
Net repayment of bankers' acceptance	29(b)	-	(1,163,000)	-	-
Repayment of hire purchase payables	29(b)	(224,424)	(269,206)	-	-
Repayment of lease liabilities	29(b)	(41,012)	(126,175)	-	-
Repayment of term loans	29(b)	(1,371,591)	(1,241,861)	-	-
Advances from/(Repayment to) subsidiaries	29(b)	-	-	241,100	(13,557)
Proceeds from issuance of shares by subsidiary to non-controlling interests		4,040	-	-	-
Dividends paid	28	(5,600,000)	(4,400,000)	(5,600,000)	(4,400,000)
NET CASH FOR FINANCING ACTIVITIES		(7,385,207)	(7,496,332)	(5,358,900)	(4,413,557)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		3,101,303	3,516,704	(384,534)	(374,617)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		14,975,000	11,458,296	789,618	1,164,235
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	29(d)	18,076,303	14,975,000	405,084	789,618

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

1. GENERAL INFORMATION

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

Registered office : Level 7, Menara Milenium, Jalan Damanlela,
Pusat Bandar Damansara, Damansara Heights,
50490 Kuala Lumpur W.P. Kuala Lumpur

Principal place of business : No. 9, Jalan Anggerik Mokara 31/55,
Kota Kemuning, Seksyen 31, 40460
Shah Alam, Selangor Darul Ehsan

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to the end of the reporting period.

The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 20 June 2025.

2. HOLDING COMPANY

The holding company is Unique Go Sdn. Bhd.. The aforesaid holding company is incorporated in Malaysia.

3. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 6 to the financial statements.

4. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

- (a) During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including the Consequential Amendments)

Amendments to MFRS 16: Lease Liability in a Sale and Leaseback

Amendments to MFRS 101: Classification of Liabilities as Current or Non-current

Amendments to MFRS 101: Non-current Liabilities with Covenants

Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

4. BASIS OF PREPARATION (CONT'D)

- (b) The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board (MASB) but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) are expected to have no material impact on the financial statements of the Group and of the Company upon their initial application.

5. MATERIAL ACCOUNTING POLICY INFORMATION

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

(b) Write-down of Inventories

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

(c) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements.

5.2 BASIS OF CONSOLIDATION

The Group applies the acquisition method of accounting for all business combinations except for those involving entities under common control which are accounted for applying the merger method of accounting.

Under the merger method of accounting, the assets and liabilities of the merger entities are reflected in the consolidated financial statements at their carrying amounts reported in the individual financial statements. The consolidated statement of profit or loss and other comprehensive income reflects the results of the merger entities for the full reporting period (irrespective of when the combination takes place) and comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The difference between the cost of the merger and the share capital of the merger entities is reflected within equity as merger deficit. The merger deficit is adjusted against suitable reserves of the merger entities to the extent that laws or statutes do not prohibit the use of such reserves.

5.3 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

(d) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Group, as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.4 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

5.5 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

Subsequent to the initial recognition, all property, plant and equipment, other than freehold land and buildings, are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land is not depreciated. Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Buildings	2%
Machinery	10% - 20%
Warehouse equipment	20%
Equipment	20%
Furniture and fittings	10%
Motor vehicles	20%
Renovation	20%
Electrical fittings	10%

Capital work-in-progress represent property, plant and equipment under installation. They are not depreciated until such time when the asset is available for use.

5.6 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost method and comprises the purchase price, conversion costs and incidentals incurred in bringing the inventories to their present location and condition. Cost of finished goods and work-in-progress includes the cost of materials, labours and appropriate proportion of production overhead.

5.7 REVENUE FROM CONTRACTS WITH CUSTOMERS

Sale of goods

Revenue from sale of goods is recognised when the Group has transferred control of the goods to the customer, being when the goods have been delivered to the customer and upon its acceptance. Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods, and bears the risks of obsolescence and loss in relation to the goods.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

5.8 REVENUE FROM OTHER SOURCES AND OTHER OPERATING INCOME

(a) Dividend Income

Dividend income from investment is recognised when the right to receive dividend payment is established.

(b) Interest Income

Interest income is recognised on an accrual basis using the effective interest method.

(c) Rental Income

Rental income is accounted for on a straight-line method over the lease term.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

6. INVESTMENTS IN SUBSIDIARIES

	THE COMPANY	
	2025 RM	2024 RM
Unquoted shares, at cost	50,605,460	50,599,360

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
Subsidiaries of the Company				
Unique Fire Industry Sdn. Bhd.	Malaysia	100%	100%	Assembly, manufacture and distribution of active fire protection systems, equipment and accessories for built environment.
Unique Digital Innovation Sdn. Bhd.	Malaysia	100%	100%	Distribution of custom graphics designed fire extinguishers, other active fire protection systems, equipment and accessories, and related services.
Unique Mosafe Sdn. Bhd.	Malaysia	60%	-	Dormant
Unique Green Energy Sdn. Bhd.	Malaysia	100%	-	Dormant
Subsidiary of Unique Green Energy Sdn. Bhd.				
Unique HEB Energy Sdn. Bhd.	Malaysia	60%	-	Dormant

(i) During the financial year:-

- (a) On 30 August 2024, the Company subscribed 6,000 new ordinary shares in Unique Mosafe Sdn. Bhd. for cash consideration of RM6,000 in total.
- (b) On 15 January 2025, the Company subscribed 100 new ordinary shares in Unique Green Energy Sdn. Bhd. for cash consideration of RM100 in total.
- (c) On 17 January 2025, Unique Green Energy Sdn. Bhd., a wholly-owned subsidiary of the Company subscribed 60 new ordinary shares in Unique HEB Energy Sdn. Bhd. for cash consideration of RM60 in total.

(ii) The non-controlling interests at the end of the reporting period comprise the following:

	EFFECTIVE EQUITY INTEREST		THE GROUP	
	2025 %	2024 %	2025 RM	2024 RM
Unique Mosafe Sdn. Bhd.	40	-	(22,108)	-
Unique HEB Energy Sdn. Bhd.	40	-	(3,113)	-
			(25,221)	-

(iii) Summarised financial information of non-controlling interests has not been presented as the non-controlling interests of the subsidiaries are not individually material to the Group.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

7. PROPERTY, PLANT AND EQUIPMENT

THE GROUP	At 1.4.2024 RM	Additions (Note 29(a)) RM	Disposals RM	Reclassification RM	Depreciation Charges (Note 25) RM	At 31.3.2025 RM
<i>Carrying Amount</i>						
Freehold land	10,107,590	-	-	-	-	10,107,590
Buildings	14,805,927	2,330,262	-	-	(422,115)	16,714,074
Machinery	476,131	572,505	-	2,146,644	(233,844)	2,961,436
Warehouse equipment	363,537	195,197	-	-	(149,012)	409,722
Equipment	1,793,513	462,922	-	-	(528,845)	1,727,590
Furniture and fittings	343,735	514,073	-	-	(75,835)	781,973
Motor vehicles	1,510,352	1,284,662	(1)	-	(587,979)	2,207,034
Renovation	451,440	1,811,402	-	-	(267,421)	1,995,421
Electrical fittings	12,119	106,771	-	80,100	(15,075)	183,915
Capital work-in-progress	2,226,744	-	-	(2,226,744)	-	-
	32,091,088	7,277,794	(1)	-	(2,280,126)	37,088,755

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

THE GROUP	At 1.4.2023 RM	Additions (Note 29(a)) RM	Disposals RM	Reclassification RM	Depreciation Charges (Note 25) RM	At 31.3.2024 RM
<i>Carrying Amount</i>						
Freehold land	10,107,590	-	-	-	-	10,107,590
Buildings	14,583,142	600,000	-	-	(377,215)	14,805,927
Machinery	295,644	264,166	-	-	(83,679)	476,131
Warehouse equipment	328,331	144,949	-	-	(109,743)	363,537
Equipment	1,021,068	454,720	(5,016)	796,980	(474,239)	1,793,513
Furniture and fittings	376,646	10,497	-	19,360	(62,768)	343,735
Motor vehicles	987,799	951,005	(1)	-	(428,451)	1,510,352
Renovation	583,945	9,740	-	-	(142,245)	451,440
Electrical fittings	18,896	-	-	-	(6,777)	12,119
Capital work-in-progress	816,340	2,226,744	-	(816,340)	-	2,226,744
	29,119,401	4,661,821	(5,017)	-	(1,685,117)	32,091,088

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

THE GROUP	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
2025			
Freehold land	10,107,590	-	10,107,590
Buildings	21,191,033	(4,476,959)	16,714,074
Machinery	8,287,154	(5,325,718)	2,961,436
Warehouse equipment	1,289,458	(879,736)	409,722
Equipment	3,668,152	(1,940,562)	1,727,590
Furniture and fittings	1,297,389	(515,416)	781,973
Motor vehicles	5,879,490	(3,672,456)	2,207,034
Renovation	3,383,681	(1,388,260)	1,995,421
Electrical fittings	346,637	(162,722)	183,915
	55,450,584	(18,361,829)	37,088,755
2024			
Freehold land	10,107,590	-	10,107,590
Buildings	18,860,771	(4,054,844)	14,805,927
Machinery	5,568,005	(5,091,874)	476,131
Warehouse equipment	1,094,261	(730,724)	363,537
Equipment	3,431,894	(1,638,381)	1,793,513
Furniture and fittings	1,415,350	(1,071,615)	343,735
Motor vehicles	4,717,265	(3,206,913)	1,510,352
Renovation	1,572,279	(1,120,839)	451,440
Electrical fittings	159,766	(147,647)	12,119
Capital work-in-progress	2,226,744	-	2,226,744
	49,153,925	(17,062,837)	32,091,088

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) The carrying amount of assets held in trust by a director are as follow:-

	THE GROUP	
	2025	2024
	RM	RM
Carrying Amount		
Motor vehicles	234,162	404,012
	<hr/>	

(b) The carrying amount of property, plant and equipment pledged to licensed bank for banking facilities extended to the Group as disclosed in Note 21 to the financial statements is as follows:-

	THE GROUP	
	2025	2024
	RM	RM
Carrying Amount		
Freehold land	10,107,590	10,107,590
Buildings	12,949,111	13,289,912
	<hr/>	
	23,056,701	23,397,502
	<hr/>	

(c) The carrying amount of property, plant and equipment of the Group held under hire purchase arrangements is as follows:-

	THE GROUP	
	2025	2024
	RM	RM
Carrying Amount		
Motor vehicles	-	571,355
	<hr/>	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

8. RIGHT-OF-USE ASSETS

THE GROUP	At 1.4.2024 RM	Modification of Lease Liabilities (Note 15) RM	Derecognition due to Lease Modification RM	Depreciation Charges (Note 25) RM	At 31.3.2025 RM
2025					
<i>Carrying Amount</i>					
Hostel	1,901	11,653	-	(11,612)	1,942
Warehouse	217,213	-	(187,593)	(29,620)	-
	219,114	11,653	(187,593)	(41,232)	1,942

THE GROUP	At 1.4.2023 RM	Depreciation Charges (Note 25) RM	At 31.3.2024 RM
2024			
<i>Carrying Amount</i>			
Hostel	13,304	(11,403)	1,901
Warehouse	335,694	(118,481)	217,213
	348,998	(129,884)	219,114

The Group leased hostel and warehouse of which the leasing activities are summarised below:-

Hostel	The Group leased a hostel for a period of 2 (2024 – 2) years, with an option to renew the lease after that date.
Warehouse	The Group leased a warehouse for a period of 3 (2024 – 3) years, with an option to renew the lease after that date.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

9. TRADE AND OTHER RECEIVABLES

	NOTE	THE GROUP		THE COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
Non-current					
Other receivables					
Amount owing by subsidiary	(a)	-	-	16,822,819	13,010,045
Current					
Trade receivables					
Third parties	(b)	25,171,749	28,750,444	-	-
Less: Allowance for impairment losses		(282,936)	(765,000)	-	-
		24,888,813	27,985,444	-	-
Other receivables					
Other receivables:-					
Third parties		37,964	75,827	-	6,904
Amount owing by subsidiary		-	-	3,300,000	3,520,000
- Dividend receivables		-	-	126,119	52,222
- Advances	(c)	-	-	-	-
		37,964	75,827	3,426,119	3,579,126
Deposits paid for purchase of property, plant and equipment		10,000	1,941,697	-	-
Deposits		363,297	142,456	200,000	-
Prepayments		555,926	520,529	-	-
		967,187	2,680,509	3,626,119	3,579,126
Total trade and other receivables		25,856,000	30,665,953	3,626,119	3,579,126

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

9. TRADE AND OTHER RECEIVABLES (CONT'D)

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Allowance for impairment losses:-				
At 1 April	765,000	390,000	-	-
Addition (Note 24)	88,191	375,000	-	-
Reversal (Note 24)	(570,255)	-	-	-
At 31 March	282,936	765,000	-	-

- (a) The amount owing by subsidiary (non-current) is unsecured advances which bear interest rate of 4.92% (2024 – 4.67% to 4.92%) per annum. The amount owing is repayable on demand and is to be settled in cash.
- (b) The Group's normal trade credit terms range from 7 to 120 (2024 – 7 to 120) days. Other credit terms are assessed and approved on a case-by-case basis.
- (c) The amount owing by subsidiary (current) is unsecured, interest-free and repayable on demand. The amount is to be settled in cash.

10. INVENTORIES

	THE GROUP	
	2025 RM	2024 RM
At cost:-		
Raw materials	6,798,415	4,169,224
Work-in-progress	276,747	431,513
Finished goods	4,114,573	3,624,533
Trading goods	9,910,225	9,847,744
	21,099,960	18,073,014
Recognised in profit or loss:-		
Inventories recognised as cost of sales	72,143,783	73,095,391
Inventories written down	16,596	-
Inventories written off	15,161	-

11. FIXED DEPOSITS WITH LICENSED BANK

The fixed deposits with licensed bank of the Group and of the Company at the end of the reporting period bore effective interest rate of 3.85% (2024 – 3.60%) per annum. The fixed deposits have maturity period of 96 (2024 – 92) days for the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

12. SHARE CAPITAL

	THE GROUP/THE COMPANY			
	2025 Number of shares	2024	2025 RM	2024 RM
Issued and Fully Paid-Up				
Ordinary shares:-	400,000,000	400,000,000	71,110,386	71,110,386

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company, and are entitled to one vote per share at meetings of the Company. The ordinary shares have no par value.

13. MERGER DEFICIT

The merger deficit arise from the difference between the carrying value of the investment in subsidiaries and the nominal value of shares of the Company's subsidiaries upon consolidation under the merger accounting principle.

14. RETAINED PROFITS

Under the single tier tax system, tax on the Group's and the Company's profits is the final tax and accordingly, any dividends to the shareholders are not subject to tax.

15. LEASE LIABILITIES

	THE GROUP	
	2025 RM	2024 RM
At 1 April	224,287	350,462
Changes due to lease modification (Notes 8 and 29(b))	11,653	-
Interest expense recognised in profit or loss (Note 25)	2,488	11,826
Derecognition due to lease modification (Note 29(b))	(192,942)	-
Repayment of principal	(41,012)	(126,175)
Repayment of interest expense	(2,488)	(11,826)
At 31 March	1,986	224,287
Analysed by:-		
Current liabilities	1,986	121,204
Non-current liabilities	-	103,083
	1,986	224,287

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

16. LONG-TERM BORROWINGS

	THE GROUP	
	2025 RM	2024 RM
Hire purchase payables (Note 20)	-	17,575
Term loans (Note 21)	6,876,390	8,317,006
	<hr/>	<hr/>
	6,876,390	8,334,581

17. DEFERRED TAX LIABILITIES

	At 1.4.2024 RM	Recognised in Profit or Loss (Note 26) RM	At 31.3.2025 RM
THE GROUP			
2025			
<i>Deferred Tax Liability</i>			
Property, plant and equipment	611,000	88,000	699,000
<i>Deferred Tax Assets</i>			
Impairment loss on trade receivables	(184,000)	116,000	(68,000)
Provisions	(12,000)	(4,000)	(16,000)
	(196,000)	112,000	(84,000)
	<hr/>	<hr/>	<hr/>
	415,000	200,000	615,000

	At 1.4.2023 RM	Recognised in Profit or Loss (Note 26) RM	At 31.3.2024 RM
THE GROUP			
2024			
<i>Deferred Tax Liability</i>			
Property, plant and equipment	601,000	10,000	611,000
<i>Deferred Tax Assets</i>			
Impairment loss on trade receivables	(94,000)	(90,000)	(184,000)
Provisions	(12,000)	-	(12,000)
	(106,000)	(90,000)	(196,000)
	<hr/>	<hr/>	<hr/>
	495,000	(80,000)	415,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

18. TRADE AND OTHER PAYABLES

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Current				
Trade payables				
Third parties	4,226,027	4,550,550	-	-
Other payables				
Other payables:-				
Third parties	960,631	1,697,754	68,607	458,950
Amount owing to subsidiary	-	-	241,100	-
Accruals	960,631 2,034,772	1,697,754 2,154,527	309,707 89,000	458,950 90,000
	2,995,403	3,852,281	398,707	548,950
	7,221,430	8,402,831	398,707	548,950

The normal trade credit terms granted to the Group range from 30 to 90 (2024 – 30 to 90) days.

The amount owing to subsidiary is unsecured payments made on behalf. The amount owing is repayable on demand and is to be settled in cash.

19. SHORT-TERM BORROWINGS

	THE GROUP	
	2025 RM	2024 RM
Hire purchase payables (Note 20)	-	206,849
Term loans (Note 21)	1,147,624	1,078,599
	1,147,624	1,285,448

The weighted average effective interest rates at the end of the reporting period for borrowings were as follows:-

	THE GROUP	
	2025 %	2024 %
Term loans	5.52	5.52

The term loans are secured as disclosed in Note 21 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

20. HIRE PURCHASE PAYABLES

	THE GROUP	
	2025 RM	2024 RM
Minimum hire purchase payments:-		
- not later than one year	-	211,704
- later than one year but not later than five years	-	17,630
	-	229,334
Less: Future finance charges	-	(4,910)
Present value of hire purchase payables	-	224,424
Current liabilities (Note 19)	-	206,849
Non-current liabilities (Note 16)	-	17,575
	-	224,424

In the previous financial year, the weighted average effective interest rate at the end of the reporting period for hire purchase payables was 3.73%.

21. TERM LOANS (SECURED)

	THE GROUP	
	2025 RM	2024 RM
Current liabilities (Note 19)	1,147,624	1,078,599
Non-current liabilities (Note 16)	6,876,390	8,317,006
	8,024,014	9,395,605

(a) The term loans are secured as follows:-

- (i) by legal charge over certain property, plant and equipment of the Group as disclosed in Note 7 to the financial statements; and
- (ii) by joint and several guarantee by the Company.

(b) The interest rate profile of the term loans is summarised below:-

	Effective Interest Rate %	THE GROUP	
		2025 RM	2024 RM
Floating rate term loans	5.52	8,024,014	9,395,605

(c) The major covenant of the term loans is a subsidiary's debt-to-equity ratio shall not exceed 1.0 time.

The covenants are tested annually, at 31 March. The Group has complied with the covenants throughout the reporting period.

There are no indicators that the Group would have difficulties complying with the upcoming covenant assessments.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

22. REVENUE

Revenue of the Group and of the Company consists of the following:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from contract with customers				
<u>Recognised at a point in time</u>				
Sales of goods	108,062,421	104,684,193	-	-
Revenue from other sources				
Dividend income from subsidiary	-	-	5,700,000	6,220,000
	108,062,421	104,684,193	5,700,000	6,220,000

23. EMPLOYEE BENEFIT EXPENSES

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors' remuneration (Note 30(c))	3,469,587	3,015,189	204,000	204,000
Salaries, bonuses and allowances	9,104,767	7,667,374	-	-
Contributions to a defined contribution plan	929,372	780,585	-	-
Social security contributions	140,857	105,044	-	-
EIS contributions	12,733	9,560	-	-
Others	482,058	383,418	-	-
	14,139,374	11,961,170	204,000	204,000

24. (NET REVERSAL OF IMPAIRMENT LOSSES)/NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS

	THE GROUP	
	2025 RM	2024 RM
Impairment losses on trade receivables (Note 9)	88,191	375,000
Reversal of impairment losses on trade receivables (Note 9)	(570,255)	-
	(482,064)	375,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

25. PROFIT BEFORE TAXATION

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation is arrived at after charging/(crediting):-				
Auditors' remuneration:-				
- audit fees	111,000	93,000	35,000	32,000
- non-audit fee	5,000	5,000	5,000	5,000
Depreciation of property, plant and equipment (Note 7)	2,280,126	1,685,117	-	-
Depreciation of right-of-use assets (Note 8)	41,232	129,884	-	-
Interest expenses on financial liabilities not at fair value through profit or loss:-				
- Bank overdraft	-	175	-	-
- Hire purchase payables	4,725	13,501	-	-
- Term loans	145,007	270,588	-	-
Interest expense on lease liabilities (Note 15)	2,488	11,826	-	-
Inventories written off	15,161	-	-	-
Inventories written down	16,596	-	-	-
Lease expenses:-				
- short term lease	99,426	83,786	-	-
- low-value assets	29,409	32,583	-	-
Listing expenses	256,932	354,996	256,932	354,996
Total interest income on financial assets measured at amortised cost	(251,881)	(424,310)	(935,960)	(872,179)
Gain on foreign exchange:-				
- realised	(282,427)	(5,767)	-	-
- unrealised	(188)	(534)	-	-
Gain on disposal of property, plant and equipment	(38,833)	(125,483)	-	-
Gain on derecognition of lease liabilities	(5,349)	-	-	-
Recovery of bad debts	-	(13,945)	-	-
Rental income	(960)	(960)	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

26. INCOME TAX EXPENSE

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Current tax expense	3,418,216	3,199,967	209,258	199,967
(Over)/Under provision in the previous financial year	(271,975)	(27,543)	1,662	(36,599)
	3,146,241	3,172,424	210,920	163,368
Deferred tax (Note 17):-				
- Origination and reversal of temporary differences	213,000	(12,000)	-	-
- Over provision in the previous financial year	(13,000)	(68,000)	-	-
	200,000	(80,000)	-	-
	3,346,241	3,092,424	210,920	163,368

A reconciliation of income tax expense applicable to the profit before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Company is as follows:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation	13,682,853	11,225,215	5,472,870	5,825,958
Tax at the statutory tax rate of 24%	3,283,885	2,694,052	1,313,489	1,398,230
Tax effects of:				
Non-taxable income	-	(30,915)	(1,368,000)	(1,492,800)
Non-deductible expenses	687,930	522,748	263,769	294,537
Tax incentive	(341,487)	-	-	-
Deferred tax assets not recognised during the financial year	888	2,082	-	-
(Over)/Under provision of income tax in previous year	(271,975)	(27,543)	1,662	(36,599)
Over provision of deferred tax in previous year	(13,000)	(68,000)	-	-
Income tax expense for the financial year	3,346,241	3,092,424	210,920	163,368

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

26. INCOME TAX EXPENSE (CONT'D)

Subject to the agreement with the tax authorities, at the end of the reporting year, the unabsorbed tax losses and unutilised capital allowances are as follows:-

	THE GROUP	
	2025	2024
	RM	RM
Unabsorbed tax losses:		
- expires by year of assessment 2028	77,000	77,000
- expires by year of assessment 2029	206,000	206,000
- expires by year of assessment 2033	2,000	2,000
- expires by year of assessment 2034	7,000	7,000
- expires by year of assessment 2035	4,000	-
	<hr/>	<hr/>
	296,000	292,000
Unutilised capital allowance	82,000	79,000
	<hr/>	<hr/>
	378,000	371,000
	<hr/>	<hr/>

The unabsorbed tax losses in a year of assessment can only be carried forward for a maximum period of 10 (2024 – 10) consecutive years of assessment immediately following that year of assessment. The unutilised capital allowances can be carried forward indefinitely to be utilised against income from the same business source.

No deferred tax assets are recognised in respect of the following items:-

	THE GROUP	
	2025	2024
	RM	RM
Unabsorbed tax losses	296,000	292,000
Unutilised capital allowance	82,000	79,000
Others	1,000	3,000
	<hr/>	<hr/>
	379,000	374,000
	<hr/>	<hr/>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

27. EARNINGS PER SHARE

(a) Basic Earnings Per Share

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	THE GROUP	
	2025 RM	2024 RM
Profit attributable to owners of the Company (Basic)	10,365,873	8,132,791
Weighted average number of ordinary shares in issue (Basic)	400,000,000	400,000,000
Basic earnings per share (sen)	2.59	2.03

(b) Diluted Earnings Per Share

The diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year and adjusted for the effects of dilutive potential ordinary shares.

	THE GROUP	
	2025 RM	2024 RM
Profit attributable to owners of the Company (Diluted)	10,365,873	8,132,791
Weighted average number of ordinary shares in issue (Basic)	400,000,000	400,000,000
Effect of dilution due to conversion of warrants	49,287,961	803,380
Weighted average number of ordinary shares in issue (Diluted)	449,287,961	400,803,380
Diluted earnings per share (sen)	2.31	2.03

28. DIVIDENDS

	THE GROUP/ THE COMPANY	
	2025 RM	2024 RM
First interim dividend of 0.80 sen per ordinary share in respect of current financial year	3,200,000	-
Second interim dividend of 0.60 sen per ordinary share in respect of current financial year	2,400,000	-
Final dividend of 0.50 sen per ordinary share in respect of previous financial year	-	2,000,000
Interim dividend of 0.60 sen per ordinary share in respect of current financial year	-	2,400,000
	5,600,000	4,400,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

29. CASH FLOW INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment is as follows:-

	THE GROUP	
	2025 RM	2024 RM
Property, plant and equipment		
Cost of property, plant and equipment purchased (Note 7)	7,277,794	4,661,821
Less: Deposit made in previous financial year	(1,941,697)	(675,554)
	5,336,097	3,986,267

(b) The reconciliations of liabilities arising from financing activities are as follows:-

	Lease Liabilities RM	Term Loans RM	Hire Purchase Payables RM	Total RM
THE GROUP				
2025				
At 1 April	224,287	9,395,605	224,424	9,844,316
<u>Changes in Financing Cash Flows</u>				
Repayment of principal	(41,012)	(1,371,591)	(224,424)	(1,637,027)
Repayment of interests	(2,488)	(145,007)	(4,725)	(152,220)
	(43,500)	(1,516,598)	(229,149)	(1,789,247)
<u>Other Changes</u>				
Interest expense recognised in profit or loss (Note 25)	2,488	145,007	4,725	152,220
Modification of leases	11,653	-	-	11,653
Derecognition due to lease modification	(192,942)	-	-	(192,942)
	(178,801)	145,007	4,725	(29,069)
At 31 March	1,986	8,024,014	-	8,026,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

29. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

THE GROUP	Bank Overdraft* RM	Bankers' Acceptance RM	Lease Liabilities RM	Term Loans RM	Hire Purchase Payables RM	Total RM
2024						
At 1 April	-	1,163,000	350,462	10,637,466	493,630	12,644,558
Changes in Financing Cash Flows						
Repayment of principal	-	(1,163,000)	(126,175)	(1,241,861)	(269,206)	(2,800,242)
Repayment of interests	(175)	-	(11,826)	(270,588)	(13,501)	(296,090)
	(175)	(1,163,000)	(138,001)	(1,512,449)	(282,707)	(3,096,332)
<u>Other Changes</u>						
Interest expense recognised in profit or loss (Note 25)	175	-	11,826	270,588	13,501	296,090
At 31 March	-	-	224,287	9,395,605	224,424	9,844,316

* Bank overdraft has formed part of the cash and cash equivalents, therefore, no movement is presented.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

29. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

	The Amount Owing to Subsidiary	
	2025 RM	2024 RM
THE COMPANY		
At 1 April	-	13,557
<u>Changes in Financing Cash Flows</u>		
Advances from/(Repayment to) subsidiaries	241,100	(13,557)
At 31 March	241,100	-

(c) The total cash outflows for leases as a lessee are as follows:-

	THE GROUP	
	2025 RM	2024 RM
Payment of short-term leases	99,426	83,786
Payment of low-value assets	29,409	32,583
Interest paid on lease liabilities	2,488	11,826
Payment of lease liabilities	41,012	126,175
	172,335	254,370

(d) The cash and cash equivalents comprise the following:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits with licensed bank	3,000,000	7,000,000	3,000,000	7,000,000
Cash and bank balances	18,076,303	14,975,000	405,084	789,618
	21,076,303	21,975,000	3,405,084	7,789,618
Less: Fixed deposits with tenure of more than 3 months	(3,000,000)	(7,000,000)	(3,000,000)	(7,000,000)
	18,076,303	14,975,000	405,084	789,618

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

30. RELATED PARTIES DISCLOSURE

(a) Subsidiaries

The subsidiaries are disclosed in Note 6 to the financial statements.

(b) Significant Related Party Transactions and Balances

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year:-

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Subsidiaries				
Dividend income	-	-	5,700,000	6,220,000
Interest income	-	-	736,136	496,111

The significant outstanding balances of the related parties (including the allowance for impairment loss made) together with their terms and conditions are disclosed in the respective notes to the financial statements.

(c) Key Management Personnel Compensation

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Directors of the Company</u>				
Short-term employee benefits:				
- fees	180,000	180,000	180,000	180,000
- salaries and other benefits	2,497,096	2,138,446	24,000	24,000
Defined contribution benefits	190,080	174,000	-	-
	2,867,176	2,492,446	204,000	204,000
<u>Directors of the Subsidiary</u>				
Short-term employee benefits:				
- salaries and other benefits	539,051	465,143	-	-
Defined contribution benefits	63,360	57,600	-	-
	602,411	522,743	-	-
Total directors' remuneration (Note 23)	3,469,587	3,015,189	204,000	204,000
<u>Other key management personnel</u>				
Short-term employee benefits:				
- salaries and other benefits	450,125	412,406	-	-
Defined contribution benefits	56,147	48,828	-	-
	506,272	461,234	-	-

The estimated monetary value of benefits-in-kind provided by the Group to the directors of the Company was RM72,275 (2024 – RM65,042) respectively.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

31. OPERATING SEGMENTS

31.1 BUSINESS SEGMENTS

Information about operating segments has not been reported separately as the Group's revenue, profit or loss, assets and liabilities are mainly confined to a single operating segment, namely assembly, manufacture and distribution of active fire protection systems, equipment and accessories for built environment and distribution of custom graphics designed fire extinguishers, other active fire protection systems, equipment and accessories and related services sector in Malaysia.

31.2 GEOGRAPHICAL INFORMATION

Revenue is based on the country in which the customers are located.

	AT A POINT IN TIME	
	2025	2024
	RM	RM
THE GROUP		
Malaysia	107,965,472	104,604,164
Other countries	96,949	80,029
	108,062,421	104,684,193

31.3 MAJOR CUSTOMERS

There is no single customer that contributed 10% or more to the Group's revenue.

32. CAPITAL COMMITMENT

	THE GROUP	
	2025	2024
	RM	RM
Purchase of equipment	684,905	814,861
	684,905	814,861

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risks (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

33.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than respective functional currencies of entities within the Group. The currency giving rise to this risk is primarily United States Dollar ("USD"), Chinese Yuen ("CNY") and Europe Dollar ("EUR"). Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level. The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

Foreign Currency Exposure

	United States Dollar RM	Chinese Yuen RM	Europe Dollar RM	Total RM
THE GROUP				
2025				
<u>Financial Assets</u>				
Cash and bank balances	4,265,765	-	-	4,265,765
Other receivables	478,008	-	-	478,008
<u>Financial Liabilities</u>				
Trade payables	(1,196,874)	-	-	(1,196,874)
Currency exposure	3,546,899	-	-	3,546,899
2024				
<u>Financial Assets</u>				
Cash and bank balances	88,114	-	-	88,114
Other receivables	390,186	1,250	6,145	397,581
<u>Financial Liability</u>				
Trade payables	(2,148,199)	-	-	(2,148,199)
Other payables	(108,735)	-	-	(108,735)
Currency exposure	(1,778,634)	1,250	6,145	(1,771,239)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

	THE GROUP	
	2025	2024
	RM	RM
Effects on Profit After Taxation		
USD/RM – strengthened by 16% (2024: 7%)	431,303	(94,623)
– weakened by 16% (2024: 7%)	(431,303)	94,623
CNY/RM – strengthened by Nil (2024: 5%)	-	47
– weakened by Nil (2024: 5%)	-	(47)
EUR/RM – strengthened by Nil (2024: 5%)	-	234
– weakened by Nil (2024: 5%)	-	(234)

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group adopt a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed rate debt instruments of the Group are not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 21 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk (Cont'd)

Interest Rate Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:-

	THE GROUP	
	2025	2024
	RM	RM
Effects on Profit After Taxation		
Increase of 26 basis points (2024: 26 basis points)	(15,855)	(18,566)
Decrease of 26 basis points (2024: 26 basis points)	15,855	18,566

(iii) Equity Price Risk

The Group and the Company do not have any quoted investments and hence, is not exposed to equity price risk.

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade receivables. The Group manages its exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to a subsidiary. The Company monitors the ability of the subsidiary to serve the advances on an individual basis.

(i) Credit Risk Concentration Profile

The Group do not have any major concentration of credit risk related to any individual customer or counterparty.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position of the Group after deducting any allowance for impairment losses (where applicable).

(iii) Assessment of Impairment Losses

The Group has an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group closely monitors the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group evaluate whether any of financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty;
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group considers a receivable to be in default when the receivable is unlikely to repay its debt to the Group in full or is more than 90 days past due. However, the Group uses a more lagging past due criterion for certain trade receivables when it is more appropriate to reflect their loss patterns.

Trade Receivables

The Group applies the simplified approach to measure expected credit losses using a lifetime expected loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit loss, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over 48 months (2024 – 48 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts using the linear regressive analysis. The Group has identified the Gross Domestic Product (GDP) as the key macroeconomic factor of the forward-looking information.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Allowance for impairment losses

The reconciliation of allowance for impairment losses are as follows:-

	Non-Credit Impaired RM	Credit Impaired RM	Total RM
THE GROUP			
<u>Trade receivables</u>			
Balance at 1.4.2023	306,018	83,982	390,000
Addition	297,290	77,710	375,000
<hr/>			
Balance at 31.3.2024/1.4.2024	603,308	161,692	765,000
Addition	-	88,191	88,191
Reversal	(408,563)	(161,692)	(570,255)
<hr/>			
Balance as 31.3.2025	194,745	88,191	282,936

	Gross Amount RM	Lifetime Collective Allowance RM	Carrying Amount RM
THE GROUP			
2025			
Current (not past due)	14,863,126	(12,559)	14,850,567
1 to 30 days past due	4,005,742	(14,033)	3,991,709
31 to 60 days past due	2,496,913	(14,263)	2,482,650
61 to 90 days past due	1,837,684	(25,791)	1,811,893
91 to 120 days past due	1,047,187	(25,736)	1,021,451
More than 121 days past due	832,906	(102,363)	730,543
Credit impaired	88,191	(88,191)	-
<hr/>			
Trade receivables	25,171,749	(282,936)	24,888,813

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Allowance for impairment losses

The reconciliation of allowance for impairment losses are as follows:-

	Gross Amount RM	Lifetime Collective Allowance RM	Carrying Amount RM
THE GROUP			
2024			
Current (not past due)	14,987,314	(35,000)	14,952,314
1 to 30 days past due	3,835,171	(31,000)	3,804,171
31 to 60 days past due	2,557,165	(34,000)	2,523,165
61 to 90 days past due	2,243,295	(51,000)	2,192,295
91 to 120 days past due	1,249,381	(44,000)	1,205,381
More than 121 days past due	3,716,426	(408,308)	3,308,118
Credit impaired	161,692	(161,692)	-
Trade receivables	28,750,444	(765,000)	27,985,444

The movements in the loss allowances in respect of trade receivables are disclosed in Note 9 to the financial statements.

Other Receivables

There is no expected credit losses for other receivables, thus, no impairment is required.

Fixed Deposits with Licensed Bank, Cash and Bank Balances

The Group considers the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group is of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing by Subsidiary

The Company applies the 3-stage general approach to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Amount Owing by Subsidiary (Cont'd)

For loans and advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

For loans and advances that are not repayable on demand, impairment loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the subsidiary would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Company considers the subsidiary's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the subsidiary to settle its debts.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

	Gross Amount RM	Lifetime Loss Allowance RM	Carrying Amount RM
The Company			
2025			
Low credit risk	20,248,938	-	20,248,938
2024			
Low credit risk	16,582,267	-	16,582,267

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

THE GROUP	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1-5 Years RM	Over 5 Years RM
2025						
<u>Non-derivative Financial Liabilities</u>						
Lease liabilities	3.95	1,986	2,000	2,000	-	-
Term loans	5.52	8,024,014	11,008,444	1,516,848	5,721,193	3,770,403
Trade and other payables	-	7,221,430	7,221,430	7,221,430	-	-
		15,247,430	18,231,874	8,740,278	5,721,193	3,770,403
2024						
<u>Non-derivative Financial Liabilities</u>						
Lease liabilities	4.04	224,287	233,000	128,000	105,000	-
Term loans	5.52	9,395,605	12,525,292	1,516,848	6,067,392	4,941,052
Hire purchase payables	3.73	224,424	229,334	211,704	17,630	-
Trade and other payables	-	8,402,831	8,402,831	8,402,831	-	-
		18,247,147	21,390,457	10,259,383	6,190,022	4,941,052

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) **Liquidity Risk (Cont'd)**

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM
THE COMPANY				
2025				
<u>Non-derivative Financial Liabilities</u>				
Trade and other payables	-	398,707	398,707	398,707
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary	-	-	8,024,014	8,024,014
		398,707	8,422,721	8,422,721
2024				
<u>Non-derivative Financial Liabilities</u>				
Trade and other payables	-	548,950	548,950	548,950
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary	-	-	9,395,605	9,395,605
		548,950	9,944,555	9,944,555

The contractual undiscounted cash flows of financial guarantee contracts represent the outstanding credit facilities of the subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements since their fair value on initial recognition were not material.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.2 CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholders' value. To achieve this objective, the Group may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group manages its capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group includes within net debts, loans and borrowings from financial institutions less cash and bank balances.

The debt-to-equity ratio of the Group at the end of the reporting period is not presented as its cash and cash equivalents exceeded the total external borrowings.

33.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial assets				
<u>Amortised Cost</u>				
Trade and other receivables (Note 9)	24,926,777	28,061,271	20,248,938	16,589,171
Fixed deposits with licensed bank (Note 11)	3,000,000	7,000,000	3,000,000	7,000,000
Cash and bank balances	18,076,303	14,975,000	405,084	789,618
	46,003,080	50,036,271	23,654,022	24,378,789
Financial liabilities				
<u>Amortised Cost</u>				
Lease liabilities (Note 15)	1,986	224,287	-	-
Term loans (Note 21)	8,024,014	9,395,605	-	-
Hire purchase payables (Note 20)	-	224,424	-	-
Trade and other payables (Note 18)	7,221,430	8,402,831	398,707	548,950
	15,247,430	18,247,147	397,707	548,950

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025
(Cont'd)

33. FINANCIAL INSTRUMENTS (CONT'D)

33.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	THE GROUP		THE COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial assets				
<u>Amortised Cost</u>				
Net gains recognised in profit or loss	1,016,560	69,556	935,960	872,179
Financial liabilities				
<u>Amortised Cost</u>				
Net losses recognised in profit or loss	(152,220)	(296,090)	-	-

33.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

As the Group do not have any financial instruments carried at fair value, the following table sets out only the fair value profile of financial instruments that are not carried at fair value at the end of the reporting period:-

	Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value RM	Carrying Amount RM
	Level 1 RM	Level 2 RM	Level 3 RM		
THE GROUP					
2025					
<u>Financial Liability</u>					
Term loans - floating rate	-	8,024,014	-	8,024,014	8,024,014
2024					
<u>Financial Liability</u>					
Term loans - floating rate	-	9,395,605	-	9,395,605	9,395,605

Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

The fair value of the term loans that carries floating interest rates approximated its carrying amount as it is repriced to market interest rate on or near the reporting date.

LIST OF PROPERTIES AS AT 31 MARCH 2025

Properties	Existing Use/ Description of Building/ Land	Land Area	Tenure	Date of Acquisition	Date of Revaluation	Age of Building	Net Book Value (RM)
Land and building No. 9, Jalan Anggerik Mokara 31/55, Kota Kemuning, Seksyen 31, 40460 Shah Alam, Selangor Darul Ehsan	1 storey factory, warehouse, 3 storey office building	12,138 sq. m Gross built up area: 131,310 sq. ft	Freehold	05/09/2013	18/04/2018	12 years	23,056,701.24
Building No. 4, Jalan Sungai Merbau 32/100, Kemuning Greenville, 40460 Shah Alam, Selangor Darul Ehsan	1 unit double-storey terrace house	123 sq. m Gross built up area: 163 sq. m	Freehold	22/07/2000	NA	25 years	186,617.49
Building No. 23, Jalan Sungai Merbau 32/99, Kemuning Greenville, 40460 Shah Alam, Selangor Darul Ehsan	1 unit double-storey terrace house	123 sq. m Gross built up area: 163 sq. m	Freehold	22/07/2000	NA	25 years	154,541.10
Building 5-4-13, Block 5, Pangsapuri Sri Kemuning, Jalan Anggerik Aranda 31/42, Seksyen 31, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan	1 unit apartment	Gross built up area: 70 sq. m	Freehold	15/06/2001	NA	24 years	138,710.85
Building 5-5-01, Block 5, Pangsapuri Sri Kemuning, Jalan Anggerik Aranda 31/42, Seksyen 31, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan	1 unit apartment	Gross built up area: 70 sq. m	Freehold	15/06/2001	NA	24 years	146,861.27

LIST OF PROPERTIES
AS AT 31 MARCH 2025
(Cont'd)

Properties	Existing Use/ Description of Building/ Land	Land Area	Tenure	Date of Acquisition	Date of Revaluation	Age of Building	Net Book Value (RM)
Building 6-5-01, Block 6, Pangsapuri Sri Kemuning, Jalan Anggerik Aranda 31/42, Seksyen 31, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan	1 unit apartment	Gross built up area: 70 sq. m	Freehold	15/06/2001	NA	24 years	127,130.82
Building 6-5-13, Block 6, Pangsapuri Sri Kemuning, Jalan Anggerik Aranda 31/42, Seksyen 31, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan	1 unit apartment	Gross built up area: 70 sq. m	Freehold	15/06/2001	NA	24 years	149,738.65
Building 4, Jalan Bentara 1, Taman Sri Intan, 80050 Johor Bahru, Johor Darul Takzim	1 unit double-storey shoplot	130.06 sq. m Gross built up area: 213.61 sq. m	Freehold	07/08/2023	NA	35 years	576,000.00
Building 3-2-18, Block 3 TKT 2, Pangsapuri Sri Kemuning, Jalan Anggerik Aranda 31/42, Seksyen 31, Kota Kemuning, 40460 Shah Alam, Selangor Darul Ehsan	1 unit apartment	Gross built up area: 70 sq. m	Freehold	15/1/2024	NA	1 year	267,812.50
Land and building No.3, Lorong Asasjaya 13, Kawasan Industri Ringan Asasjaya, 14000 Bukit Mertajam, Pulau Pinang	1 unit double-storey semi-detached light industrial factory	563 sq. m Gross built up area: 2781 sq. ft	Freehold	28/5/2024	NA	1 year	2,017,550.00

STATISTIC OF SECURITIES AS AT 30 JUNE 2025

Ordinary shares

Total number of issued shares	:	400,000,000
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote per ordinary share

ANALYSIS OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares Held	%
1 – 99	13	0.59	300	Negligible
100 – 1,000	501	22.69	183,400	0.05
1,001 – 10,000	799	36.19	4,652,500	1.16
10,001 – 100,000	742	33.61	25,914,300	6.48
100,001 – 19,999,999 (*)	152	6.88	117,249,500	29.31
20,000,000 and above (**)	1	0.04	252,000,000	63.00
TOTAL	2,208	100.00	400,000,000	100.00

Remarks: * Less than 5% of Issued Shares
 ** 5% and above of Issued Shares

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

The substantial shareholders of Unique Fire Holdings Berhad and their respective shareholdings based on the Register of Substantial Shareholders of the Company as at 30 June 2025 are as follows:-

	Direct	No. of Shares		%
		%	Indirect	
Unique Go Sdn. Bhd.	252,000,000	63.00	-	-
Liew Sen Hoi	18,208,408	4.55	252,000,000 ⁽¹⁾	63.00

Notes:-

⁽¹⁾ Deemed interested by virtue of his shareholdings in Unique Go Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

STATISTIC OF SECURITIES AS AT 30 JUNE 2025 (Cont'd)

DIRECTORS' SHAREHOLDINGS

The Directors' Shareholdings based on the Register of Directors' Shareholdings of the Company as at 30 June 2025 are as follows:-

Directors	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Selma Enolil Binti Mustapha Khalil	250,000	0.06	-	-
Liew Sen Hoi	18,208,408	4.55	256,010,398 ⁽¹⁾	64.00
Dato' Liew Kang Leong	4,010,398	1.00	-	-
Liew Kang Yee	4,010,398	1.00	-	-
Liew Kang Chin	4,010,398	1.00	-	-
Olivia Lim	100,000	0.03	-	-
Ir. Tee Kiam Hong	250,000	0.06	-	-
Andrea Huong Jia Mei	-	-	-	-

⁽¹⁾ Deemed interested by virtue of his shareholdings in Unique Go Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016 and the shareholding of his son, Ts. Liew Kang Boon pursuant to Section 59(11) of the Companies Act 2016.

TOP THIRTY (30) LARGEST SHAREHOLDERS

No.	Shareholders	No. of Shares	%
1.	Unique Go Sdn. Bhd.	252,000,000	63.00
2.	RHB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Sen Hoi</i>	18,208,408	4.55
3.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Nomis Sim Siang Leng</i>	9,000,000	2.25
4.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Fong Yeng Foon (7013296)</i>	6,946,700	1.74
5.	RHB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Tan Kok Kuan</i>	5,041,200	1.26
6.	Johnny Ting Kok Ling	4,558,900	1.15
7.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Kang Yee (7014301)</i>	4,010,398	1.00
8.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Kang Chin (7014277)</i>	4,010,398	1.00
9.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Kang Leong (7016664)</i>	4,010,398	1.00
10.	Ts. Liew Kang Boon	4,010,398	1.00
11.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Nomis Sim Siang Leng (7004386)</i>	3,380,000	0.85
12.	Leow Choon Chang	3,295,000	0.82
13.	Citigroup Nominees (Asing) Sdn. Bhd. <i>UBS AG</i>	2,001,300	0.50
14.	Lew Yok Kee	1,800,000	0.45
15.	Pua Han Hoon	1,400,000	0.35
16.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Justin Lim Tau Yik</i>	1,350,000	0.34
17.	Beh Seng Lee	1,335,000	0.33
18.	Tan Yaw Ing	1,318,000	0.33
19.	Lucille Teoh Soo Lien	1,258,700	0.31
20.	Ng Ka Boon	1,240,000	0.31

STATISTIC OF SECURITIES
AS AT 30 JUNE 2025
(Cont'd)

TOP THIRTY (30) LARGEST SHAREHOLDERS (CONT'D)

No.	Shareholders	No. of Shares	%
21.	Cartaban Nominees (Asing) Sdn. Bhd. <i>The Bank of New York Mellon for Acadian Emerging Markets Micro-cap Equity Master Fund</i>	1,237,500	0.31
22.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Chiam Kieng Sueng</i>	1,182,900	0.30
23.	Chow Pui Hee	1,170,000	0.29
24.	RHB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Johnny Ting Kok Ling</i>	1,100,000	0.28
25.	Yap Kui Tong	970,000	0.24
26.	TA Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lee Yun Kiew</i>	900,000	0.23
27.	TA Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liang Tian Kiat</i>	885,000	0.22
28.	Lai Kar Weng	795,000	0.20
29.	Lau Kar Chang	732,000	0.18
30.	Yap Kui Tong	700,000	0.18
TOTAL		339,877,200	84.97

STATISTIC OF SECURITIES
AS AT 30 JUNE 2025
(Cont'd)

Warrants

Total number of warrants issued	:	200,000,000
Exercise price	:	RM0.27 per Warrant
Exercise ratio	:	One (1) Warrant for one (1) Ordinary Share
Maturity date	:	21 February 2029

ANALYSIS OF WARRANT HOLDINGS

Size of Warrant Holdings	No. of Warrant Holders	%	No. of Warrant	%
1 – 99	361	27.85	17,731	0.01
100 – 1,000	191	14.74	109,819	0.05
1,001 – 10,000	339	26.16	1,649,550	0.83
10,001 – 100,000	297	22.92	12,058,150	6.03
100,001 – 9,999,999 (*)	107	8.25	60,164,750	30.08
10,000,000 and above (**)	1	0.08	126,000,000	63.00
TOTAL	1,296	100.00	200,000,000	100.00

Remarks: * Less than 5% of Issued Holdings
** 5% and above of Issued Holdings

DIRECTORS' WARRANT HOLDINGS

The Directors' Warrant Holdings based on the Register of Directors' Warrant Holdings of the Company as at 30 June 2025 are as follows:-

	Direct Interest		Indirect Interest	
	No. of Warrants Held	%	No. of Warrants Held	%
Selma Enolil Binti Mustapha Khalil	125,000	0.06	-	-
Liew Sen Hoi	9,104,204	4.55	128,005,199 ⁽¹⁾	64.00
Dato' Liew Kang Leong	2,005,199	1.00	-	-
Liew Kang Yee	2,005,199	1.00	-	-
Liew Kang Chin	2,005,199	1.00	-	-
Olivia Lim	50,000	0.03	-	-
Ir. Tee Kiam Hong	125,000	0.06	-	-
Andrea Huong Jia Mei	-	-	-	-

Note:-

(1) Deemed interested by virtue of his shareholdings in Unique Go Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016 and the shareholding of his son, Ts. Liew Kang Boon pursuant to Section 59(11) of the Companies Act 2016.

STATISTIC OF SECURITIES
AS AT 30 JUNE 2025
(Cont'd)

TOP THIRTY (30) LARGEST WARRANT HOLDERS

No.	Warrant Holders	No. of Warrants	%
1.	Unique Go Sdn. Bhd.	126,000,000	63.00
2.	RHB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Sen Hoi</i>	9,104,204	4.55
3.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Yeo Aik Gee (Muar-CL)</i>	3,118,800	1.56
4.	HLB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Ser Kong Lam</i>	3,000,000	1.50
5.	Tan Kok Kuan	2,786,500	1.39
6.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Chiam Kieng Sueng</i>	2,123,900	1.06
7.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Kang Yee (7014301)</i>	2,005,199	1.00
8.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Kang Chin (7014277)</i>	2,005,199	1.00
9.	AllianceGroup Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Liew Kang Leong (7016664)</i>	2,005,199	1.00
10.	Ts. Liew Kang Boon	2,005,199	1.00
11.	Yeo Aik Gee	1,600,400	0.80
12.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Ong Chin Chew</i>	1,131,300	0.57
13.	HSBC Nominees (Asing) Sdn. Bhd. <i>Morgan Stanley & Co. International PLC (Firm A/C)</i>	1,059,550	0.53
14.	Johnny Ting Kok Ling	1,020,000	0.51
15.	Liew Bee Hong	947,800	0.47
16.	Citigroup Nominees (Asing) Sdn. Bhd. <i>UBS AG</i>	941,050	0.47
17.	Moomoo Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Tang Ung Poh</i>	900,000	0.45
18.	Lim Bee Hong	846,000	0.42
19.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Teng Ee Hon (Muar-CL)</i>	800,000	0.40
20.	Ang Choon Yeek	798,000	0.44
21.	Ang Choon Yeek	618,300	0.31
22.	Liew Jing Shyan	600,000	0.30
23.	Ting Pik Ung	595,700	0.30
24.	Tan Mern Song	551,500	0.28
25.	Lim Meng Yit	550,000	0.28
26.	Lim Keng Ann	527,200	0.26
27.	Sow Yong Kwang	500,000	0.25
28.	TA Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Chong Kai Whye</i>	500,000	0.25
29.	Ooi Shin Yi	488,900	0.24
30.	Liew Wei Keay	481,300	0.24
TOTAL		169,611,200	84.81

NOTICE OF 4TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Fourth Annual General Meeting (“4th AGM”) of the Company will be held at Danau 3, Kota Permai Golf & Country Club, No. 1, Jalan 31/100A, Kota Kemuning, Section 31, 40460 Shah Alam, Selangor Darul Ehsan on Wednesday, 3 September 2025 at 10:00 a.m. for the following purposes:-

AGENDA

- | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| 1. | To receive the Audited Financial Statements for the financial year ended 31 March 2025 together with the Reports of the Directors and the Auditors thereon. | (Please refer to Explanatory Note 1) |
| 2. | To approve the payment of Directors’ fees amounting to RM228,000/- for the financial year ending 31 March 2026. | (Resolution 1) |
| 3. | To approve the payment of benefits payable to the Directors up to an amount of RM28,000/- for the period from 4 September 2025 until the date of the next Annual General Meeting of the Company. | (Resolution 2) |
| 4. | To re-elect the following Directors, who are due to retire pursuant to Clause 21.7 of the Company’s Constitution, and being eligible, have offered themselves for re-election:- | |
| | (a) Puan Selma Enolil Binti Mustapha Khalil; | (Resolution 3) |
| | (b) Ir. Tee Kiam Hong; and | (Resolution 4) |
| | (c) Mr. Liew Kang Chin. | (Resolution 5) |
| 5. | To re-appoint Messrs. Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting of the Company and to authorise the Directors to fix their remuneration. | (Resolution 6) |

As Special Business

To consider and if thought fit, with or without any modification, to pass the following Ordinary Resolution: -

- | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 6. | ORDINARY RESOLUTION
- AUTHORITY TO ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016 AND
WAIVER OF PRE-EMPTIVE RIGHTS | (Resolution 7) |
|----|------------------------------------------------------------------------------------------------------------------------------------|----------------|

“**THAT** pursuant to the Companies Act 2016 (“**the Act**”), Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”), the Constitution of the Company, and subject to the approvals of the relevant governmental/regulatory authorities, the Directors of the Company be and are hereby empowered to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors of the Company may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being;

THAT in connection with the above, pursuant to Section 85 of the Act to be read together with Clause 16.6 of the Constitution of the Company, that approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to the Act.

AND THAT the Directors of the Company be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities; **AND FURTHER THAT** such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company.”

NOTICE OF 4TH ANNUAL GENERAL MEETING
(Cont'd)

7. To transact any other ordinary business of which due notice shall have been given.

By Order of the Board

YEOW SZE MIN (MAICSA 7065735) (SSM PC NO. 201908003120)

YEE KIT YENG (MAICSA 7068292) (SSM PC NO. 202208000022)

Company Secretaries

Kuala Lumpur

Dated: 30 July 2025

Explanatory Notes: -

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

This Agenda item is meant for discussion only, as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the members/shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

2. Resolutions 3 to 5 - Re-election of Directors

For the purpose of determining the eligibility of the Director to stand for re-election at the 4th AGM of the Company, the Board of Directors through its Nomination Committee had reviewed and assessed each of the retiring Directors from the annual assessment and evaluation of the Board of Directors for the financial year ended 31 March 2025.

Based on the results of the annual evaluations, the Board of Directors is satisfied with the performance and contributions of the retiring Directors namely, Puan Selma Enolil Binti Mustapha Khalil, Ir. Tee Kiam Hong and Mr. Liew Kang Chin, and supports the re-election based on the following considerations:

- (i) able to meet the Board of Directors' expectations in terms of character, experience, integrity, competency and time commitment in discharging their roles as Directors of the Company;
- (ii) exercised due care and carried out professional duties proficiently; and
- (iii) level of independence demonstrated by the Independent Non-Executive Director, where relevant.

The retiring Directors have consented to their re-election and abstained from deliberations and decisions on their own eligibility to stand for re-election at the meetings of the Board and Nomination Committee, where relevant.

The profiles of the retiring Directors are set out in the Annual Report in respect of the financial year ended 31 March 2025.

3. Resolution 7 - Authority to Issue Shares pursuant to the Companies Act 2016

The Company had been granted a general mandate on the authority to issue shares pursuant to the Act by its shareholders at the Third AGM of the Company held on 6 September 2024 (hereinafter referred to as the "**Previous Mandate**"). The Company wishes to renew the Previous Mandate at the 4th AGM of the Company (hereinafter referred to as the "**New Mandate**") and seek for waiver of pre-emptive rights under Section 85 of the Act read together with Clause 16.6 of the Constitution of the Company.

The Previous Mandate granted by the shareholders of the Company had not been utilised and hence no proceed was raised therefrom.

The purpose to seek the New Mandate is to provide flexibility to the Directors of the Company for allotment of shares for any possible fund-raising activities for the purpose of funding future investment project(s), working capital, acquisition(s) and/or such other purposes as the Directors may deem fit without convening a general meeting as it would be both time and cost-consuming to organise a general meeting.

NOTICE OF 4TH ANNUAL GENERAL MEETING (Cont'd)

Pursuant to Section 85 of the Act read together with Clause 16.6 of the Constitution of the Company, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company or other securities.

That propose Resolution 7, if passed, would allow the Directors to issue new shares to any person under authority to issue shares pursuant to the Companies Act 2016 without having to offer new shares to be issued equally to all existing shareholders of the Company prior to issuance.

Notes to the Notice of the 4th AGM:-

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 26 August 2025 (*General Meeting Record of Depositors*) shall be eligible to attend, speak and vote at this Meeting.
2. A member of the Company entitled to attend and vote at the Meeting shall be entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead. A member may appoint more than one (1) proxy in relation to a meeting, provided that the member specifies the proportion of the member's shareholdings to be represented by each proxy, failing which the appointment shall be invalid.
3. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the members to attend, participate, speak and vote at the Meeting and upon appointment a proxy shall be deemed to confer authority to demand or join in demanding a poll.
4. Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one (1) 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.
5. The instrument appointing a proxy shall be in writing under the hand of the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised in writing.
6. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at Share Registrar's office, Securities Services (Holdings) Sdn. Bhd. in the following manner, not less than forty-eight (48) hours before the time appointed for holding the Meeting or adjournment thereof:-
 - (a) In Hardcopy Form of Proxy
 - The Form of Proxy shall be deposited at the Share Registrar's office, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan.
 - (b) By Electronic Form of Proxy
 - The Form of Proxy shall be submitted electronically via Securities Services e-Portal at <https://sshsb.net.my/>. Please refer to the Administrative Notes for further details.
7. The lodging of the Form of Proxy does not preclude a member from attending and voting at the 4th AGM should he subsequently decides to do so, provided a notice of termination of proxy authority in writing is given to the Company and deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan prior to the time stipulated for holding the 4th AGM or any adjournment thereof.



UNIQUE FIRE HOLDINGS BERHAD
[Registration No. 202101013602 (1413901-D)]
(Incorporated in Malaysia)

PROXY FORM

Number of Ordinary Shares Held	CDS Account No.
Contact No.	Email Address

I / We, _____
(FULL NAME AND NRIC / PASSPORT NO. / REGISTRATION NO.)

of _____
(FULL ADDRESS)

being a member of **UNIQUE FIRE HOLDINGS BERHAD** hereby appoint:-

***First Proxy "A"**

Full Name (in Block):-	NRIC/ Passport No.:-	Proportion of Shareholdings Represented	
		No. of Shares	%
Full Address:-			

*and

***Second Proxy "B"**

Full Name (in Block):-	NRIC/ Passport No.:-	Proportion of Shareholdings Represented	
		No. of Shares	%
Full Address:-			

100%

*or failing him/her, the CHAIRMAN OF THE MEETING, as *my / our proxy to attend and vote for *me / us and on *my / our behalf at the Fourth Annual General Meeting ("AGM") of Unique Fire Holdings Berhad to be held at Danau 3, Kota Permai Golf & Country Club, No. 1, Jalan 31/100A, Kota Kemuning, Section 31, 40460 Shah Alam, Selangor Darul Ehsan on Wednesday, 3 September 2025 at 10:00 a.m. and at any adjournment thereof.

Mark X under 'For' or 'Against' for each Resolution if you wish to direct the proxy on how to vote. If no mark is made, the proxy may vote on the resolution or abstain from voting as the proxy thinks fit. If you appoint two (2) proxies and wish them to vote differently, this should be specified.

My / our proxy / proxies is / are to vote as indicated below:

No.	Agenda	Resolution	For	Against
1.	To receive the Audited Financial Statements for the financial year ended 31 March 2025 together with the Reports of the Directors and the Auditors thereon. (Note 1)			
2.	To approve the payment of Directors' fees amounting to RM228,000/- for the financial year ending 31 March 2026.	1		
3.	To approve the payment of benefits payable to the Directors up to an amount of RM28,000/- for the period from 4 September 2025 until the date of the next Annual General Meeting of the Company.	2		
4(a).	To re-elect Puan Selma Enolil Binti Mustapha Khalil who is due to retire pursuant to Clause 21.7 of the Company's Constitution.	3		
4(b).	To re-elect Ir. Tee Kiam Hong who is due to retire pursuant to Clause 21.7 of the Company's Constitution.	4		
4(c).	To re-elect Mr. Liew Kang Chin who is due to retire pursuant to Clause 21.7 of the Company's Constitution.	5		
5.	To re-appoint Messrs. Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting of the Company and to authorise the Directors to fix their remuneration.	6		
Special Business				
6.	Ordinary Resolution: Authority to Issue Shares pursuant to the Companies Act 2016 and waiver of pre-emptive rights.	7		

* Strike out whichever not applicable

Signed this _____ day of _____ 2025

* Signature of Member/Common Seal

Notes :-

1. *This Agenda item is meant for discussion only, as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the members/shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.*
2. *In respect of deposited securities, only members whose names appear in the Record of Depositors on 26 August 2025 (General Meeting Record of Depositors) shall be eligible to attend, speak and vote at this Meeting.*
3. *A member of the Company entitled to attend and vote at the Meeting shall be entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead. A member may appoint more than one (1) proxy in relation to a meeting, provided that the member specifies the proportion of the member's shareholdings to be represented by each proxy, failing which the appointment shall be invalid.*
4. *A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the members to attend, participate, speak and vote at the Meeting and upon appointment a proxy shall be deemed to confer authority to demand or join in demanding a poll.*
5. *Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.*
6. *The instrument appointing a proxy shall be in writing under the hand of the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised in writing.*
7. *The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at Share Registrar's office, Securities Services (Holdings) Sdn. Bhd. in the following manner, not less than forty-eight (48) hours before the time appointed for holding the Meeting or adjournment thereof:-*
 - (a) *In Hardcopy Form of Proxy*
 - *The Form of Proxy shall be deposited at the Share Registrar's office, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan.*
 - (b) *By Electronic Form of Proxy*
 - *The Form of Proxy shall be submitted electronically via Securities Services e-Portal at <https://sshsb.net.my/>. Please refer to the Administrative Notes for further details.*
8. *The lodging of the Form of Proxy does not preclude a member from attending and voting at the 4th AGM should he subsequently decides to do so, provided a notice of termination of proxy authority in writing is given to the Company and deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan prior to the time stipulated for holding the 4th AGM or any adjournment thereof.*

Fold this flap for sealing

Then fold here

AFFIX
STAMP

The Share Registrar
UNIQUE FIRE HOLDINGS BERHAD
[Registration No. 202101013602 (1413901-D)]
Level 7, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan,
Malaysia.

1st fold here