

A N N U A L R E P O R T

2025

• Audio • Visual • Home Appliances • Air Conditioner

Jun 2024

SIRIM QAS Visits Pensonic - 24 June 2024

SIRIM QAS, led by CEO Puan Nur Fadhilah Muhammad, visited Pensonic HQ to share their certification services and express appreciation for Pensonic's support.



Jul 2024

Archidex 2024 - 3-6 July 2024

Pensonic joined ARCHIDEX to showcase innovations, boost brand presence, and expand our regional network.



The Innovation, Pensonic Launch - 16 July 2024

TYT Tun Dato' Seri Utama Ahmad Fuzi officiated the launch of our latest product and the MoU signing with USM and USains, marking our commitment to innovation and talent development.



Sep 2024

Pensonic Hosts BAM CEO BootCamp - 4-6 September 2024

Pensonic hosted BAM's first CEO BootCamp, uniting 40 brand leaders for keynotes, networking, and a showcase of our innovation and collaboration.



Sep 2024

Brand Legend 60 Years Award - 30 September 2024

Dato' Seri Chew Weng Khak, Pensonic Founder, received the 'Brand Legend 60 Years' Award for his six decades of industry contribution.



Oct 2024

McMillan Woods Global Awards 2024 - 18 October 2024

Pensonic Group CEO Dato' Dixon Chew received the 'Sustainability in Electronics Excellence' Award at the MCM Masters Awards for his leadership in sustainable innovation.



Dec 2024

Charity Run 'Your Steps, Their Smiles' - 14 December 2024

The community run, organised by Hi-Bliss Hydrogen Therapy and co-organised by Pensonic in support of the Compassionate Care Foundation, raised a total of RM25,000.



Jan 2025

Putra Brand Awards 2025 - 19 January 2025

Pensonic won the Silver Award in the 'Personal, Household & Outdoor Appliances' category, a testament to the trust and loyalty of our customers.



TAPSTY

TAP FOR TASTY LAND

TAP YOUR WAY TO BETTER MEALS

Three Ways To Cook, One Smart Tap

32
LITRES
BIG
CAPACITY

109
Modes for
Infinite
Options

Steam
Air Fryer
Oven
PSO-3200DG



CORnell®

Magical Mornings, Perfect Breakfast

Electric Kettle 1.8L
CJK-1801BL

Toaster 2 slices
CT-2020BL

Blender 1.5L CBL-1501BL



Lebensstil
KOLLEKTION

Effortless Cooking, Elevated Living

A Sleek Built-in Microwave Oven,
Delivers Style and Performance with Effortless Precision.



Built-in Microwave Oven LKMW-2506G




LIVELLE
by **PENSONIC**

ELEVATE SMILE, ENHANCE LIFE

PERSONAL CARE APPLIANCES



morphy richards®

Double Shot, Twice the Flavour

Espresso
Machine
172EM1



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Form of Proxy



CORPORATE INFORMATION

BOARD OF DIRECTORS

Y. Bhg. Dato' Seri Chew Weng Khak @ Chew Weng Kiak
Group Executive Chairman

Y. Bhg. Dato' Chew Chuon Jin, Dixon
Group Chief Executive Officer

Chew Chuon Fang, Nelson
Group Executive Director

Y. Bhg. Dato' Seri Dr. Liew Lee Leong, Raymond
Independent Non-Executive Director

Y. Bhg. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim
Non-Independent Non-Executive Director

Y. Bhg. Dato' Tahir Jalaluddin Bin Hussain
Non-Independent Non-Executive Director

Ong Huey Min, Lindy
Independent Non-Executive Director

Loh Keow Lin, Lynn
Independent Non-Executive Director



AUDIT COMMITTEE

Ong Huey Min, Lindy
Chairman

Y. Bhg. Dato' Seri Dr. Liew Lee Leong, Raymond
Member

Y. Bhg. Dato' Tahir Jalaluddin Bin Hussain
Member

Loh Keow Lin, Lynn
Member
(appointed on 1 August 2025)

Note: Y. Bhg. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim resigned from Audit Committee on 1 August 2025

NOMINATION COMMITTEE

Loh Keow Lin, Lynn
Chairman
(appointed on 1 August 2025)

Y. Bhg. Dato' Seri Dr. Liew Lee Leong, Raymond
Member
(appointed on 1 August 2025)

Y. Bhg. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim
Member

Note: Y. Bhg. Dato' Tahir Jalaluddin Bin Hussain and Ong Huey Min, Lindy resigned from Nomination Committee on 1 August 2025

REMUNERATION COMMITTEE

Y. Bhg. Dato' Seri Dr. Liew Lee Leong, Raymond
Chairman
(appointed on 1 August 2025)

Y. Bhg. Dato' Tahir Jalaluddin Bin Hussain
Member

Loh Keow Lin, Lynn
Member
(appointed on 1 August 2025)

Note: Y. Bhg. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim and Ong Huey Min, Lindy resigned from Remuneration Committee on 1 August 2025

COMPANY SECRETARY

Ong Tze-En
MAICSA 7026537 | SSM PC No. 202008003397

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W: www.pensonic.com

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E : sharereg@plantationagencies.com.my

AUDITORS

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Chartered Accountants
Level 18, Hunza Tower
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F : +604 238 2222

PRINCIPAL BANKERS

Malayan Banking Berhad
Bank Islam Malaysia Berhad
HSBC Bank Malaysia Berhad
Hong Leong Bank Berhad
AmBank (M) Berhad
CIMB Bank Berhad
DBS Bank Limited

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
(Listed since 13 September 1995)
Stock Name : PENSONI
Stock Code : 9997

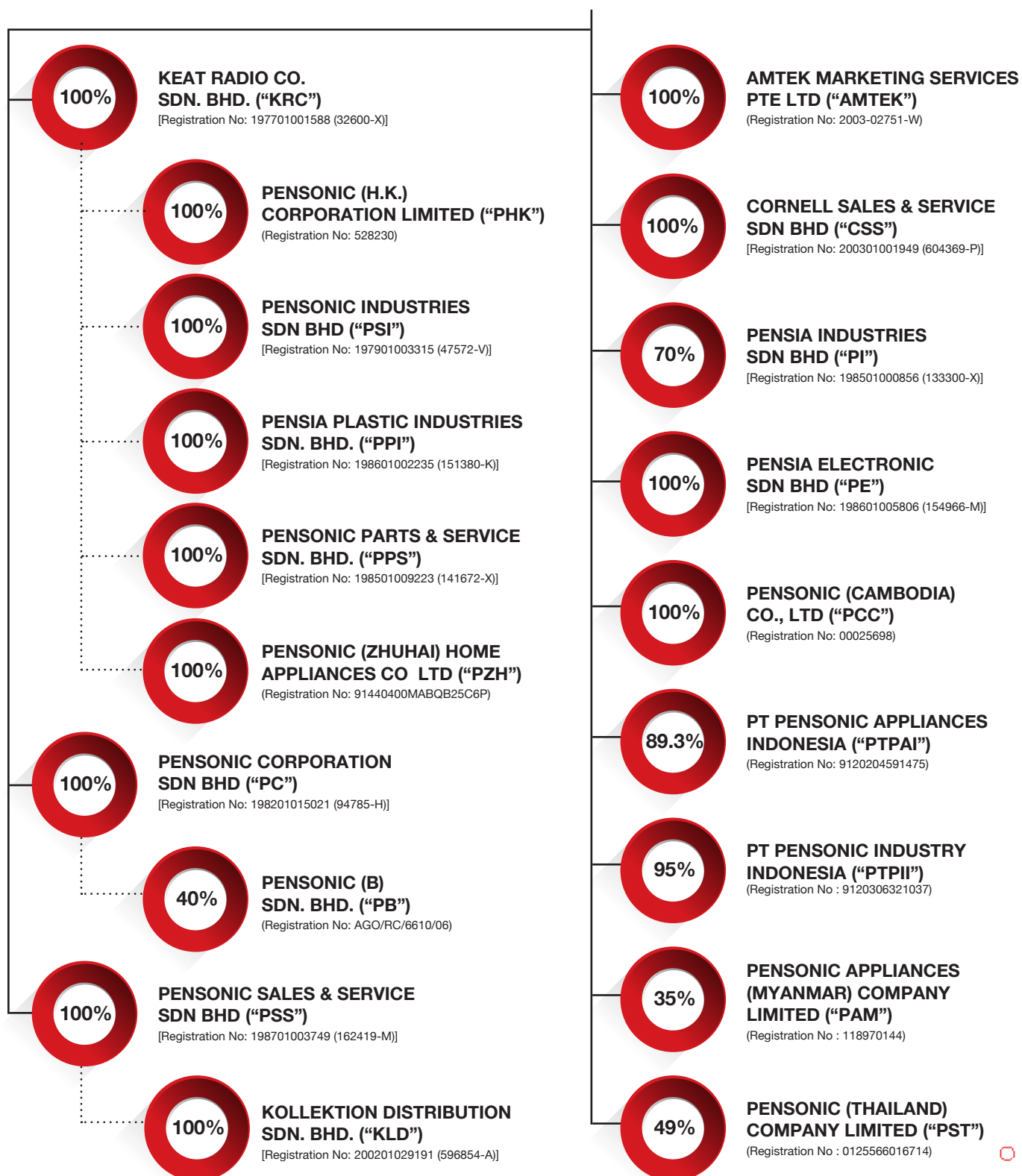
LEGAL FORM & DOMICILE

Public Limited Liability Company
Incorporated and Domiciled in Malaysia

CORPORATE STRUCTURE

PENSONIC®**PENSONIC HOLDINGS BERHAD ("PHB")**

Registration No.: 199401014746 (300426-P)



PROFILE OF DIRECTORS / KEY SENIOR MANAGEMENT

Y. BHG. DATO' SERI CHEW WENG KHAK @ CHEW WENG KIAK



Group Executive Chairman /
Key Senior Management

Y. Bhg. Dato' Seri Chew is the Founder and Group Executive Chairman of Pensonic Holding Berhad ("Pensonic" or "the Company") and its subsidiaries ("Pensonic Group" or "the Group"). He was appointed to the Board of Directors ("Board") on 13 September 1995.

For more than 50 years, his leadership and guidance have propelled the Group from a modest family enterprise to the foremost domestically grown manufacturer and distributor of electrical home appliances. His broad-based expertise and in-depth understanding in areas ranging from management to sales and production, coupled with his extensive network of business contacts both in Malaysia and abroad, have played a crucial role in ensuring the Group's consistent growth. The Group has achieved numerous breakthroughs and significant milestones over time, largely influenced by his inventive management approach and forward-thinking strategies.

He has attended all the five (5) Board meetings held during the financial year and sits on the board of subsidiaries as well as several private limited companies.

Y. Bhg. Dato' Seri Chew is the father of executive Board members: Dato' Dixon Chew and Nelson Chew. He is a major shareholder of Chew Weng Khak Realty Sdn. Bhd..

Y. BHG. DATO' CHEW CHUON JIN, DIXON



Group Chief Executive Officer /
Key Senior Management

Y. Bhg. Dato' Dixon Chew was appointed to the Board on 13 September 1995. He graduated from the National Cheng Chi University in Taiwan Republic of China with a Bachelor of Business Administration. After a stint at Lapro Corporation in Taiwan, where he gained valuable expertise in cutting-edge manufacturing processes and marketing, he joined the Pensonic Group in 1993.

With his extensive knowledge of the electrical home appliances industry and exceptional entrepreneurial acumen, Y. Bhg. Dato' Dixon Chew has successfully spearheaded the expansion of the Pensonic brand and its products across Asian countries. In November 2023, his role has been expanded to include those responsibilities designated under the Group Managing Director, assume overall responsibilities to managing the Group.

Y. Bhg. Dato' Dixon Chew has been serving as the President of the Hong Kong-Malaysia Business Association (HKMBA) since 2014, a position he has been appointed to hold until 2026. His leadership and contributions to fostering strong trade relations between Hong Kong SAR and Malaysia have been highly regarded. It is worth noting that the HKMBA receives full support from the Hong Kong Trade Development Council.

He has attended all the five (5) Board meetings held during the financial year. He also sits on the board of subsidiaries as well as several private limited companies.

He is a son of Y. Bhg. Dato' Seri Chew Weng Khak @ Chew Weng Kiak and the brother of Nelson Chew.

PROFILE OF DIRECTORS / KEY SENIOR MANAGEMENT

CHEW CHUON FANG, NELSON



Group Executive Director /
Key Senior Management

Nelson Chew joined the Board on 5 September 2017, after completing his Bachelor of Business Administration degree at Eastern Michigan University in the United States of America in 1999. Upon his return to Malaysia, he joined the Pensonic Group and gained practical experience by working across different departments, including marketing, production, and sales.

Eventually, Nelson Chew assumed the role as the corporate branding, public relations, and marketing strategist. In this capacity, he plays a crucial role in shaping the group's image and branding as well as enhancing its public relations efforts. He also oversees operations in Hong Kong SAR, Zhuhai, People Republic of China and Thailand. Since November 2023, his role as a Group Executive Director included overseeing the domestic sales market.

He has attended all five (5) Board meetings held during the financial year. He also sits on the board of subsidiaries as well as several private limited companies.

He is a son of Y. Bhg. Dato' Seri Chew Weng Khak @ Chew Weng Kiak and the brother of Dato' Dixon Chew.

Y. BHG. DATO' SERI DR. LIEW LEE LEONG, RAYMOND



Independent Non-Executive Director

Y. Bhg. Dato' Seri Dr. Raymond Liew joined the Board on 1 February 2024. He holds memberships in prestigious professional organisations such as the Association of Certified Chartered Accountants UK (ACCA), Institute of Internal Auditors of Malaysia (IIAM), Chartered Tax Institute of Malaysia (CTIM), and the Malaysian Institute of Accountants (MIA).

Y. Bhg. Dato' Seri Dr. Raymond Liew is a corporate advisor with many years of extensive work experience with professional firms and multinational companies in brand repositioning, corporate advisory, insolvency, mergers and acquisitions to include corporate tax planning, investigative & forensic reviews; VAT/GST/SST related exercises; and has since assisted in numerous corporate turnarounds and related due diligence corporate exercises.

He is the Founding President of McMillan Woods Global, an independent member firm of McMillan Woods Global network of which the global Head Office is based in London, UK.

With his extensive professional experiences, Y. Bhg. Dato' Seri Dr. Raymond Liew is a regular writer of technical and financial articles and a frequent speaker at various professional seminars, conferences and training programmes. He has been a Trustee of the Malaysian Accountancy Research & Education Foundation and was a Council member of the MIA and the CTIM as well as a Council member of the local ACCA Malaysian office. He was also an appointed adjudicator for the National Annual Corporate Report Awards for many years.

He is the Chairman of Remuneration Committee and a member of both the Audit Committee and Nomination Committee. He has attended all five (5) Board meetings held during the financial year.

PROFILE OF DIRECTORS / KEY SENIOR MANAGEMENT

Y. BHG. DATO' LELA PAHLAWAN DATO' PADUKA KU NAHAR BIN KU IBRAHIM



Non-Independent Non-Executive Director

Y. Bhg. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim joined the Board on 16 August 2013. He obtained his Bachelor of Arts (Honors) degree in Geography from the University of Malaya in 1970. Following his graduation, he held various positions within the Kedah State Administrative Service, serving in different capacities until 2001, ultimately holding the position of State District Officer. Additionally, he served as the Director of the Kedah State Economic Planning Unit and held the esteemed position of State Secretary of Kedah until July 2003.

Following his tenure in the Kedah State Administrative Service, Y. Bhg. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim became a board member of several government-controlled corporations, contributing his expertise and knowledge in the public sector. His extensive experience in government service and leadership roles has equipped him with valuable insights and decision-making skills that have proven beneficial to the organizations he has been associated with.

He is the member of Nomination Committee.

He has attended all five (5) Board meetings held during the financial year. He sits on the board of several private limited companies.

Y. BHG. DATO' TAHIR JALALUDDIN BIN HUSSAIN



Non-Independent Non-Executive Director

Y. Bhg. Dato' Tahir Jalaluddin Bin Hussain joined to the Board on 16 August 2013. He brings over 26 years of experience in business, corporate management, and entrepreneurship, offering valuable insights and expertise to the Group. From 1985 to 1990, he was affiliated with Konsortium Perkapalan Berhad, where he gained extensive experience in the shipping industry.

Dato' Tahir had served as a Councillor of the Majlis Perbandaran Pulau Pinang (Municipal Council of Penang) from January 2011 to June 2013, during which he made significant contributions to local governance and decision-making processes.

He currently serves as the member of the Audit Committee and Remuneration Committee.

Dato' Tahir has attended all five (5) Board meetings held during the financial year. In addition, he holds directorships on the boards of several private limited companies.

PROFILE OF DIRECTORS / KEY SENIOR MANAGEMENT

ONG HUEY MIN, LINDY



Independent Non-Executive Director

Lindy Ong was appointed to the Board on 3 January 2017. She holds memberships in prestigious professional organisations such as the MIA and CTIM.

She began her working career in 1978 as an Articled Clerk at Peat Marwick, Mitchell & Co. (now known as KPMG PLT) and rose through the ranks of supervisor, manager and director over her years of service with the firm. In 2003, she was appointed Executive Director/Partner heading the Penang tax division of KPMG Tax Services Sdn. Bhd. ("KPMG Tax"), her last position held before her retirement in 2014.

She stayed on as a Consultant at KPMG Tax for three (3) months in 2015. During her tenure of more than thirty-five (35) years at KPMG Tax, she gained extensive experience in tax advisory and tax compliance matters, as well as being the engagement partner for public listed and multinational companies in various industries. She also advised foreign investors on various tax incentives accorded by the Government and setting up initial operation in Malaysia.

Since 2015, she has been the co-founding partner of YNWA Advisory PLT, a corporate advisory firm which provides, among others, business management consultancy, investment advisory and tax consultancy services.

She is the Chairman of the Audit Committee.

She has attended all five (5) Board meetings held during the financial year.

She is also an Independent Non-Executive Director of DXN Holdings Bhd..

LOH KEOW LIN, LYNN



Independent Non-Executive Director

Lynn Loh joined the Board on 1 January 2025. She holds a law degree, LLB (Hons) from the University of London, UK and obtained her Certificate of Legal Practice from the Legal Profession Qualifying Board of Malaysia. She is an advocate and solicitor with the High Court of Malaya.

She began her pupillage with Messrs. Presgrave & Matthews before joining Messrs. San & Associates, Penang, in 2003 as a legal assistant. In 2009, she was promoted as a partner of the firm, a position she currently still holds.

Her areas of practice include corporate and commercial law, focusing on banking and financing of property development sector as well as mergers and acquisitions, and real estate transactions.

She is the Chairman of Nomination Committee and a member of both Audit Committee and Remuneration Committee.

She has attended two (2) Board meetings held during the financial year following her appointment.

She is also an Independent Non-Executive Director of Acme Holdings Berhad.

Note:

Save as disclosed, none of the Directors have:

- (a) any family relationship with any Directors and/or major shareholders of the Company;
- (b) any conflict of interest with the Company other than as disclosed in the notes to the financial statements;
- (c) held any other directorship in public companies;
- (d) any conviction for offences within the past 5 years other than traffic offences (if any); and
- (e) any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

CHAIRMAN'S STATEMENT

Dear Valued Shareholders,

The financial year ended 31 May 2025 unfolded against a backdrop of global uncertainties and shifting economic dynamics, particularly within Malaysia's electrical and electronics ("E&E") sector. These challenges required resilience, agility, and foresight from businesses, and Pensonic Holdings Berhad ("Pensonic" or "the Company") and its group of companies ("Pensonic Group") responded with discipline and strategic focus.

It is my privilege to present this Annual Report, which reflects the Group's performance, milestones, and direction as we continue to build for sustainable growth.



WINDS OF CHANGE

As I pen this message, I wish to inform shareholders that I will not be seeking re-election at the forthcoming Annual General Meeting and will be retiring from the Board of Directors ("Board") of Pensonic. Having founded the Pensonic Group back in 1965, seeing its tremendous growth over the years, it is indeed sad to leave but I'm very pleased to step into retirement as I leave you in able hands, making way for new and refreshed executive leadership which I believe will bring Pensonic Group to greater heights. It has been an honour to serve as Chairman for over three decades, and I am grateful for the unwavering support of the Board, management, employees, and stakeholders.

During the year, the Board welcomed the appointment of Ms Loh Keow Lin, Lynn ("Lynn") as an Independent Non-Executive Director. A practising lawyer with extensive legal experience, Lynn brings new perspectives that will contribute Board deliberations. Her appointment also reinforces our commitment to diversity and inclusiveness at leadership level.

On 1 August 2025, Dato' Tahir Jalaluddin Bin Hussain and Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim, both of whom have served as Independent Non-Executive Directors for more than 12 years, were



CHAIRMAN'S STATEMENT



redesignated as Non-Independent Non-Executive Directors. We look forward to their continued contribution.

AWARD AND RECOGNITION

The Board congratulates our Group Chief Executive Officer, Y. Bhg. Dato' Dixon Chew, who was conferred the Darjah Setia Pangkuan Negeri (DSPN) in August 2024. This honour is a testament to his leadership and contributions to Pensonic Group, the industry, and the wider community.



OPERATIONAL AND FINANCIAL PERFORMANCE

Despite a volatile operating environment marked by inflationary pressures, and currency volatility, Pensonic Group delivered stronger results.

Revenue rose 7.9% to RM333.8 million from RM309.3 million in FY2024, supported by higher domestic demand and stronger export sales. Loss before tax ("LBT") narrowed significantly to RM2.9 million (FY2024: RM 7.3 million), reflecting a 60% improvement. Higher LBT in the previous year was due to impairment of inventory.

STRATEGIC INITIATIVES

The Group has advanced several initiatives to build long-term resilience:

- **Product Innovation:** Launching lifestyle-centric and energy-efficient appliances tailored to younger consumers.
- **Digital Presence:** Strengthening presence on e-commerce and online platforms to enhance customer engagement and capture evolving shopping trends.
- **Operational Efficiency:** Enhancing supply chain resilience and cost management to remain competitive amidst global headwinds.

These initiatives underscore our commitment to innovation, sustainability, and value creation for all stakeholders.

OUTLOOK AND PROSPECTS

The external environment remains challenging, affected by economic uncertainties, geopolitical tensions, and evolving trade patterns. Nonetheless, Pensonic Group remains optimistic. With strategic product focus, and enhanced operational agility, Pensonic Group is well positioned for sustainable growth.

Looking forward, our priorities will centre on innovation, digital transformation, operational excellence, and sustainability, underpinned by sound governance practices and strong stakeholder partnerships.

APPRECIATION

I wish to extend my sincere gratitude to our shareholders, business partners, and stakeholders for their steadfast support in Pensonic Group.

I am confident that under the stewardship of the Board and leadership team, Pensonic Group will continue to thrive and deliver sustainable value in the years ahead.

Thank you for your continued confidence in Pensonic Group.

Y. Bhg. Dato' Seri Chew Weng Khak
@ Chew Weng Kiak

Group Executive Chairman
 25 September 2025

MANAGEMENT DISCUSSION AND ANALYSIS



OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS

Pensonic Holdings Berhad (“Pensonic” or “the Company”) and its subsidiaries (“Pensonic Group” or “the Group”) embodies a rich legacy built on innovation, cultural heritage, and community values. The Group’s journey began in 1965, when founder Dato’ Seri Chew Weng Khak @ Chew Weng Kiak established Keat Radio and Electrical Co. in Balik Pulau, Penang.

What started as a humble retail store and workshop for electrical home appliances has since evolved into a dynamic, home grown brand with a strong national presence and growing international footprint.

The brand name ‘Pensonic’ is a melding of ‘Penang’ and ‘Sonic,’ reflecting its origin and early focus on audio products. In 1994, Pensonic Holdings Berhad was established as an investment holding company, leading to a public listing on Main Market of Bursa Malaysia Securities Berhad in 1995.

Pensonic Group also offers a wide range of home appliances under its core Pensonic brand and premium brands such as Cornell, Lebensstil Kollektion and Touth. It also exclusively distributes the UK-based Morphy Richards brand in Malaysia.

In the financial year ended 31 May 2025 (“FY2025”), the Group reaffirmed its commitment to innovation, community engagement, and the celebration of Malaysia’s cultural heritage. A key highlight of the year was the continued success of the “Batik Series”, a distinctive line of home appliances inspired by traditional Malaysian Batik motifs. This unique product series not only showcases the Group’s creative design capabilities, but also serves as a tribute to Malaysia’s rich cultural legacy, promoting national pride and cultural appreciation through everyday living.

As a proud Malaysian brand, the Group’s strong domestic presence helps elevate Malaysia’s global reputation for innovation and quality.

Beyond our commitment to product innovation, Pensonic actively engages in supporting and sponsoring community initiatives. Over the years, we have consistently contributed to various sports events, educational institutions, and charitable programmes, all aimed at enhancing the well-being of our society. This dedication to community involvement embodies our broader mission of fostering development, promoting social responsibility, and expressing our gratitude to the community that has supported us throughout our journey.

As a leading local brand, Pensonic plays a vital role in enhancing Malaysia’s reputation as a hub of innovation and quality. By standing tall among international brands, we reinforce Malaysia’s position on the global stage.

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS PERFORMANCE

	FY2024 (RM'000)	FY2025 (RM'000)	Changes (RM'000)	%
Revenue	309,342	333,767	24,425	7.90
Earnings before interest, tax, depreciation and amortisation	1,990	6,636	4,646	233.47
Loss before tax	(7,286)	(2,956)	4,330	(59.43)
Loss for the year	(13,606)	(3,775)	9,831	(72.25)
Loss for the year attributable to owners of the Company	(13,254)	(3,807)	9,447	(71.28)

The Group entered FY2025 with a focused growth strategy, leveraging its strong brand legacy and market positioning. The Group recorded a revenue of RM333.77 million, representing a 7.9% growth from RM309.34 million in FY2024. Growth was supported by stronger domestic demand, healthy export contribution, and the introduction of new lifestyle-focused products targeted at younger demographics.

The Group demonstrated marked financial turnaround during the year under review. Loss before tax ("LBT") was reduced by 60% to RM2.96 million from RM7.29 million in FY2024. Consequently, net loss after tax narrowed significantly to RM3.78 million, a 72% reduction compared to RM13.61 million in the prior year. Higher LBT in the previous year was due to impairment of inventory.

Gross profit margin rose to 16.31% (FY2024: 15.85%), driven by a more favourable sales mix and a reversal of inventory write-downs of RM0.29 million in FY2025 (FY2024: inventory write-downs of RM5.99 million). Cost of sales increased moderately by 7%, aligning with revenue growth. Finance costs remained steady at RM3.74 million.

	FY2024 (RM'000)	FY2025 (RM'000)	Changes (RM'000)	%
Total assets	270,618	306,040	35,422	13.09
Non-current assets	117,247	119,128	1,881	1.60
Current assets	153,371	186,911	33,540	21.87
Borrowings	62,301	82,024	19,723	31.66

Balance sheet growth was evident with total assets rising 13.09% to RM306.0 million, mainly from higher inventories and trade receivables in line with stronger sales and extended credit terms to overseas customers. Borrowings increased to RM82.02 million (FY2024: RM62.30 million), raising the gearing ratio to 0.60 times, primarily to support working capital requirements. Equity contracted to RM135.63 million due to accumulated losses and share buybacks.

Operating cash flow remained under pressure from working capital expansion, although liquidity levels was maintained through effective utilisation of trade financing facilities.



MANAGEMENT DISCUSSION AND ANALYSIS

BRAND DEVELOPMENT AND MARKET POSITIONING

The Group intensified its brand-building efforts through high-visibility participation in major industry events such as ARCHIDEX 2024 and HOMEDEC 2024, where it showcased smart home solutions and deepened B2B engagement. The ongoing 'Pensonic Friends' campaign, featuring eight well-known personalities, helped strengthen consumer awareness and trust via social media outreach and over 30 billboards nationwide.

We continued with the Batik Series home appliances campaign, inspired by traditional Malaysian design. This design reinforced the brand's cultural identity and commitment to innovation. Strategic collaborations, including a landmark Memorandum of Understanding ("MoU") with Universiti Sains Malaysia (USM) and USains Holding Sdn Bhd, led to the launch of "The Innovation, Pensonic," further cementing the Group's role in research and talent development. Additionally, Pensonic hosted the inaugural BAM CEO BootCamp, positioning itself as a thought leader in brand development and industry collaboration.

Pensonic also continued its commitment to social responsibility by co-organising the 'Your Steps, Their Smiles' Charity Run in 14 December 2024 with Hi-Bliss HOGEN, raising funds for the Compassionate Care Foundation. The initiative, offering RM25,000 in cash and products, demonstrated the Group's community-centric values.

AWARDS AND RECOGNITIONS

During the financial year, the Group and its executive leadership team received several prestigious recognitions that highlight our commitment to innovation, leadership excellence, and brand trust.

DARJAH SETIA PANGKUAN NEGERI (DSPN) CONFERRED TO GROUP CEO

Group CEO Dato' Dixon Chew was conferred the Darjah Setia Pangkuan Negeri (DSPN) title by the Penang State Government. This honour recognises his outstanding leadership and significant contributions to the Malaysian business and electronics sectors.

MCMILLAN WOODS GLOBAL AWARDS 2024 (SUSTAINABILITY IN ELECTRONICS EXCELLENCE)

Pensonic was awarded the 'Sustainability in Electronics Excellence' Award at the McMillan Woods Global Awards 2024, in recognition of Dato' Dixon Chew's initiatives in promoting eco-conscious innovation and driving sustainability across Pensonic's product development and operations.

BRAND LEGEND 60 YEARS AWARD (LIFETIME ACHIEVEMENT)

Founder Dato' Seri Chew Weng Khak received the 'Brand Legend 60 Years' Award, celebrating his lifetime contribution to the Malaysian business community and his pivotal role in establishing and nurturing the Pensonic brand into a trusted household name over the decades.

PUTRA BRAND AWARDS 2025 (SILVER AWARD)

Pensonic was honoured with the Silver Award in the 'Personal, Household & Outdoor Appliances' category at the Putra Brand Awards 2025. This achievement reflects strong consumer trust, brand loyalty, and consistent product quality that resonates with Malaysian households.

These accolades reinforce Pensonic Group's industry leadership and our continuing commitment to innovation, customer satisfaction, and sustainable growth.

MANAGEMENT DISCUSSION AND ANALYSIS

ANTICIPATED AND/OR KNOWN RISK



OPERATIONAL RESILIENCE

The Group faces risks from unforeseen events such as fire, floods, pandemics, or system disruptions that may impact manufacturing, warehousing, or distribution.

Any prolonged disruption could affect sales fulfilment, customer confidence, and financial results.

Comprehensive emergency protocols, periodic fire and safety drills, insurance coverage, and investment in resilient IT and warehousing infrastructure are in place. Lessons learned from the COVID-19 pandemic have been integrated into business continuity planning.



FOREIGN EXCHANGE RISK

The Group's operations involve significant USD exposure due to imports of raw materials and finished goods, as well as export sales denominated in foreign currencies. Currency volatility can directly impact gross margins and financial performance. A weakening Ringgit against the USD increases cost of imports, squeezes profit margins, and may reduce competitiveness in price-sensitive markets.

Personic adopts a natural hedging strategy by matching export revenues with import payments in USD where possible. The Finance Department conducts proactive monitoring of forex positions and evaluates opportunities for forward contracts or other hedging instruments to reduce volatility.



CREDIT RISK

The Group provides trade credit terms ranging from 30 to 90 days to distributors and retailers. Economic slowdown or customer liquidity issues may result in delayed collections or defaults.

Increased receivables exposure could pressure working capital, liquidity, and cash flow, especially with expanding overseas sales.

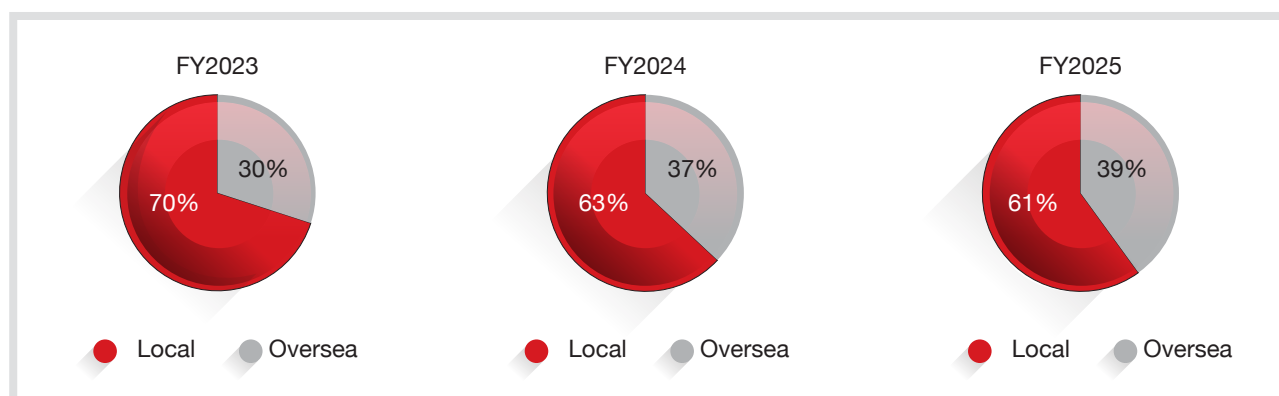
The finance department team conducts ongoing monitoring of customer payment trends and reviews ageing reports. Credit limits are reviewed periodically, and stricter terms are imposed on higher-risk accounts. Proactive collection measures and insurance coverage are employed for selected overseas receivables.

Other than the above-mentioned risks, the Group is also exposed to concentration risk arising from reliance on a single manufacturing facility, especially as contribution from the manufacturing segment continues to increase. Any disruption to this facility could have a material impact on the Group's operations and supply chain. Furthermore, the Group is mindful of the high inventory holding risk, which remains an area of concern given the nature of our industry and evolving consumer demand patterns. Effective inventory management and proactive risk mitigation strategies are continuously prioritised to safeguard business sustainability.

MANAGEMENT DISCUSSION AND ANALYSIS

STRATEGIC OUTLOOK AND FUTURE PROSPECTS

The Group is executing a forward-looking strategy focused on innovation, regional expansion, and digital transformation. In FY2025, export sales accounted for 39% of total revenue, supported by growing demand in international markets. The Board recognises the importance of balancing local and international markets to create a more competitive business model that support long-term growth and stability. A crucial aspect of this strategy involves expanding our manufacturing operations to cater to a broader range of clients in the global market. By leveraging our manufacturing expertise, cost efficiency, and commitment to product quality, we positioned ourselves as the preferred partner for international businesses. This expansion aligns with our objective to achieve a balanced distribution between local and international markets, thereby generating new opportunities and enhancing our global business footprint.



Pensonic has launched a dedicated eCommerce Business Unit to tap into digital buying trends in Malaysia, Singapore, Indonesia, and other Southeast Asian countries.



New products focused on lifestyle efficiency and sustainability are strengthening the Group's position in key growth areas. The organisational changes, including the Group CEO taking on the role of Managing Director in November 2023, show a stronger focus on execution and long-term value for shareholders.

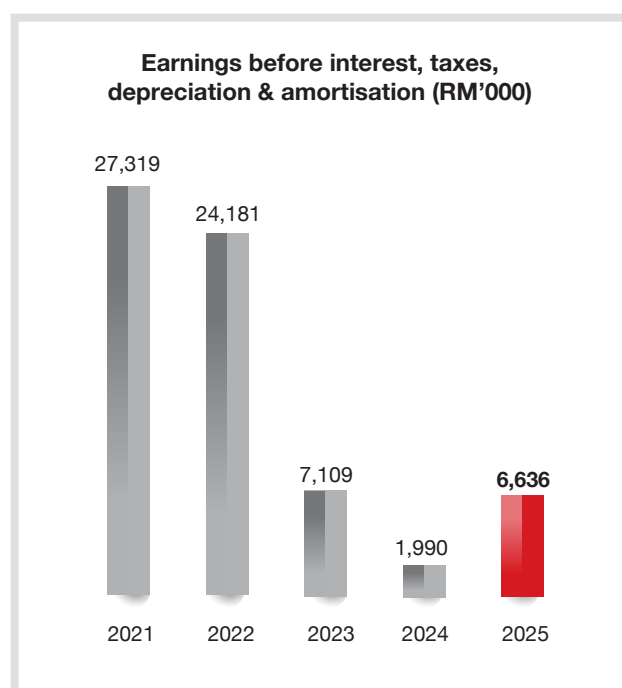
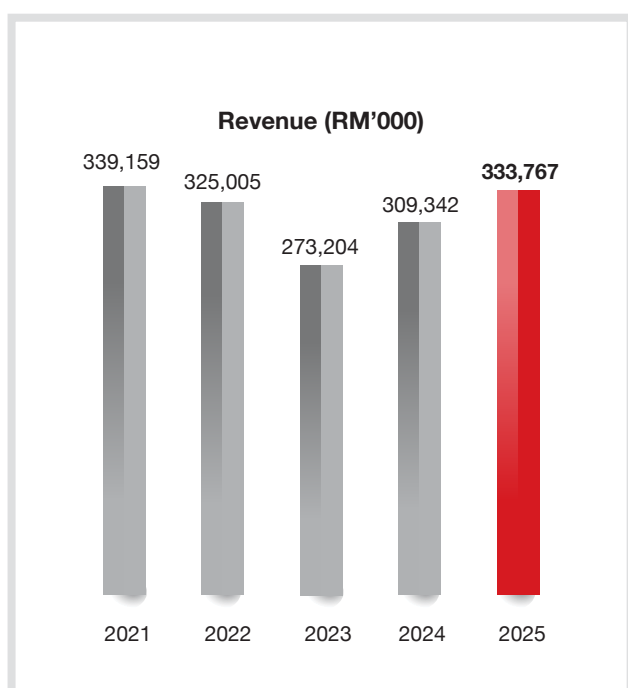
According to Bank Negara Malaysia, the local economy grew by 4.4% in Q2 2025, aided by resilient domestic demand, strong E&E exports, and accommodative monetary policy, with the Overnight Policy Rate reduced to 2.75% in July 2025. Macroeconomic conditions remained supportive, with domestic demand resilient and regional economies benefiting from a growing middle class. Nonetheless, global trade uncertainties, currency volatility, and intense competition remain key challenges.

In FY2025, Pensonic Group achieved tangible recovery; marked by in revenue growth, improved gross margin, and significant reduction in losses. With a clear strategy anchored on innovation, digital readiness, and regional scaling, the Group is confident in achieving sustainable growth and long-term shareholder value creation in FY2026 and beyond.

MANAGEMENT DISCUSSION AND ANALYSIS

FIVE-YEAR FINANCIAL HIGHLIGHTS

	2021	2022	2023	2024	2025
Key Operating Results (RM'000)					
Revenue	339,159	325,005	273,204	309,342	333,767
Earnings before interest, taxes, depreciation and amortization	27,319	24,181	7,109	1,990	6,636
Profit / (Loss) before tax	17,201	14,814	(2,540)	(7,286)	(2,956)
Profit / (Loss) for the year	15,482	13,053	(3,997)	(13,606)	(3,775)
Profit / (Loss) for the year attributable to owners of the Company	15,819	14,356	(3,036)	(13,254)	(3,807)
Other Key Data (RM'000)					
Total equity attributable to owner	128,561	142,099	138,358	143,146	135,625
Total assets	281,373	315,253	274,018	270,618	306,040
Total borrowings	81,596	110,613	83,167	62,301	82,024
Financial Ratio					
Return on equity attributable to owners	12.3%	10.1%	(2.2%)	(9.3%)	(2.8%)
Return on assets	5.7%	4.4%	(1.4%)	(5.0%)	(1.3%)
Current ratio	1.38	1.42	1.47	1.52	1.28
Debt to equity Ratio	0.63	0.78	0.60	0.44	0.60
Earnings / (Loss) per share (sen)	12.32	11.20	(2.37)	(9.45)	(2.49)



CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“Board”) of Pensonic Holdings Berhad (“Pensonic” or “the Company”) recognises the importance of upholding strong corporate governance standards across the Company and its subsidiaries (“Pensonic Group” or “the Group”). The Directors lead by conducting business with integrity, transparency, and professionalism to enhance success, protect shareholders’ investments, and prioritise the interests of all stakeholders. By adopting the essence of good corporate governance practices, rather than mere compliance, the Board aims to ensure its effectiveness in enhancing shareholders’ value. This entails promoting integrity, transparency, and professionalism, while also focusing on board effectiveness and the long-term creation of shareholder value. Ultimately, Pensonic’s dedication to sound corporate governance principles reflects its commitment to responsible and sustainable business practices, fostering trust and building enduring relationships with stakeholders.

This Corporate Governance Overview Statement (“CG Statement”) provides a summary of corporate governance practices implemented during the financial year ended 31 May 2025 (“FY2025”) with reference to the following three (3) principles set out in the Malaysian Code on Corporate Governance 2021 (“MCCG”):

Principle A: Board leadership and effectiveness;

Principle B: Effective audit and risk management; and

Principle C: Integrity in corporate reporting and meaningful relationship with stakeholders.

The application for each Practice as set out in the MCCG is disclosed in the Corporate Governance Report (“CG Report”) which is published on the Company’s website: www.pensonic.com as well as through an announcement on the website of Bursa Malaysia Securities Berhad (“Bursa Securities”). This CG Statement is to be read together with CG Report, based on a prescribed format as outlined under paragraph 15.25(2) of Main Market Listing Requirements of Bursa Securities (“MMLR”).

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS

1 Board of Directors

As at the end of the FY2025, the Board of Pensonic comprises of eight (8) members. Three (3) members are Executive Directors who are actively involved in the day-to-day management and operations of the company and the remaining five (5) are Independent Non-Executive Directors (“INEDs”). The composition of the Board as shown below reflects a balance between executives responsible for operational matters and independent directors responsible for providing independent perspective and oversight thus ensuring accountability. On 1 August 2025, Dato’ Lela Pahlawan Dato’ Paduka Ku Nahar Bin Ku Ibrahim and Dato’ Tahir Jalaluddin Bin Hussain were redesignated from INEDs to Non-Independent Non-Executive Directors (“NINEDs”).

Position	Directors
Executive	Dato’ Seri Chew Weng Khak @ Chew Weng Kiak, Group Executive Chairman Dato’ Chew Chuon Jin, Dixon, Group Chief Executive Officer Chew Chuon Fang, Nelson, Group Executive Director
Independent Non-Executive	Dato’ Seri Dr. Liew Lee Leong, Raymond Dato’ Lela Pahlawan Dato’ Paduka Ku Nahar Bin Ku Ibrahim Dato’ Tahir Jalaluddin Bin Hussain Ong Huey Min, Lindy Loh Keow Lin, Lynn

The background, experiences and qualifications of the Directors are set out under the Profile of Directors in this Annual Report.

All concerns regarding the Group can be conveyed to any one of the Directors and/or will be deliberated by all Directors during board meetings. As such, the Board is of the view that there is no immediate need to appoint a Senior INED to whom concerns regarding the Group may be conveyed.

The Board meets at least four (4) times a year at quarterly intervals with additional meetings convened as necessary. Throughout FY2025, the Board held a total of five (5) meetings. The purpose of these meetings was to discuss and deliberate on a wide range of matters pertaining to the Group. These included reviewing and analysing the Group’s quarterly operations and financial results, evaluating major investments and strategic decisions, assessing business plans, and addressing any other strategic issues that could potentially impact the Group’s businesses. By convening regular board meetings, Pensonic ensures that important matters are thoroughly considered, enabling effective decision-making and strategic planning.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

1 Board of Directors (Cont'd)

Board meetings are scheduled in advance to allow Directors to plan and adjust their schedules, ensuring good attendance and focused attention to the meeting agenda. The Board recognises the importance of informed decision-making and would invite management personnel and external consultants to attend meetings as needed. This enables presentation of relevant information, provision of clarifications, and offer of advice to support the Board's decision-making process.

In the intervals between board meetings, approvals are obtained via circular resolutions for exceptional matters requiring urgent Board decision-making which are then supported with information necessary for informed decision-making. As a mean to facilitate Directors' planning and time, an annual meeting calendar is adopted and given to Directors before the beginning of each new financial year.

Meetings are also organised for the Board Committees which are the Audit Committee ("AC"), Nomination Committee ("NC") and Remuneration Committee ("RC").

The attendance of Directors at meetings of the Board and Board Committees held during FY2025 is as tabulated below:

Directors	Board	AC	NC	RC
Dato' Seri Chew Weng Khak @ Chew Weng Kiak	5/5	–	–	–
Dato' Chew Chuon Jin, Dixon	5/5	–	–	–
Chew Chuon Fang, Nelson	5/5	–	–	–
Dato' Seri Dr. Liew Lee Leong, Raymond	5/5	5/5	–	–
Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim	5/5	5/5	3/3	3/3
Dato' Tahir Jalaluddin Bin Hussain	5/5	5/5	3/3	3/3
Ong Huey Min, Lindy	5/5	5/5	3/3	3/3
Loh Keow Lin, Lynn*	2/2	–	–	–

* Ms Loh Keow Lin was appointed to the Board on 1 January 2025 and attendance at meeting are counted from her appointment.

The Board is satisfied with the time commitment given by the Directors as demonstrated by their full attendance.

In addition, all of the Directors do not hold more than 5 directorships in other public listed companies as required under paragraph 15.06 of the MMLR to enable the Directors to discharge their duties effectively by ensuring that their commitment, resources and time are more focused. The Board members must notify the Board or the Chairman before accepting any new directorship in other public listed companies.

1.1 Strategic Aims, Values and Standards

The Board assumes full leadership and control over the Group. Together, the Board members have the collective responsibility to manage the business affairs of the Group. This includes approving all strategies, providing guidance and direction, as well as overseeing the management's activities. In addition to their legal obligations, the Board ensures that effective processes are in place for the management, internal control, risk assessment, and monitoring performance against established benchmarks for the Group. They also ensure that the businesses are conducted in compliance with good governance practices, promoting transparency and objectivity. The primary objective of the Board is to enhance the value of shareholders by achieving the approved objectives.

As part of the Board's effort to ensure that its duties and responsibilities are effectively discharged, the Board delegates certain functions to the Board Committees, the Group Chief Executive Officer ("GCEO") and the management.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

1 Board of Directors (Cont'd)

1.1 Strategic Aims, Values and Standards (Cont'd)

As at FY2025, the Board Committees comprise solely of INEDs. Each of the Board Committees operates under clearly defined Terms of Reference ("TOR") as approved by the Board and which are periodically reviewed for relevance and improvement. The respective chairman of the Board Committees will report to the Board on the outcome of any discussions and recommendations thereon. The ultimate responsibility for the final decision on all matters, however, lies with the Board. The TOR of the Board Committees are published on the corporate website.

The Board assumes responsibility for managing the primary risks that impact the Group. This includes tasks such as establishing and approving internal policies to address and mitigate these risks. Additionally, the Board reviews the effectiveness and reliability of the Group's internal control systems to ensure they are adequate. The Board also oversees the performance of the Group's various businesses, ensuring they are meeting established targets and objectives.

Furthermore, the Board is involved in succession planning and talent management, ensuring that the organization has a robust plan in place for leadership transitions and the development of key personnel. The Board also ensures compliance with legal and statutory requirements across the Group, ensuring that all operations adhere to applicable laws and regulations.

Key responsibilities of the Board also include approving major capital expenditures, carefully considering significant financial matters, and conducting reviews of the Group's financial and operating performance. This allows the Board to make informed decisions regarding financial investments and to assess the overall health and progress of the Group.

1.2 Chairman of the Board

The Board is led by the Executive Chairman who assumes the responsibility of providing leadership and governance within the Board. The Chairman's role involves creating a conducive environment that fosters the effectiveness of the Directors and facilitates timely discussions on relevant issues. The Chairman ensures that no single member dominates the discussions and encourages active and meaningful participation from all Board members.

In addition to these facilitation duties, the Chairman leads the Board in overseeing the management of the organisation. This involves actively monitoring the performance of the management team and ensuring that appropriate governance processes and practices are in place and upheld. The Chairman also maintains regular dialogues with the GCEO regarding operational matters, seeking input from fellow Board members when significant concerns arise.

The Chairman plays a crucial role in maintaining open lines of communication within the Board, promoting collaboration, and seeking the collective opinion of the Board members when necessary.

1.3 Separation of Position of Chairman and GCEO

The Board maintains a clear distinction between the roles of the Chairman and the GCEO. These positions are held by different individuals, with distinct responsibilities, roles and duties.

The GCEO assumes overall responsibility for the daily operations of the Group's operating units. This includes overseeing key aspects such as human resource, finance, business affairs, and ensuring the implementation of Board policies and decisions. The GCEO is responsible for maintaining the effectiveness of the Group and ensuring that the Group's products, services, and corporate identity meet high standards and align with market expectations.

During scheduled board meetings, the GCEO provides updates and briefings on the performance and activities of the Group. The GCEO also presents specific proposals related to capital expenditure, as well as acquisitions and disposals, if any. This allows the Board to stay informed about the Group's progress and make well-informed decisions regarding strategic initiatives and investments.

By clearly delineating the roles and responsibilities of the Chairman and the GCEO, the Board ensures effective governance, division of tasks, and accountability within the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

1 Board of Directors (Cont'd)

1.4 Chairman of the board shall not be a member of the AC, NC or RC

The Chairman of the Board is not a member of any Board Committees and does not participate in their meetings. This arrangement ensures that the Board Committees can operate independently and make decisions without the influence or presence of the Chairman. The Committees are able to carry out their specific responsibilities and functions autonomously. This separation helps to maintain objectivity and promotes diversity of perspectives within the Committees.

1.5 Qualified and Competent Company Secretary

The Company Secretary is competent, qualified and capable of carrying out her duties and providing support to the Board in the discharge of their fiduciary duties.

The Board expresses satisfaction with the performance and support provided by the Company Secretary. The Company Secretary serves as a valuable resource for the Directors, offering advice and assistance as needed.

One of the key responsibilities of the Company Secretary is to keep the Board informed about any updates or changes in statutory and regulatory requirements that are relevant to the duties and responsibilities of Directors. This includes notifying the Board about new laws, regulations, or guidelines that may impact the Group and its Directors. By staying updated on these matters, the Board can ensure compliance and understand the potential implications and consequences that may arise.

The Company Secretary, or her representatives, attend and ensure that all Board and Board Committees meetings are properly convened. The decisions made and/or resolutions passed thereof are recorded in minutes of meetings and kept at the registered office of the Company together with its statutory registers.

Other roles of the Company Secretary included coordinating with management on the preparation of board papers, ensuring procedures and applicable rules are observed and maintaining records of the Board as well as provide timely dissemination of information relevant to the Directors' roles and functions and keeping them updated on evolving regulatory and compliance requirements.

1.6 Access to Information and Advice

The Board recognises that the decision-making process is highly dependent on the quality of information available. All Directors have access to all information within the Group and may seek the advice of Management on matters under discussion or request further information on the Group's business activities. The Chairman, with the assistance of the Company Secretary, ensures that all Directors have full and timely access to information with Board papers distributed in advance for meetings of the Board and Board Committees.

The Directors, whether as full Board or in their personal capacity, may upon approval from the Board, seek independent professional advice, where necessary and under appropriate circumstances, in furtherance of their duties and to enable them to discharge their duties, at the Group's expense.

To facilitate effective decision-making, all Directors received the necessary documents and information at least seven (7) days in advance of the meetings. These include agendas, board papers, reports, and other relevant materials.

Having the documents in advance allows the Directors sufficient time to thoroughly review and evaluate the matters to be discussed. If additional information is required, they have the opportunity to seek clarification or request further details before the meetings. This ensures that the discussions during the meetings are well-informed and efficient.

Furthermore, any actions or decisions taken during previous meetings are reported and followed up on in subsequent meetings. This allows for proper tracking and accountability, ensuring that the resolutions and tasks identified in earlier meetings are addressed and progress is made.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

2 Demarcation of responsibilities

2.1 Board Charter

The Board Charter provides guidance by clearly delineating the roles, duties and responsibilities of the Executive Chairman, GCEO, Board, Board Committees and management. The Board Charter also includes the requirements of Directors in carrying out their leadership and supervisory role; and in discharging their duties towards the Group as well as boardroom activities.

The Board Charter is subject to periodical review by the Board to ensure that it remains relevant and consistent with the Board's roles and responsibilities, changing needs of the Company as well as any development in the prevailing legislation and practices.

The Board Charter is available on the Company's website.

3 Good business conduct and corporate culture

3.1 Code of Conduct and Code of Ethics

The Board is committed towards inculcating a corporate culture which engenders ethical conduct throughout the Group. Our brand values of Caring, Leadership, Trustworthy and Innovation are entrenched in our corporate psyche and observed by all our people from Directors down to employees as integral elements guiding the Group towards achieving sustainability.

The Board has formalised Code of Ethics and Code of Conduct to guide the desired standard of behaviour from all Directors and employees so as to improve work quality, productivity and self-discipline in order to provide effective, good and quality services. The Policies & Procedures covers, among others, general employment terms and conditions, compensation and benefits, proprietary information and sexual harassment.

The Code of Conduct is based on principles in relation to trust, integrity, responsibility, excellence, loyalty, commitment, dedication, discipline, diligence and professionalism. Our Code of Ethics is based on the principles of sincerity, integrity, responsibility and corporate social responsibility.

The Group has also an Employee Handbook to guide the desired standard of behaviour from all staffs. The Employee Handbook covers, among others, general employment terms and conditions, compensation and benefits, proprietary information and sexual harassment.

The Code of Conduct and Code of Ethics are available on the Company's website.

3.2 Whistleblowing Policy

The Company has in place a Whistleblowing Policy. The Company has always advocated for openness and transparency in its commitment to the highest standard of integrity and accountability. All malpractices or wrongdoings reported by the whistle-blower are directed to the Chairman of the AC and shall be set forth in writing or verbally. The Whistleblowing Policy is available on the Company's website.

3.3 Anti-Bribery & Anti-Corruption Policy ("ABC Policy")

The Company has also adopted the Anti-Bribery and Anti-Corruption Policy ("ABC Policy") to guide compliance with the Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The adoption of the ABC Policy signalled commitment by the Board and the Group to conduct all businesses in an honest and ethical manner requiring all Directors and employees to act professionally, fairly and with integrity in all our business dealings and relationships. The ABC Policy sets out adequate procedures designed to prevent situations in which bribery and corrupt practices may take root. The ABC Policy is available on the Company's website.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

3 Good business conduct and corporate culture (Cont'd)

3.4 Directors' Fit and Proper Policy (Cont'd)

The Company had in April 2023 adopted a Directors' Fit and Proper Policy to ensure that individuals who possesses the right qualification, expertise, competence and integrity is appointed as Director in the Group. All candidates to be appointed and seeking for re-election as Directors in the Group, shall undergo a fit and proper review accordance with the Directors' Fit and Proper Policy. The policy is available on the Company's website.

4 Sustainable Practice

4.1 Governance of sustainability

The Board recognises that sustainable development is an important and integral part of the Group's pursuit of its long-term business success. The Board is responsible for the development of the Group's sustainability strategies.

4.2 Communication of Sustainability Strategies

The management continues to engage with stakeholders to seek feedback and viewpoints that would be useful to the Group in developing sustainability targets and implementation strategies. The Board will meet and discuss key sustainability matter at least once a year.

4.3 Periodic Updates

The Directors have been and will continue to attend training to keep abreast of development on sustainability as well as regulations and guidance on current and emerging environmental that may affect the Group.

4.4 Performance Evaluation

The Board recognises the importance of sustainability in all its business operations and had included sustainability as one of the criteria in the performance evaluations of board members. The annual evaluation of the Directors, the Board and Board Committees for FY2025 included assessment on Board's understanding of sustainability issues. Do refer the Sustainability Statement which outlined sustainability activities by the Group.

4.5 Sustainability Leadership

The GCEO is the designated person leading the Group's sustainability initiatives.

5 Board Composition

Nomination Committee ("NC")

NC plays a crucial role in assisting the Board in ensuring that it comprises individuals who possess the necessary calibre, knowledge, experience, integrity, and reputation to effectively fulfill their roles. The NC is responsible for assessing the qualifications and suitability of candidates for directorship and senior management positions within the Group. Additionally, the NC carries out an annual assessment of the performance of the Board and Board Committees. The specific duties and responsibilities of the NC are outlined in its TOR, which are published on the Company's website.

During the financial year end under review, the NC comprises of three (3) members, all of whom are INEDs as tabulated below:

Name	Position
Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim	Chairman
Dato' Tahir Jalaluddin Bin Hussain	Member
Ong Huey Min, Lindy	Member

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

5 Board Composition (Cont'd)

Nomination Committee (Cont'd)

The NC met thrice (3) during FY2025 with full attendance by all members to deliberate on the following matters:

- (a) Reviewed the composition, mix of skills and experience and other qualities, including core competencies as well as contribution of each individual Director and the effectiveness of the Board as a whole and the Board Committees as well as contribution of each individual Director.
- (b) Reviewed the level of independence of the INEDs.
- (c) Reviewed and recommend the continuation in office of the INEDs who have served beyond nine (9) years.
- (d) Discussed the character, experience, integrity and competence of the Directors and to ensure they have the time to discharge their respective roles.
- (e) Discussed and recommended the re-election of Directors at the forthcoming annual general meeting ("AGM").
- (f) Reviewed the term of office and performance of the AC and its members pursuant to paragraph 15.20 of the MMLR.
- (g) Conducted annual assessment on Board, Board Committees and individual Directors.
- (h) Reviewed and recommended appointment of new INED.

Subsequent to the financial year end, on 1 August 2025, the following changes were made to the composition of the NC:

- Ms Loh Keow Lin, Lynn was appointed as Chairman of the NC, succeeding Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim, who was redesignated from INED to NINED on the same date. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim remains as a member of the NC.
- Dato' Seri Dr. Liew Lee Leong, Raymond was appointed as a member of the NC.
- Ms. Ong Huey Min, Lindy resigned as a member of the NC.

Current composition of the NC is as illustrated:

Name	Position
Loh Keow Lin, Lynn	Chairman
Dato' Seri Dr. Liew Lee Leong, Raymond	Member
Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim	Member

The NC currently comprises a majority of INEDs, with an INED serving as Chairman, in line with Practice 5.9 of the MCGG.

5.1 Board Composition

The NC reviews the composition of the Board annually to ensure that the Board is of the right size, with the right mix of skills and diversity of experience.

The NC also evaluates the performance of each Director on an annual basis. Recommendation for annual re-election of Director is made upon satisfactory evaluation of the Director's performance and contribution to the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

5 Board Composition (Cont'd)

5.1 Board Composition (Cont'd)

Upon conclusion of the annual assessment for FY2025, the Board affirmed that the current Board is appropriately sized with balanced mix of skills, knowledge and experience in the relevant areas to enable the Board to carry out its responsibilities in an effective and efficient manner.

The Board is in compliance with paragraph 15.02 of MMLR, which requires that at least two (2) Directors or one-third (1/3) of the Board of the Company, whichever is the higher, are INEDs.

5.2 Independent Directors

The concept of independence as adopted by the Board is consistent with definition of INEDs outlined in paragraph 1.01 and Practice Note 13 of the MMLR. The key elements for fulfilling the criteria are the appointment of Directors who are not members of Management and who are free from any business or other relationship which could interfere with the exercise of independent judgment or the ability to act in the best interest of the Company.

FY2025, the Board is in compliance with Practice 5.2 of the MCCG as more than half (50%) of its Directors are INEDs.

The current composition of the Board Committees, made up of majority INEDs affirmed the Board's commitment towards independence and provide strong check and balance in the Board's governance function.

5.3 Tenure of Independent Directors

The Board recognises the MCCG's recommendation that service tenure of an INED should not exceed a cumulative or consecutive term of nine (9) years. Upon completion of the nine (9) years, an INED may continue to serve on the Board subject to the Director's redesignation as a non-INED. MCCG also states that the Board should provide justification and seek annual shareholders' approval through a two-tier voting process if it intends to retain an INED beyond nine (9) years.

Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim and Dato' Tahir Jalaluddin Bin Hussain have reached the tenure of twelve (12) years on 15 August 2025. The Board concurred with the recommendation from the NC to redesignate them as NINED for them to continue to serve on the Board of Pensonic.

This redesignation was effective on 1 August 2025, was undertaken after the Board, through the NC, reviewed and assessed their independence status in accordance with Practice 5.3 of the MCCG and determined that they no longer meet the criteria for independence under the MMLR. Following the redesignations, the Board still maintains the requisite number of INED in compliance with Paragraph 15.02 of the MMLR.

As for Ms. Ong Huey Min, Lindy, she would have served on the Board for cumulative term of nine (9) years by the end of year 2025. The NC has recommended for Ms. Ong Huey Min, Lindy to continue to act as INED beyond nine (9) years until conclusion of next AGM in 2026.

Key justifications to recommend the continuation of Ms. Ong Huey Min, Lindy as INED are as follows:

- (a) She has actively participated in the deliberation at Board and/or Board Committees, providing objectivity in decision-making and possess sufficient self-esteem and confidence to stand up with an independent voice to the Board.
- (b) She has exercised due care during her tenure and carried out her professional duties in the best interest of the Company and shareholders.
- (c) She has not developed, established or maintained any significant relationship which could impair her independence as INED, with the Executive Directors and major shareholders other than normal engagements and interactions on a professional level consistent and expected to carry out her duties as INED or member of the Board Committees.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

5 Board Composition (Cont'd)

5.3 Tenure of Independent Directors (Cont'd)

- (d) She has contributed sufficient time and efforts in attending meetings of the Board and Board Committees.
- (e) She has proven business insight, academic qualifications, professional expertise, skill sets and entrepreneurial experience to share with the Board.

NC had also reviewed and assessed the independence of other INEDs and their tenure of service. The NC is satisfied that the INEDs of the Company continue to demonstrate independence through their engagement in meetings by bringing objective and independent judgement to decisions taken by the Board. The INEDs of the Company had also devoted sufficient time and attention to the Group's affairs.

5.4 Policy on Tenure of Independent Directors

As the Company is not classified as a Large Company, the Board does not have a policy which limits the tenure of its INEDs to nine (9) years without further extension. At present, the Board will ensure compliance with MMLR which limits tenure of INEDs to not more than a cumulative period of twelve (12) years.

5.5 Diversity in the Board and Senior Management

The Board is supportive of diversity on the Board and in Senior Management team. The appointment of Directors and Senior Management team are based on objective criteria, merit and takes into consideration diversity in experience, skills set, age and cultural background.

The current composition of the Board reflects a good mix of diversity and expertise from various fields such as general management and operations, commercial, finance and accounting, corporate affairs, legal, manufacturing, sales and marketing, business, tax, product development, shipping and logistics.

5.6 Sources to identify candidate for Directorship

The NC will consider to utilise independent sources to identify suitably qualified candidates, if such needs arise. There was one (1) new appointment to the Board during FY2025. The NC will also perform independent background check on the candidate using information from independent sources prior to recommending any candidates for directorship.

5.7 Directors' Information

The profiles of the Directors are included in the Annual Report. Information contained therein included age, gender, tenure of service, directorship in other companies, working experience and any conflict of interest as well as shareholding in Pensonic.

A statement from the Board (on whether it supports the appointment or reappointment) is included in the Notice of AGM to ensure shareholders have the information they require to make an informed decision on the re-election of said Directors.

5.8 Chairman of Nomination Committee

The NC is chaired by Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim, an INED. Subsequently on 1 August 2025, Ms Loh Keow Lin, Lynn was appointed as Chairman of the NC, succeeding Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim, who was redesignated to NINED. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim remains as a member of the NC.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

5 Board Composition (Cont'd)

5.9 Female Board Representation

The INEDs, Ms Ong Huey Min, Lindy and Ms Loh Keow Lin, Lynn are the female Directors on board, in compliance with MMLR which mandates presence of at least one (1) female Director on board.

5.10 Gender Diversity

The Board is of the collective opinion that there was no necessity to adopt a formal gender diversity policy presently as the Group is committed to provide fair and equal opportunities and nurturing diversity within the Group.

6 Board Effectiveness

6.1 Effectiveness of the Board and individual Directors

The NC conducts annual review of the effectiveness of the Board and Board Committees as well as performance of each individual Director. The assessment is administered via customised questionnaires, on self-assessment basis, for continuous improvement.

The NC also reviews annually the required mix of skills, experience and other qualities, including core competencies of the members in discharging their duties. The skills and experience of each Director is analysed, inter-alia, in the areas of business operations technical and governmental affairs and legislation. Furthermore, the NC reviews size and composition of the Board with consideration on the impact to the effective functioning of the Board.

The INEDs are assessed annually by the NC on behalf of the Board. Following an assessment carried out for FY2025, the Board is satisfied with the level of independence demonstrated by the INEDs and their ability to provide unbiased impartial and objective opinion during meetings and act in the best interest of the Company and the Group.

Based on the outcome of evaluation for the financial year under review, the NC and the Board are satisfied that the Board and Board Committees have discharged their duties and responsibilities effectively and the contribution and performance of each individual Director is satisfactory. The NC believes that the current Board composition is well balanced with the right mix of high-calibre individuals with the necessary skills, qualification, experience, knowledge, credibility, independence and core competencies.

Training

The Directors have been attending training courses and professional programmes necessary so as to keep abreast with the changes to guidelines issued by the relevant authorities as well as developments in the business environment, which can complement their services to the Group. The Directors are regularly updated by the Company Secretary on any changes to new statutory, corporate and regulatory developments relating to their duties and responsibilities or the discharge of their duties as Directors of the Company.

The Board had, through the NC, undertaken an assessment of the training needs of the Directors and concluded that the Directors are to determine their training needs as they are in the better position to assess their areas of needs.

Nonetheless, the NC had recommended for training to improve financial literacy and keep up with changes to financial reporting environment as well as understanding the impact of the changes arising from implementation of Companies Act 2016 and other related laws. Internal briefings are provided from time to time to update on any amendment(s) or implementation of existing or new laws and regulations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

6 Board Effectiveness (Cont'd)

Training (Cont'd)

The training, conferences or seminars attended by Directors during FY2025 encompassed various topics as outlined below:

Director(s)	Training / Conferences / Seminars
Dato' Seri Chew Weng Khak @ Chew Weng Kiak	<ul style="list-style-type: none"> Strategic ESG for Sustainable Value and Long-Term Growth
Dato' Chew Chuon Jin, Dixon	<ul style="list-style-type: none"> Asia Forum 2025 The 25th Hong Kong Forum
Chew Chuon Fang, Nelson	<ul style="list-style-type: none"> MIA Webinar Series: Payment to Directors – what's allowed and what's disallowed MIA Webinar Series: Common Offences by Directors under the Companies Act 2016
Dato' Seri Dr. Liew Lee Leong, Raymond	<ul style="list-style-type: none"> MAP PART II – Leading for Impact (LIP) Tax Audit and Investigation Preparing a Capital Statement Mandatory in Malaysia? MPERS Masterclass Series – MPERS for a Single Entity as a Separate Financial Statement Recent Development of Transfer Pricing in Malaysia
Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim	<ul style="list-style-type: none"> Strategic ESG for Sustainable Value and Long-Term Growth
Dato' Tahir Jalaluddin Bin Hussain	<ul style="list-style-type: none"> Strategic ESG for Sustainable Value and Long-Term Growth
Ong Huey Min, Lindy	<ul style="list-style-type: none"> Navigating Climate Change LHDN E-invoicing – Navigating tax compliance & IT processes Legal & Tax Workshop for Property Developers KPMG- Tax summit 2024 Power Talk – Strategic Data & Frameworks in Brand Governance E-invoicing Issues Common Property Disputes: Recovering or Defending Ownership Claims Termination of Employment and Claims for Wrongful Dismissal
Loh Keow Lin, Lynn	<ul style="list-style-type: none"> Islamic Finance Drafting for Debt and Equity Transaction in Crowdfunding, Joint Ventures, and Capital Investment E-Invoicing for Laws Firms Webinar on Dawn Raid: Practical Aspects on How Law Firms Can Manage Dawn Raids CPD Live – The Impact and Implications of Recent Federal Court Decisions and The Trends of Courts on Housing Development Issues Penang Annual Conveyancing Conference (PACC) 2024 Orang Asli's Land Rights (Basics for Practitioners) Income Tax Considerations for Practitioners in Small Law Firms MAP PART II – Leading for Impact (LIP) CPD Live and CPC Pocket Series: Common Mistakes in Loan Documentation CPD Live – Recent Amendments to the Personal Data Protection Act 2010 & How It Impacts Personal Data Management, Security and Transfers CPD Live – Foreign Direct Investments and Sovereignty Termination of Employment and Claims for wrongful dismissal The fundamentals of legal practice

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

7 Level and composition of Remuneration

7.1 Remuneration policy

The objective of the Remuneration Policy is to attract and retain high performing Directors required to lead and control the Group effectively.

In the case of the Executive Directors ("EDs"), the components of their remuneration package are linked to individual and corporate performance. As for Non-Executive Directors, the Directors' fees are reflective of their experience and level of responsibilities and the onerous challenges in discharging their fiduciary duties and broad-based roles and responsibilities as well as time commitment to the Group that go with Board membership. The executive board members played no part in deciding their own remuneration and the respective Board members shall abstain from all discussion pertaining to their remuneration.

7.2 Remuneration Committee ("RC")

During FY2025, the RC comprises of three (3) members, all of whom are independent. The members of the RC are as follows:

Name	Position
Dato' Tahir Jalaluddin Bin Hussain	Chairman
Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim	Member
Ong Huey Min, Lindy	Member

The RC is responsible for, inter-alia, recommending to the Board the policy framework and remuneration structure for Directors as well as the remuneration packages of Executive Directors.

The TOR of the RC is available on the Company's website.

The RC met thrice (3) during the financial year under review with all members in attendance to deliberate on the following matters:

- (a) Reviewed and recommended the remuneration packages for the EDs; and
- (b) Reviewed and recommended Director's Fees payable to Directors.
- (c) Reviewed and recommended the remuneration package for the new INED.

Subsequent to the financial year end, on 1 August 2025, the following changes were made to the composition of the RC:

- Dato' Seri Dr. Liew Lee Leong, Raymond was appointed as Chairman of the RC, succeeding Dato' Tahir Jalaluddin Bin Hussain, who was redesignated to NINED on the same date. Dato' Tahir Jalaluddin Bin Hussain remains as a member of the RC.
- Ms. Loh Keow Lin, Lynn was appointed as a member of the RC.
- Ms. Ong Huey Min, Lindy resigned as a member of the RC.

Current composition of the NC is as illustrated:

Name	Position
Dato' Seri Dr. Liew Lee Leong, Raymond	Chairman
Loh Keow Lin, Lynn	Member
Dato' Tahir Jalaluddin Bin Hussain	Member

The RC currently comprises a majority of INED, with an INED serving as Chairman, in line with Practice 5.9 of the MCGG.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

8 Remuneration of Directors and Senior Management

8.1 Details of Directors' Remuneration

The details of the remuneration paid/payable to the Directors by the Company and the Group for FY2025 are tabulated in the Corporate Governance Report.

8.2 Top 5 Senior Management's Remuneration

All members of Senior Management are members of the Board. As such there is no necessity for a separate disclosure.

8.3 Detailed Remuneration of Top Five (5) Senior Management

As the Company is not classified as "Large Company", there is no full disclosure of top 5 Senior Management's remuneration on named basis.

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

Part I Audit Committee ("AC")

9 Effective and Independent AC

The TOR of the AC is published on corporate website. Details on the composition and other pertinent facts of the AC is outlined under the AC Report in this Annual Report.

9.1 Chairman of the AC

Ms. Ong Huey Min, Lindy, an INED, is the Chairman of AC.

9.2 Appointment of Former Key Audit Partner to AC

None of the members of the Board were former key audit partners. As such, there was no need to establish such policy presently. Such a policy would be established when the need arises in future.

The Board will observe a cooling-off period of at least three (3) years in the event any potential candidate to be appointed as a member of the AC was a key audit partner.

9.3 External Auditors

The AC reviews the suitability, objectivity and independence of the external auditor of the Company on an annual basis. The review process covers the assessment of the independence of the external auditor, the evaluation of the external auditor's performance, competency, quality of work, audit fees and the adequacy of resources.

Following a review conducted for FY2025, the AC is satisfied with the technical competency and independence of the external auditors. The AC meets with the external auditors at least twice (2) a year to discuss their audit plan and audit findings. The AC discusses the nature and scope of audit and reporting obligations with the external auditors before commencement of audit engagement. It is also the practice of the AC to respond to auditors' enquiries and recommendations, if any, to ensure compliance with the various approved accounting standards in the preparation of the Group's financial statements.

The AC has approved the non-audit services provided by the external auditors during FY2025 and concluded that the provision of these services did not compromise the external auditors' independence and objectivity. The amount of fees paid for these services was not significant when compared to the total audit fees paid to the external auditors.

The external auditors have confirmed to the AC that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of relevant professional, ethics and regulatory requirements.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I Audit Committee (“AC”) (Cont’d)

9 Effective and Independent AC (Cont’d)

9.4 Composition of the AC

As at 31 May 2025, the AC comprised solely of INEDs, in line with the MCCG recommendation to maintain independence in the AC’s oversight function.

Subsequent to the financial year end, on 1 August 2025, Dato’ Tahir Jalaluddin Bin Hussain was redesignated from INED to NINED, and he remains as an AC member. Following this change, the AC is currently chaired by an INED and continues to have a majority of INEDs, thereby complying with the MMLR.

Current composition of the AC:

Name	Position
Ong Huey Min, Lindy	Chairman
Dato’ Seri Dr. Liew Lee Leong, Raymond	Member
Dato’ Tahir Jalaluddin Bin Hussain	Member
Loh Keow Lin, Lynn	Member

The Board remains committed to ensuring the AC retains its independence, objectivity, and effectiveness in discharging its responsibilities.

9.5 Diversity in skills of the AC

The AC currently comprised of members with professional experience in finance, taxation, legal, public service, business and economic environment. All members are financially literate and are able to read, interpret and understand the financial statements. The diversity in skills set coupled with their financial literacy gave the AC the ability to effectively discharge their roles and responsibilities.

Part II Risk Management and Internal Control

10 Risk Management and Internal Control

10.1 Establishment of an effective Risk Management and Internal Control Framework

The Board acknowledges the significance of robust internal controls, which encompass risk management practices, financial controls, operational controls, and compliance controls. The Board conducts regular reviews to ensure the effectiveness of these controls. The Board takes full responsibility for overseeing the Group’s internal control systems and risk management processes, emphasising the need to assess their adequacy and integrity.

Continuous reviews are carried out by the Group’s internal audit function and Management to identify, evaluate, monitor and manage significant risks affecting the business and ensure that adequate and effective controls are in place. The findings of the internal audit function are reported to the AC regularly.

10.2 Features of Risk Management and Internal Control Framework

The Statement on Risk Management and Internal Control in this Annual Report provides an overview on the state of internal controls and risk management within the Group.

10.3 Establishment of a Risk Management Committee Comprises a Majority of Independent Directors

The group has not compiled on this Step-up Practice as the current Risk Management Team comprised of management personnel.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II Risk Management and Internal Control (Cont'd)

11 Internal Audit Function

11.1 Effectiveness of the Internal Audit Function

The internal audit function of the Group is carried out by an independent professional consulting firm, JWC Consulting Sdn. Bhd. (“JWC”) which reports directly to the AC. JWC is led by Ms. Joyce Wong Ai May who is a member of both the MIA (Malaysian Institute of Accountants) and IIAM (Institute of Internal Auditors Malaysia) and is sufficiently resourced to provide service level and advisory that meet with the Group’s expectations.

Information on the internal auditors and the internal audit activities during the financial year are set out in the Audit Committee Report in this Annual Report.

11.2 Disclosure on the Internal Audit Function

The internal auditors have represented to the AC that they are free from any relationship or conflict of interest with the Group. The AC has also received assurance from the internal auditors that they have adopted internal audit standards and best practices based on the International Professional Practices Framework (“IPPF”), endorsed by the IIAM.

JWC assigned 2 experienced staff to undertake internal audits of the Group and RM30,000 has been incurred for internal audit services for FY2025.

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

Part I Engagement with Stakeholders

12 Stakeholders

12.1 Communication with its stakeholders

The Group is dedicated to maintaining a consistent and transparent flow of information to shareholders and stakeholders regarding its developments. This commitment is upheld through regular and timely communication that is transparent, coherent, and equitable. The Group ensures that relevant and material information is disseminated through appropriate channels, taking into account commercial confidentiality and regulatory requirements.

The GCEO of the Group is designated spokesperson for all matters related to the Group.

The Company places significant importance on its general meetings as the primary platform for engaging in dialogue and communication with shareholders and investors. Shareholders are actively encouraged to attend these meetings and are provided with ample time and opportunities to participate in the proceedings. They are invited to ask questions related to the resolutions being proposed, inquire about the Group’s operations, and express their expectations and concerns.

In addition, the Board and Management welcome visits by investors, fund managers and analysts and conduct briefings to them when required, as the Board believes that this will give investors and interested parties on one hand, a better appreciation and understanding of the Group’s performance and on the other, awareness of the expectations and concerns of investors and such interested parties. The corporate website at www.pensonic.com provides an easy and convenient avenue for stakeholders to gain access to more information of the Group.

However, in any circumstances, while the Group endeavours to provide as much information as possible to its shareholders and stakeholders, it is mindful of the legal and regulatory framework governing the release of material and price-sensitive information. The Directors are cautious not to provide undisclosed material information about the Group and frequently stress the importance of timely and equal dissemination of information to all shareholders and stakeholders.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I Engagement with Stakeholders (Cont'd)

12 Stakeholders (Cont'd)

12.1 Communication with its stakeholders (Cont'd)

All material announcements are reviewed and endorsed by the AC (as applicable) and the Board prior to release to the public through Bursa Securities. Shareholders and the public in general may also obtain announcements and financial results of the Company from Bursa Securities' website.

12.2 Integrated Reporting

Integrated reporting is not applicable to the Group presently as the Group does not fall within the definition of "Large Companies".

Part II Conduct of General Meetings

13 Shareholders' Participation at General Meeting

13.1 Notice for AGM

The notice of 30th AGM held on 30 October 2024 was sent to the shareholders, directors and auditors at least twenty-eight (28) days prior to the meeting date and published in a major local newspaper. Items of special business included in the notice of 30th AGM were accompanied by explanation of the proposed resolutions. All suggestions and comments put forth by shareholders, proxies and corporate representatives were noted by the Board for consideration.

13.2 Directors' attendance

All Directors had attended the 30th AGM held on 30 October 2024.

13.3 Leveraging on Technology

General meetings are held in person as this is better engagement platform with shareholders, and investors.

The Company will consider leveraging on technology to facilitate voting in absentia and remote shareholders' participation should this become a norm.

13.4 Shareholders Engagement

All Directors, Management, Company Secretary and external auditors were present during 30th AGM to engage with shareholders, proxies and corporate representatives. All questions posed were duly addressed by the Board.

13.5 Infrastructure for Virtual AGM

The 30th AGM was held physically. As such, there was no necessity to deploy infrastructure for virtual meeting format.

13.6 Minutes of General Meeting

Minutes of the proceedings of the 30th AGM are posted on the Company's website within 30 business days from the date of the AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

DIRECTORS' RESPONSIBILITY STATEMENT

The Board is responsible for ensuring that the financial statements of the Group give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of their results and cash flows for the year then ended. In preparing the financial statements, the Directors have ensured that applicable approved accounting standards under Malaysia Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act 2016 have been applied.

In preparing the financial statements, the Directors have selected and applied consistently suitable accounting policies and made reasonable and prudent judgements and estimates. The Directors also have general responsibility for taking such steps that are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

STATEMENT ON COMPLIANCE

The Board will continue to strive for sound standards of corporate governance throughout the Group. Presently, the Board is of the view that the Company has, in all material aspects, satisfactorily complied with the principles and practices set out in the MCCG except for the departures as disclosed.

The Corporate Governance Overview Statement was approved by the Board of Directors on 25 September 2025.

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AUDIT COMMITTEE REPORT

FORMATION

The primary objective of the Audit Committee (“AC” or “Committee”), as a Committee of the Board of Directors (“Board”) of Pensonic Holdings Berhad (“Pensonic” or “the Company”) is to assist the Board in the effective discharge of its fiduciary responsibilities for corporate governance, financial reporting and internal control. The key responsibilities of the AC, included, among others, the following:

- (a) Oversee the Company’s and its subsidiaries (“Pensonic Group” or “the Group”) financial reporting process and the integrity of the Group’s financial statements;
- (b) Assess the Group’s processes in relation to its risks, governance and control environment;
- (c) Review conflict of interest situations and related party transactions; and
- (d) Evaluate the internal and external audit processes and performance.

The terms of reference of the AC is published on the Company’s website at www.pensonic.com.

COMPOSITION, MEETING AND ATTENDANCE

The present AC comprised majority of Independent Non-Executive Directors, in compliance with paragraph 15.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”)(“MMLR”) and Practice 9.4 of the Malaysian Code on Corporate Governance 2021 (“MCCG”).

The members of the AC and their attendance at the five (5) meetings held during the financial year ended 31 May 2025 (“FY2025”) are as tabulated:

Composition Position in Committee	Attendance
Ong Huey Min, Lindy Chairman	5/5
Dato’ Seri Dr. Liew Lee Leong, Raymond Member	5/5
Dato’ Lela Pahlawan Dato’ Paduka Ku Nahar Bin Ku Ibrahim Member (resigned on 1 August 2025)	5/5
Dato’ Tahir Jalaluddin Bin Hussain Member	5/5
Loh Keow Lin, Lynn Member (appointed on 1 August 2025)	–

All members of the AC are financially literate and are able to analyse and interpret financial statements in order to effectively discharge their duties and responsibilities as members of the AC. The Chairman of the AC is a member of the Malaysian Institute of Accountants.

The minutes of each AC meeting were recorded and tabled for confirmation at the following AC meeting. The AC Chairman reported to the Board on the activities undertaken and the key recommendations for the Board’s consideration and decision.

During FY2025, the AC met five (5) times to discuss matters, among others, in relation to the accounting and reporting practices, related party transactions as well as internal and external audits of the Group.

The meetings were organised in a structured manner, utilising agendas that were shared to members with ample notice. To ensure proper governance, the Company Secretary or a representative from the Company Secretary’s office was present at all meetings. In addition, executive Board members, management members, and representatives from the external auditors and internal auditors were invited to attend meetings when their presence was deemed necessary.

AUDIT COMMITTEE REPORT

SUMMARY OF ACTIVITIES DURING THE FINANCIAL YEAR

The main activities undertaken by the AC during FY2025 were as follows:

Financial Performance and Reporting

- (1) Reviewed quarterly unaudited financial results of the Group before recommending to the Board for its consideration and approval and subsequent announcement to Bursa Securities.
- (2) Reviewed audited financial statements of the Company and the Group before recommending to the Board for its consideration and approval.
- (3) Reviewed the Company's compliance, in particular, the quarterly and year-end financial statements, with the MMLR, applicable approved accounting standards of the Malaysian Accounting Standards Board and other relevant legal and statutory requirements.
- (4) Reviewed pertinent issues, which might have significant impact on the results of the Group, including receivables, inventory management, bank borrowings, investments and divestments and strategic operations of subsidiaries.
- (5) Reviewed recurrent related party transactions of revenue and trading nature and other related party transactions entered into by the Group.

Internal Audit ("IA")

- (6) Reviewed and approved the annual IA plan for FY2025.
- (7) Reviewed the internal audit reports, audit recommendations made and management's response to these recommendations and actions taken to improve the system of internal control and procedures.
- (8) Monitored the feedback and reports from the Internal Auditors for matters of non-compliance, weakness in internal control systems or the lack of it as well as recommendations and management's response.
- (9) The AC has, where appropriate, directed management to rectify and improve control procedures and workflow processes based on the internal auditors' suggestions for improvement.
- (10) Reviewed the implementation of these recommendations through follow up audit reports.
- (11) Reviewed and assessed performance of the IA function focusing on adequacy of resources (including necessary authority and resource requirements) and competency to carry out assignment on key business units as well as support functions of the Group. The IA function is outsourced to JWC Consulting Sdn. Bhd. ("JWC"), an independent professional consulting firm.

External Auditors ("EA")

- (12) Discussed the audit plan, scope of work/audit and reporting obligations as well as proposed audit fee for the year under review with the external auditors before commencement of audit engagement.
- (13) Reviewed and discussed with the EA, the findings and results arising from the audit and management letter (if any) together with management's response and comments.
- (14) Responded to external auditors' enquiries and recommendations, if any, to ensure compliance with the various approved accounting standards in the preparation of the Group's financial statements.
- (15) Reviewed the suitability and performance as well as factors relating to the independence of the external auditors with due consideration to the quality, robustness and timeliness of the audit and report furnished, audit governance, level of understanding demonstrated of the Group's business and communication about new and applicable accounting practices and auditing standards and its impact on the Group's financial statements as well as the quality of the people and service level.
- (16) Following a review of the performance and independence of the external auditors, the AC recommended the re-appointment of KPMG PLT.
- (17) Met twice (2) with the external auditors in the absence of the executive Board members and management staff to discuss issues of concern to the auditors arising from the annual statutory audit. None was reported.

AUDIT COMMITTEE REPORT

Corporate Governance

- (18) Reviewed the relevant regulatory changes and ensure compliance by the Company and the Group.
- (19) Reviewed and approved / recommended, as applicable, the Audit Committee Report, Statement of Risk Management and Internal Control, Statement on Corporate Governance and Corporate Governance Report for Board's approval before inclusion in the Annual Report.
- (20) Reviewed, discussed, approved and monitored recurrent related party transactions of a revenue or trading nature and other related party transactions entered into by the Group as reported by the Management.

Conflict of Interest ("COI") and Potential COI

- (21) Reviewed and reported to the Board that there was no COI and potential COI situation involving Directors and Key Senior Management that arose, persist or may arise during FY2025.

Incidents of Anti-Bribery and Corruption and/or Whistleblowing

- (22) Reviewed and confirmed with the Management that the Company did not receive any incidents related to anti-bribery and corruption and/or whistleblowing.

Risk Management

- (23) Reviewed and accepted the Risk Assessment Report from Chief Risk Officer which detailed the risk status in the Group.
- (24) Reviewed and assessed the key risks of the Group as identified in the Enterprise Risk Management ("ERM") Report and follow through on various action plans to manage, mitigate and or eliminate the risks so identified.
- (25) Reviewed and endorsed the key risks profile of the Group as identified in the ERM Report.
- (26) Reviewed the progress of ongoing risk management activities undertaken by Risk Management Team ("RMT").

Internal Audit Function

The Board acknowledges the need for an effective system of internal control covering all aspects of the Group's activities including the mapping and management of risks which the Group may be exposed to. The principal role of the internal audit function is to undertake independent and periodic reviews of the system of internal controls and risk management so as to provide reasonable assurance that such system continues to operate satisfactorily and effectively.

The Group has engaged an independent professional consulting firm, JWC to provide outsourced IA function to carry out IA of the Group. This is to assist the Committee in discharging its duties and responsibilities. The cost incurred for the internal audit function of the Group in respect of the financial year under review is RM30,000.

It is the responsibility of the IA function to provide the Committee with independent and objective reports on the risk management profile as well as the state of internal control of the various operating units within the Group and the extent of compliance of the units with the Group's established policies and procedures as well as relevant statutory requirements.

JWC took the risk-based approach in planning the Internal Audit Plan for the approval of the AC. During FY2025, the IA function carried out internal audits to test the adequacy and effectiveness of the internal control system on review of the recurrent related party transactions of the Group, human resources management of the Group, as well as property, plant and equipment management, and repairs and maintenance of machinery of Pensia Industries Sdn. Bhd..

Further information on the internal audit function and its activities are set out in the Statement on Risk Management and Internal Control in this Annual Report.

This report was approved by the AC on 25 September 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors (“the Board”) of Pensonic Holdings Berhad (“Pensonic” or “the Company”) acknowledges its responsibility to establish a robust risk management framework and internal controls system in accordance with the Malaysian Code on Corporate Governance. As mandated by paragraph 15.26 (b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”)(“MMLR”), the Board is required to include a statement on the state of internal control in the Company and its subsidiaries (“Pensonic Group” or “the Group”) in its Annual Report (“Statement”). The Board recognises the significance of a sound system of risk management and internal controls in safeguarding shareholders’ investments and the Group’s assets. The following is the Board’s statement on risk management and internal control, which offers an overview of the Group’s current state of risk management and internal control system in respect of financial year ended 31 May 2025 (“FY2025”).

BOARD RESPONSIBILITY

The Board reiterates its overall responsibility for maintaining a robust system of internal control and risk management within the Group. It acknowledges the significance of the system, which encompasses financial, operational, compliance, and integrity risks, along with the corresponding controls to effectively manage these risks on an ongoing basis. It is recognised that no internal control and risk management system can completely eliminate risks, and therefore, the current system is designed to manage risks within acceptable limits while ensuring efficiency. The system provides reasonable assurance but not absolute certainty against material misstatements, financial losses, defalcations, or fraud. The Audit Committee, Risk Management Team and Sustainability Working Team have been assigned the duty of supporting the Board in fulfilling its fiduciary obligations pertaining to the management of principal risks and internal controls.

- **Audit Committee (“AC”)**

The AC, which currently comprises majority of Independent Non-Executive Directors, plays a crucial role in assisting the Board in obtaining assurance regarding the adequacy and effectiveness of the Group’s Risk Management and internal control systems through the independent reviews carried out by the internal audit function.

- **Risk Management Team (“RMT”)**

The RMT, which comprises of the Group Chief Executive Officer (“GCEO”) and identified senior management members, is established to identify risks that affect the Group and to quantify their potential impact, identify control systems to manage significant risks. If controls for certain significant risks are not in place presently, to propose and formulate new controls to manage those risks. The RMT is tasked to set up an ongoing risk management process that is effective.

- **Sustainability Working Team (“ST”)**

The ST, which comprises of the GCEO and identified senior management members is responsible for overseeing and guiding the Group’s sustainability efforts by developing sustainability goals, monitoring and reporting performance as well as integrating sustainability into business operations and driving continuous improvement.

KEY COMPONENTS OF THE INTERNAL CONTROL PROCESSES

Enterprise Risk Management Framework

The Board has put in place a risk management framework and ongoing process to assess the various types of risks, which might have an impact on the operations of the Group’s business activities. These include strategic, operational, financial and project risk. The Group’s risk management objectives are as outlined:

- To evaluate the primary risks encountered or potential risk exposure of the Group in its business operations and implementing suitable internal control systems to mitigate those risks.
- To review the sufficiency and reliability of the internal controls in accordance with guidelines, laws, and regulations, and adapt them to accommodate changes in the business environment as needed.
- To assess business decisions in light of the principle that risks are inherent in business activities and may be incurred if the potential rewards are anticipated to be able to enhance shareholder’s value for the Group.
- To identify and address significant risks that could have a significant impact on the Group, ensuring that appropriate measures are taken to mitigate and manage these risks in a timely manner.
- To provide assurance on the Group’s compliance with regulatory requirements, as well as the effectiveness of the policies and procedures that have been implemented.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

KEY COMPONENTS OF THE INTERNAL CONTROL PROCESSES (CONT'D)

Enterprise Risk Management Framework (Cont'd)

The RMT which is part of the Group's risk management governance framework is responsible for conducting regular reviews and assessments and updates to the Risk Register on an annual basis. The Group is continuously improving its Enterprise Risk Management ("ERM") system, which involves an ongoing and systematic process of identifying, assessing, responding to and monitoring of risks. The risks are identified and assessed by deploying the following methodologies:

- Identification of risks by the process owners;
- Assessment of the likelihood and impact of the risks identified;
- Evaluation of the control strategies in relation to the risks;
- Formulation of action plan to address control deficiencies; and
- Setting key risks indicators to monitor the risks

Board Meetings

The Board meets on a quarterly basis, adhering to a structured agenda encompassing a wide range of topics for discussion. The GCEO takes the lead in presenting board papers, providing comprehensive updates to the Board on critical business and operational matters including key products performance and growth, business plans, corporate affairs, and future prospects. The decision-making process entails thorough deliberation and in-depth discussions by the Board, following recommendations from the management team.

Organisational Structure

The Group has an established organisational structure that includes delineated job responsibilities and delegated authorities. This structure facilitates effective communication of risk control objectives and ensures that authority and accountability are aligned with responsibilities and operational requirements.

Furthermore, the AC, RC, NC which comprise primarily non-executive Directors, have well-defined terms of reference and specific functions that contribute to the overall governance framework of the Group.

Internal Policies and Procedures

The Group has implemented a comprehensive set of internal policies and procedures that are continuously updated to reflect changes in systems, work environment, and guidelines. The Group's Standard Operating Procedures ("SOP") are aligned with and adhere to industry standards such as Quality Management Systems ISO 9001:2015. These policies and procedures ensure compliance with relevant regulations and promote responsible and sustainable business practices throughout the Group.

The Group has documented Limits of Approving Authority for key aspects of its businesses. This framework ensures a clear structure of authority and accountability within the organisation, enabling appropriate decision-making at each level of the organisational hierarchy. The delegation of limits is regularly reviewed to ensure its effective implementation and ongoing suitability in aligning with the Group's business objectives and operational requirements.

Performance Management Framework

Management reports are generated monthly to support the Board and management in conducting financial and operational reviews of the different business units. These reviews cover financial and non-financial Key Performance Indicators (KPIs), analysis of variances between standard and actual results, and compliance with applicable laws and regulations.

Internal Audit

The AC is responsible to review and monitor the adequacy and effectiveness of the Group's system of internal control via the outsourced internal audit function. The internal audit function assists the AC to achieve the following objectives:

- assess and report on the effectiveness of the risk management and internal control systems;
- assess and report on the reliability of systems and reporting information;
- assess and report on the operational efficiency of various business units and departments within the Group and identify cost saving potentials, where practical; and
- review compliance with the Group policies, standing instructions and guidelines as requested by Management, and applicable laws and regulations.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

KEY COMPONENTS OF THE INTERNAL CONTROL PROCESSES (CONT'D)

Internal Audit (Cont'd)

The Company has outsourced the internal audit functions to JWC Consulting Sdn. Bhd. ("JWC"), an independent professional firm as the Internal Auditors since 2017. During the financial year ended 31 May 2025 ("FY2025"), JWC carried out a total of three (3) audit assignments on the Group in accordance with their audit plan, which covered the followings areas:

- Review of the Recurrent Related Party Transactions - Group
- Review of the Human Resource Management - Group
- Review of the Property, plant and equipment management, and repairs and maintenance of machinery – Pensia Industries Sdn Bhd

The results of the internal audits reviews, which included recommendations made by the internal auditors and the management's responses to those recommendations, are reported directly to the AC. When deemed necessary, the AC instructs the management to correct and enhance control and workflow procedures based on the recommendations for improvements provided by the internal auditors. Additionally, the AC monitors the corrective actions taken by the management in response to the weaknesses identified in the previous quarters.

The overall expenses associated with the IA function for the FY2025 amounted to RM30,000.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement pursuant to the scope set out in the *Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control* included in the Annual Report issued by the Malaysian Institute of Accountants for inclusion in the Annual Report of the Group for the year ended 31 May 2025, and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the Annual Report of the Group, in all material respects:

- (a) has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers; or
- (b) is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board and Management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the Annual Report will, in fact, remedy the problems.

REVIEW BY THE BOARD

The Internal Auditor has informed the AC that all internal control weaknesses identified during the FY2025 audit assignments have been or are being resolved, and that none of these weaknesses have led to any significant losses, contingencies, or uncertainties that necessitate disclosure in the Company's Annual Report.

The Board has received assurance from the GCEO that the Group's risk management and internal control system is functioning sufficiently and efficiently, addressing all significant aspects, in accordance with the Group's risk management and internal control framework.

The Board holds the opinion that the risk management and internal control in place during FY2025 and up until the date of this Statement are satisfactory in safeguarding the investments of shareholders, the interests of customers, employees, and other stakeholders associated with the Group.

This Statement is made in accordance with the resolution of the Board of Directors dated 25 September 2025.

SUSTAINABILITY STATEMENT

The Board of Directors of Pensonic Holdings Berhad (“Pensonic” or “the Company”) is pleased to present its Sustainability Statement in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) (“MMLR”) Practice Note 9 and the Sustainability Reporting Guide Issue. This Statement describes our approach to sustainability matters and the measures implemented by the Company and its subsidiaries (“Pensonic Group” or “the Group”) for the financial year ended 31 May 2025 (FY2025).

Pensonic is committed to integrating and implementing the principles of economic, environmental, and social responsibility in all its business and operational activities. The Group recognises that its business and sustained growth are closely linked to the Group’s ability to effectively manage its significant economic, environmental social and governance (“ESG”) impact. The Group has strove to adopt sustainable practices in all aspects of its operations whenever feasible, with the aim of benefiting future generations.

SCOPE AND COVERAGE

The scope of our Sustainability Statement covers the period from 1 June 2024 to 31 May 2025. For the time being, the reporting boundary is focused on Pensonic’s Malaysian operations. Unless otherwise stated, overseas business operations are not included at this juncture due to reporting maturity. The Group is committed to progressively enhancing the reporting boundary to include overseas operations in future reporting cycles. Our core business operations focused on manufacturing and trading of Electrical Home Appliances.

SUSTAINABILITY GOVERNANCE STRUCTURE

The Group’s sustainability governance framework is as presented below:



The Sustainability Working Team comprises senior management and relevant heads of business and supporting units, who undertake the integration of sustainability practices and objectives at the operational level, including tracking and measuring the progress of implemented initiatives. The Sustainability Working Team is helmed by the GCEO.

SUSTAINABILITY STATEMENT

STAKEHOLDER ENGAGEMENT






Stakeholders encompass individuals, groups, and entities affected by the activities of the Group. The Group recognises that equitable treatment and fostering strong relationships with core stakeholders are crucial for long-term profitability, accomplishments and business continuity. In view of this consideration, the Group engages regularly with both internal and external stakeholders to gain deeper insights into their viewpoints and concerns regarding significant sustainability matters.

These engagement enables the Group to integrate the relevant perspectives and concerns into its sustainability strategy effectively to deliver positive business outcomes and create value across the system as we continue to build a sustainable future together with our stakeholders.

Our key stakeholders are as set out below:

- Customers
- Employees
- Investors
- Suppliers
- Regulators

Pensonic categorises its stakeholder engagement and sustainability practices into the following categories and activities, which help Pensonic in targeting its sustainability activities, engagement and communication in a systematic and focused manner:

Stakeholder Group	Type of Engagement	Sustainability Concerns
Customers 	<ul style="list-style-type: none"> • Customer visit • Sales, marketing and promotional events • Collaboration activities • Social media 	<ul style="list-style-type: none"> • Product safety and quality • Design and features • Timely delivery • Customer service and experience
Employees 	<ul style="list-style-type: none"> • Day-to-day operations • Code of ethics and Code of Conduct • Whistleblowing policy • Training • Annual appraisal 	<ul style="list-style-type: none"> • Occupational safety and health • Employee appreciation, welfare and benefits • Employee development • Fair and equitable treatment
Investors 	<ul style="list-style-type: none"> • Annual general meeting • Quarterly announcement of financial results • Website updates 	<ul style="list-style-type: none"> • Sustainable financial returns
Suppliers 	<ul style="list-style-type: none"> • Supplier selection • Supplier evaluation and periodic audits 	<ul style="list-style-type: none"> • Supply chain efficiency • Ethical business practices • Timely delivery • Product quality and safety
Regulators 	<ul style="list-style-type: none"> • Regulatory disclosures / reporting • Scheduled waste disposals • Survey, statistics requests by regulators 	<ul style="list-style-type: none"> • Adherence to law and regulations • Corporate governance and compliances

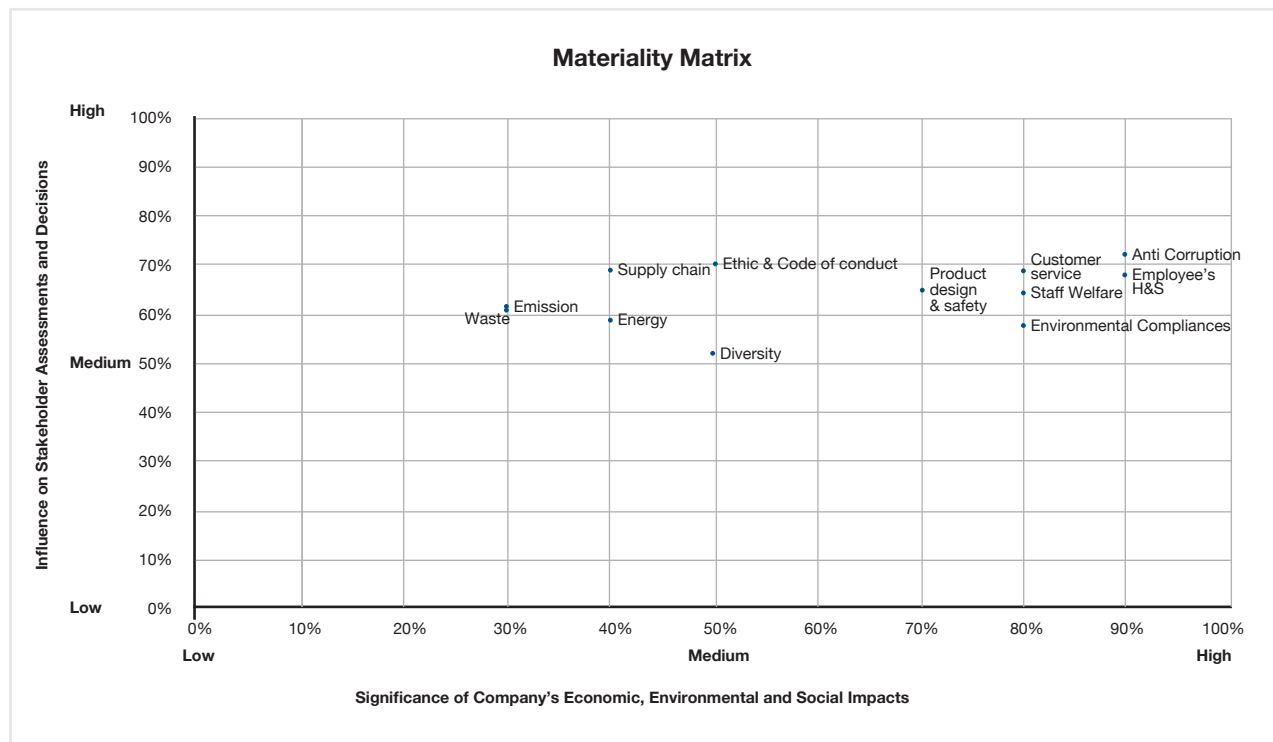
SUSTAINABILITY STATEMENT

MATERIALITY ASSESSMENT PROCESS

As part of the Group's efforts to develop its sustainability framework, the Group has conducted a materiality assessment to identify material sustainability matters and ranked the material matters based on their importance to business and stakeholders.

Materiality Matrix

Materiality assessment was conducted and the Group has prioritised 12 material issues. The resulting materiality matrix is set out below:



The United Nations Sustainable Development Goals ("UNSDG")

In 2015, the United Nations General Assembly set up the Sustainable Development Goals that comprise a set of 17 goals as per below, with respective targets to be achieved by the year 2030. These UNSDGs were formed with the aim of creating a better world for mankind. Therefore, we have aligned our sustainability drive with the UNSDGs to play our part and contribute towards the betterment of the global community in which we are a part.



SUSTAINABILITY STATEMENT



ECONOMIC



Product and Market

Pensonic acknowledges that the enduring success of our business depends on delivering the highest product quality while meeting customers' expectations at competitive prices.

Pensonic advanced its product innovation strategy by introducing several new models equipped with BLDC (Brushless Direct Current) and inverter technologies across key product categories, including washing machines, refrigerators, and WiFi-enabled ceiling fans. These technologies enable quieter operation, smoother performance, superior energy efficiency, and extended product lifespan, aligning with our commitment to both sustainability and customer satisfaction. Many of these appliances have also achieved high MEPS (Minimum Energy Performance Standards) star ratings, underscoring our dedication to energy efficiency, regulatory compliance, and helping consumers reduce household energy costs.

Pensonic continues to uphold ISO 9001:2015 certification, ensuring adherence to rigorous quality management systems. All products are also approved and certified by Suruhanjaya Tenaga and SIRIM before market introduction.

Pensonic provides customers with peace of mind through a comprehensive product warranty that covers repairs and maintenance, with eligibility for product exchanges under specific circumstances.

The Group operates eight service centres in Malaysia—strategically located in Penang, Ipoh, Petaling Jaya, Johor Bahru, Kota Bahru, Sabah, Sawarak, and Labuan—while also maintaining a strong international presence with service centres in Zhuhai, Hong Kong, Singapore, Indonesia, Brunei, Thailand and Myanmar.

To enhance customer accessibility, the Group introduced the Circlez App, a one-stop digital solution for product warranty registration. By scanning a QR code or entering product details, consumers can easily register and automatically track their warranty period. The app also offers convenient customer support, online shopping, shopping rewards, and updates on promotions.

SUSTAINABILITY STATEMENT

Pensonic actively monitors warranty claims and customer feedback to continuously improve product quality. Every inquiry and concern received through our website, social media, and service centres is documented and reviewed, enabling the Group to identify recurring issues and implement ongoing quality improvement measures.

Beyond after-sales service, Pensonic has strengthened its e-commerce presence on leading platforms such as Shopee, Lazada, and TikTok Shop, enabling wider customer reach and seamless shopping experiences.

A significant milestone in FY2025 was receiving the Top Rising Electronics Award from TikTok Shop, which recognised Pensonic as one of the fastest-growing consumer electronics brands on the platform. This accolade reflects our ability to combine trusted product quality with modern, digital-driven strategies to reach and engage new markets.

Moving forward, Pensonic will continue aligning product development with sustainability goals. Key initiatives include:

- Expanding the range of energy-efficient appliances.
- Incorporating recyclable materials in product design.
- Strengthening after-sales services to extend product life cycles.


Supply Chain Efficiency

Pensonic upholds a robust supply chain management approach by fostering long-term, collaborative partnerships with suppliers. We strive to establish secure and efficient procurement practices, allowing us to leverage economies of scale to gain competitive advantage. Our commitment extends from procurement and production to warehousing and distribution, ensuring that we deliver products which meet consumer needs promptly and at competitive prices.

We engage in lean manufacturing, adhere to environmental regulations, and comply with the necessary quality standards. To safeguard consistency and integrity across the supply chain, Pensonic conducts factory audits before engaging new suppliers to ensure alignment with our requirements. In addition, we carry out an Annual Supplier Evaluation to assess the quality, cost, delivery, and service performance of our suppliers.

To strengthen resilience and support sustainable growth, Pensonic prioritises sourcing from local suppliers, thereby contributing to domestic economic development while reducing our carbon footprint from logistics.

- In FY2025, the proportion of spending on local suppliers was 37.6% of total purchases.



37.6%
of total purchases

Our Targets

- Progressively increase the proportion of local supplier sourcing with a minimum target of at least 40% annually.
- Continue to conduct Annual Supplier Evaluations to ensure suppliers meet Pensonic's standards on quality, cost, delivery, and service.
- Develop a supplier engagement framework by FY2028 to incorporate sustainability criteria covering environmental, labour, and governance practices.

Ethic and Code of Conduct

The Group acknowledges that sound corporate governance is fundamental to the long-term sustainability of the business. We remain fully committed to adopting practices that foster transparency, accountability, performance, and integrity. These principles are critical in building and maintaining the trust and confidence of our stakeholders, thereby supporting enduring business relationships.

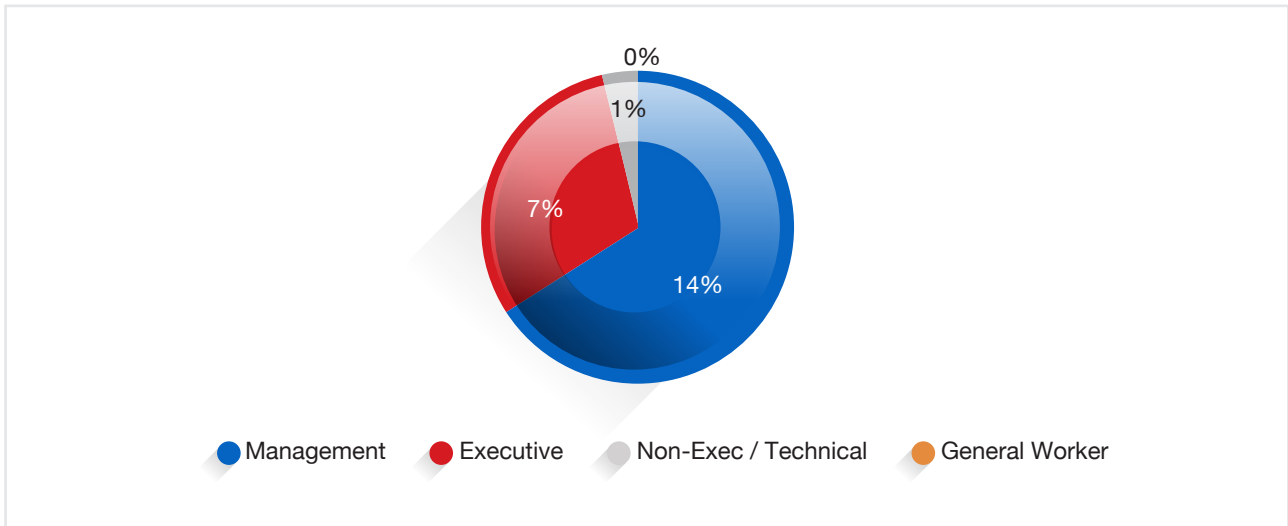
In line with this commitment, the Group has formalised and published the following policies on the Company's website (www.pensonic.com):

- Code of Conduct
- Code of Ethics
- Anti-Bribery and Corruption Policy
- Whistleblowing Policy

The Group provides a safe and confidential environment for employees and stakeholders to raise concerns through the Whistleblowing channel, which reports directly to the Chairman of the Audit Committee. Throughout the financial year, the Group recorded zero cases of whistleblowing relating to corruption, money laundering, or unethical business practices. We continue to periodically review and strengthen our governance framework to ensure adherence to the highest standards of ethics and integrity.

SUSTAINABILITY STATEMENT

As of the reporting period, the percentage of employees who received training on anti-corruption, by employee category, is presented below:



The Group recognises the importance of broadening awareness across all levels of the organisation and is committed to progressively expanding the scope of training to ensure wider participation in the coming years.

Our Targets

- Conduct anti-corruption and bribery training for 80% of employees. (FY2027)

Data Privacy

Personic recognises that data is a critical business asset, and we are committed to safeguarding it against misuse, breaches, and cyber threats. Our data governance framework is anchored on compliance with the Personal Data Protection Act (PDPA) 2010 and international best practices.

To protect sensitive information, we have established robust systems and controls, including:

- Secure Infrastructure:** Multi-layer firewalls, encryption protocols, and intrusion detection systems to prevent unauthorised access.
- Access Management:** Role-based access control and password protection for all critical systems.
- Data Lifecycle Management:** Structured procedures for data collection, retention, and secure disposal.
- Monitoring and Testing:** Regular vulnerability assessments, penetration tests, and system audits to strengthen resilience.
- Employee Preparedness:** Training on cybersecurity awareness and phishing prevention.

As at FY2025, there were **no complaints concerning breaches of customer privacy and data**. Through these measures, Personic ensures data confidentiality, integrity, and availability, thereby reinforcing trust in our digital ecosystem.

Our Targets

- Achieve zero incidents of data breaches and complaints on customer privacy annually.
- Conduct 100% cybersecurity awareness training for all employees. (FY2027)

SUSTAINABILITY STATEMENT



ENVIRONMENTAL

At Pensonic, we prioritise stringent adherence to environmental laws governing our plant operations and maintenance. We are fully committed to upholding high environmental standards, including compliance with relevant emission regulations, noise level management, and the proper treatment of plant effluents and wastewater. By strictly complying with these regulations, we strive to minimise our environmental impact and promote sustainable practices.

We are supportive of the Government's regulations and initiatives on the Minimum Energy Performance Standards (MEPS) provided under the Electricity Regulations 1994 and its subsequent amendments. We ensure our products have the necessary energy efficiency rating and are affixed with the required MEPS Star Rating Label. The Group's products with MEPS Star rating include cooling appliances, washing machines and selected small cooking appliances.

The Manufacturing Division of the Group has adopted ISO 14001, the internationally recognized standard for Environmental Management System (EMS) to show full commitment not only to the regulatory compliances but also to ongoing environmental improvement. This proactive approach will result in tangible benefits such as waste reduction, energy conservation and cost saving. By adhering to this standard, the division take proactive measures to minimize environmental footprint, comply with legal requirements and achieve the environmental objectives.

Waste

With the implementation of ISO 14001, Waste Management Control, Chemical & Hazardous Substances Control Standard Operating Procedures were established to assure that the Waste & Chemical are managed and controlled systematically. All these inventories are recorded and subsequently reported to the Department of Environment on monthly basis via Electronic Scheduled Waste Information System (eSWIS). The accumulated waste will then dispose by the vendor licenced by the Department of Environment, Malaysia

For the financial year under review, the summary of scheduled wastes generated by the Group is as below:

Description of Waste	Directed to Disposal (metric tonnes)		
	FY2023	FY2024	FY2025
SW410 (Used Contaminated Rags)	0.0765	0.152	0.3001
SW306 (Used Hydraulic Oil)	0.071	0.113	0.28
SW409 (Contaminated Empty Container)	–	0.027	0.0075

SUSTAINABILITY STATEMENT

Energy Management

Pensonic's operations primarily rely on electricity purchased from Tenaga Nasional Berhad (TNB), which is used to power machinery, process engineering equipment, measurement and control systems, as well as lighting. None of our plants utilise steam, coal, or natural gas as energy sources. In addition, we track fuel consumption from company-owned vehicles and petrol expenses paid for employee vehicles used for business purposes.

Our headquarters office has been designed with a modern and sustainable approach, featuring spacious interiors and large window openings that maximise the use of natural daylight, thereby reducing reliance on artificial lighting. To further improve efficiency, Low-E (low-emissivity) glass has been incorporated into the building design, minimising heat gain while allowing natural light to enter. This reduces the need for air-conditioning and creates a more energy-efficient and environmentally conscious workspace.

In FY2025, Pensonic's total electricity consumption amounted to 2,144,383 kWh, comprising grid electricity purchased and renewable energy generated through our solar photovoltaic (PV) systems at Headquarters (HQ) and Manufacturing Plant (P2). These solar PV systems generated 1,179,799 kWh of clean energy, of which 446,296 kWh was exported back to TNB, while 733,503 kWh was retained for internal use. Renewable solar energy accounted for 53% of HQ's consumption and 34% of P2's consumption, contributing to cost savings of RM132,427.15 in FY2025.

The table below summarises our energy performance:

Electricity Consumption (kWh)	HQ	P2	Other Locations	Total
Grid Electricity Purchased (TNB)	297,388	790,773	322,719	1,410,880
Solar Energy Generated	483,999	695,800	–	1,179,799
Solar Energy Exported to TNB	154,294	292,002	–	446,296
Net Solar Consumed	329,705	403,798	–	733,503
Total Electricity Consumed (Grid + Net Solar)	627,093	1,194,571	322,719	2,144,383
% Solar in Consumption	53%	34%	–	34% overall
Cost Savings from Solar (RM, FY2025)	76,389	56,038	–	132,427

In addition to electricity, Pensonic consumed 183,479 litres of fuel for logistics and operational vehicles in FY2025, equivalent to 6,237 GJ of energy.

Energy Consumption	Unit	FY2023	FY2024	FY2025
Electricity consumption	Gj	6,942	7,075	7,720
Fuel and Gasoline consumption	Gj	n/a	1,806	6,237

In FY2024, fuel consumption data was limited to company-owned operational vehicles. From FY2025 onwards, the reporting boundary for Scope 1 emissions was expanded to also include petrol expenses paid by the company for employees' vehicles. This enhancement provides a more comprehensive and transparent representation of our fuel-related energy use and associated emissions. Similarly, electricity consumption in FY2024 only covered Pensonic's owned head office and facilities. Beginning FY2025, the reporting boundary was expanded to also include electricity used in leased properties where the bills are paid directly by Pensonic. This ensures that our reporting more accurately reflects the Group's overall electricity consumption and related emissions across all operational sites under our financial control. With these enhancements, FY2025 now serves as a more robust and inclusive baseline year for energy consumption and emissions, enabling better comparability and more meaningful performance tracking in future years.

SUSTAINABILITY STATEMENT

Greenhouse Gas Emissions

In line with Bursa Malaysia's Sustainability Reporting requirements and global climate commitments, Pensonic began reporting its greenhouse gas (GHG) emissions in FY2025 across Scope 1 and Scope 2 categories. This marks an important milestone in our sustainability journey, providing a transparent baseline for monitoring and managing our carbon footprint in the years ahead.

- **Scope 1 (Direct Emissions):** Includes emissions from the combustion of petrol, gasoline, and diesel in company-owned vehicles, as well as fuel paid by the company for employee use.
- **Scope 2 (Indirect Emissions):** Includes emissions from grid electricity purchased across all Pensonic offices, plants, and branches. Scope 2 calculations are based solely on electricity purchased from Tenaga Nasional Berhad (TNB) and Sabah Electricity Sdn. Bhd., applying the official grid emission factors (0.774 kgCO₂/kWh for Peninsular Malaysia and 0.525 kgCO₂/kWh for Sabah).

Together, Pensonic's total GHG footprint for FY2025 stood at **1,521 tCO₂e**.

Emissions (tCO ₂ e)	FY2025
Scope 1 (Fuel)	430
Scope 2 (Electricity)	1,091
Total	1,521

Importantly, the solar PV systems at our HQ and Plant 2 generated 1,179,799 kWh of clean energy, of which 733,503 kWh was consumed internally. This solar consumption directly displaced grid electricity, avoiding approximately 567 tCO₂e that would have otherwise been emitted. This tangible benefit demonstrates the positive climate impact of Pensonic's renewable energy adoption.

Looking forward, Pensonic is committed to strengthening its emissions management through:

- **Greener Mobility:** Exploring low-carbon mobility solutions, including fuel-efficient and hybrid company vehicles, while actively promoting eco-driving practices.
- **Decarbonisation Roadmap:** Using FY2025 as the baseline year, Pensonic will progressively track, analyse, and implement emissions reduction initiatives. As part of this commitment, the Group has set a target to **reduce absolute Scope 1 and Scope 2 GHG emissions by 10% by FY2030**.

A key enabler of this reduction is the Group's increasing use of renewable energy, particularly solar power. By expanding solar generation and maximising on-site consumption, Pensonic will directly lower its reliance on grid electricity and support the achievement of its overall GHG emissions reduction target.

By disclosing our Scope 1 and 2 emissions and embedding sustainability in our energy strategy, Pensonic reinforces its commitment to reducing environmental impacts while creating long-term value for stakeholders.

Water Management

Pensonic recognises water as a shared and finite resource, and we are committed to using it responsibly in our operations. To support this, we have incorporated a rainwater harvesting system at our headquarters as part of our green building initiatives. This system enables the collection and reuse of rainwater for non-operational purposes such as cleaning and landscape maintenance, thereby reducing reliance on treated municipal water and helping conserve natural freshwater resources.

In FY2025, our total water withdrawal across headquarters and branches in Malaysia amounted to 15.56 megalitres. We continue to monitor our water footprint closely to identify opportunities for improved efficiency and conservation.

FY2024: 14.78 megaliters

FY2025: 15.56 megaliters

SUSTAINABILITY STATEMENT

SOCIAL

At Pensonic, we strongly uphold the principles of human rights, ensuring that every individual is treated with respect and dignity. We strictly condemn and do not tolerate any form of forced labour, discrimination, or child labour across our operations and supply chain. Compliance with minimum wage requirements is enforced, and we are committed to maintaining a safe, fair, and healthy workplace for all employees.

We also respect and promote freedom of expression, fostering an inclusive culture where employees can share their views openly without fear of reprisal.

To safeguard the rights of foreign workers, Pensonic ensures that all recruitment is conducted in strict compliance with laws and regulations. Workers are employed with proper documentation, valid permits, and legally binding employment contracts. They receive benefits comparable to those of local employees. To further uphold their welfare, Pensonic continues to invest in comfortable and compliant accommodation facilities, in line with the Employee's Minimum Standards of Housing and Amenities Act 2019, including spacious living quarters and upgraded amenities.

In FY2025, we are pleased to report that there were no cases of discrimination, child labour, or workplace harassment across the Group.

Occupational Health and Safety (OHS)

As a responsible and sustainable employer, Pensonic prioritises the health, safety, and wellbeing of all employees, contractors, and visitors. Our Occupational Safety and Health (OSH) Policy serves as a guiding framework, supported by detailed Standard Operating Procedures (SOPs) that cover manufacturing operations and office activities. Through proactive risk identification, hazard management, and continuous training, we aim to minimise workplace risks, enhance employee wellbeing, and achieve our long-term vision of zero workplace injuries.

Our Safety and Health Committee (SHC) comprises representatives from all organisational levels — from top management to frontline workers — ensuring that safety concerns are effectively communicated and addressed. Meeting quarterly, the SHC reviews workplace risks, investigates accidents or near-misses, develops corrective measures, and promotes employee health awareness.

In FY2025, Pensonic organised multiple OSH-related training sessions, including forklift safety training, Emergency Response Team (ERT) fire drills, and first aid programmes. A total of 72 employees were trained during the year, strengthening our collective capacity to respond to workplace risks and emergencies.

By embedding OSH into our organisational culture and governance, Pensonic continues to create a safe, resilient, and supportive workplace, ensuring that employees can thrive both professionally and personally.

Targets

- Maintain zero cases of child labour, forced labour, and workplace harassment annually.
- Achieve zero workplace fatalities annually.



First Aid Training



ERT Fire Drill Training



First Aid Training



Forklift Training

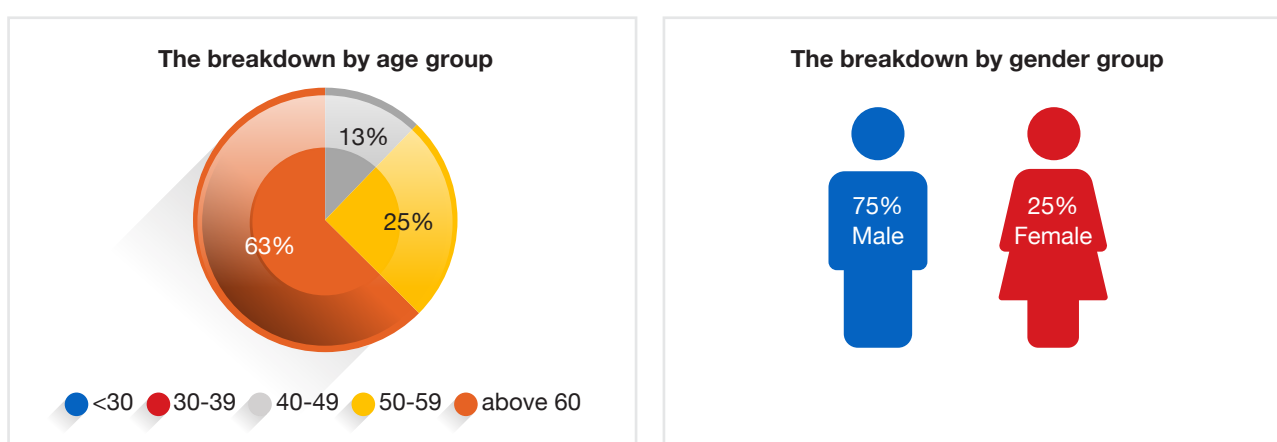
SUSTAINABILITY STATEMENT

Diversity

Pensonic recognises that diversity in gender, age, and experience across our Board and workforce is a critical driver of innovation, resilience, and sustainable growth. We are committed to fostering an inclusive culture where every individual has equal opportunity to contribute and thrive.

Board Diversity

As at FY2025, the Board comprises eight (8) members, of which 25% are female and 75% male. Gender balance remains a focus area, while diversity in age and experience further strengthens Board effectiveness. A majority (62.5%) of the Board members are aged above 60, bringing deep industry knowledge, complemented by younger directors who contribute fresh perspectives and innovation.

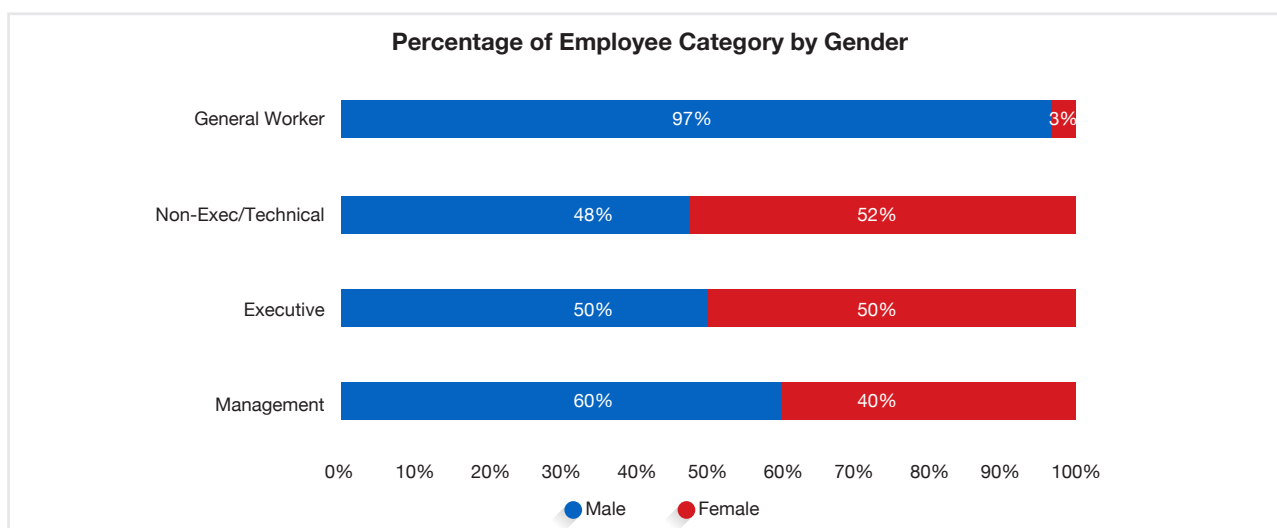


Workforce Diversity

Across the Group, Pensonic promotes equal opportunity in recruitment, career development, and leadership advancement. Our workforce diversity reflects both the operational nature of our business and our commitment to empowering talent across all levels:

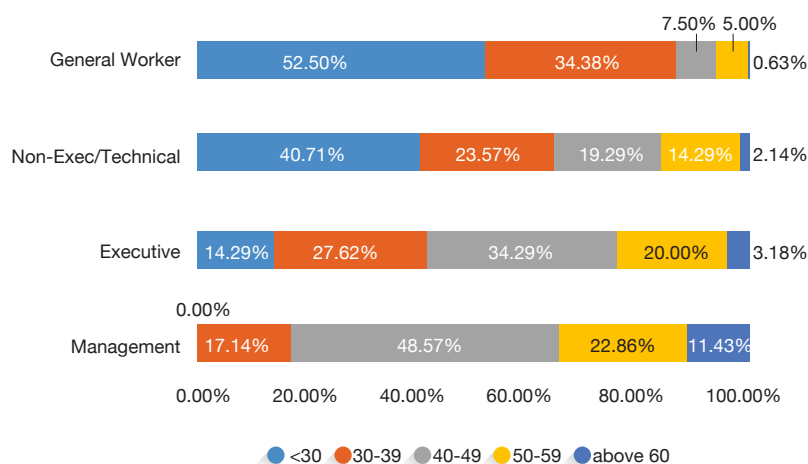
- **Management:** Female representation stands at 40%, reflecting steady progress in gender balance at decision-making levels (FY2024: 34%).
- **Executive:** A balanced representation of 50% male and 50% female supports inclusivity in professional roles.
- **Non-Executive/Technical:** 52% female and 48% male, demonstrating diversity in technical expertise.
- **General Workers:** 97% male and 3% female, largely reflective of the physical requirements of these roles.

In terms of age representation, the Group maintains a healthy distribution across different brackets. Younger employees (<30 years) form the largest segment of the general workforce, ensuring succession readiness, while professionals in the 40–59 age group anchor business continuity and knowledge transfer.



SUSTAINABILITY STATEMENT

Percentage of Employee Category by Age



Commitment Going Forward

Beginning FY2025, Pensonic has set measurable targets to strengthen diversity and inclusion across the organisation:

- Achieve at least 30% women representation at Board level by 2030
- Maintain a minimum of 40% women representation in management roles

At the same time, the Group fosters intergenerational knowledge transfer between experienced leaders and younger employees, while embedding diversity, equity, and inclusion (DEI) considerations into recruitment, training, and career progression.

Alignment with Global Goals

These efforts are aligned with Pensonic's sustainability priorities and contribute to the advancement of the United Nations Sustainable Development Goals (SDGs):

- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth
- SDG 10: Reduced Inequalities



Welfare, Benefit and development

Our employees are our most valuable asset, therefore we ensure employees are compensated fairly and competitively by benchmarking periodically against market salary levels and upgrading employment benefits to show recognition and appreciation for their contributions to the Group.

Employee benefits are given to our full-time employees aimed at supporting a workforce that feels secure, stable and cared for through fair leave allocation and insurance coverage, among others. A list of employee benefits is given below:

Statutory Benefits	<ul style="list-style-type: none"> · Minimum wages · EPF, SOCSO, EIS and HRDF contributions · Overtime payments · Annual leave, paid medical leave, hospitalisation leave, maternity leave, marriage leave, compassionate leave
Employee Benefits	<ul style="list-style-type: none"> · Group medical insurance including hospitalisation and personal accident · Medical subsidies including dental and outpatient medical claim · Employee Discount on company products · Gift (Marriage) · Allowance for new born baby · Condolence Donation & Funeral Expenses

SUSTAINABILITY STATEMENT

Employee Welfare	<ul style="list-style-type: none"> • Festival celebrations • Loyalty Program (for staff purchase, marriage and birthday) • Sport activities • Long service awards • Hostel for foreign operators • Transportation
Extra Facilities	<ul style="list-style-type: none"> • Prayer rooms • Personal lockers • Rest area • Secured car parks • In-house gym • Auditorium • Ballroom

Our employee engagement initiatives extend beyond the workplace, encompassing a range of social events and activities aimed at promoting fellowship and fostering a vibrant and inclusive workplace culture. The events and activities held included a Chinese New Year Dinner and a Hari Raya celebration, which brought employees together to celebrate diversity and strengthen workplace team spirit. At the same time, we presented long service awards to employees who have contributed 10 years, 20 years, and 30 years. This year, we also proudly recognised **Ms. Chung Sock Hua for her 40 years of dedicated service** and celebrated our Founder and Executive Chairman, **Dato' Seri Chew Weng Khak, for his remarkable 60 years of excellent service.**

Apart from that, we are also committed to the development of our employees at Pensonic. To empower them in facing the challenges of our industry, we conducted training needs analysis and tailored our training programs to meet the specific needs of our employees.

As at financial year ending May 2025, we achieved a total of 18,730 training hours.

Total training hours by employee category (ALL Training)	Training Hours (FY2025)	Training Hours (Accumulated)
Management	178	5,562
Executive	488	4,984
Non-Exec/Technical	208	4,192
General Worker	232	3,992
Total	1,160	18,730

Target: Increase total annual training hours by at least 10% year-on-year, with a strong focus on upskilling technical staff and preparing employees for future industry challenges. As part of our commitment to responsible sourcing and social compliance, we plan to roll out Workplace Condition Assessment (WCA), Gross Sales Value (GSV), and Desktop Quality System Review (DQSR) training in FY2026. This initiative aims to strengthen labour practices, workplace safety, and audit readiness.



SUSTAINABILITY STATEMENT

Celebrating 60 years of leadership and commitment, Dato' Seri Chew Weng Khak embodies the heritage and people-first spirit that define Pensonic.

Community Engagement and Social Responsibility

At Pensonic, we recognise that our responsibility extends beyond the workplace. We are committed to supporting the communities in which we operate, fostering meaningful relationships, and contributing to social well-being.

We are wholeheartedly dedicated to our Corporate Social Responsibility ("CSR") initiatives and actively participate in community service activities to support local communities. Over the year, Pensonic continued its commitment to social responsibility by co-organising the 'Your Steps, Their Smiles' Charity Run in 14 December 2024 with Hi-Bliss HOGEN, raising funds for the Compassionate Care Foundation. The initiative, offering RM15,000 in prizes, and cash donations of RM10,000 to the Protect and Save the Children Association of Selangor and Kuala Lumpur, helping provide essential resources to those in need.

In line with our commitment to education and talent development, we launched a new product in July 2024, officiated by TYT Tun Dato' Seri Utama Ahmad Fuzi, and signed an MoU with Universiti Sains Malaysia (USM) and USains. These initiatives highlight our dedication to nurturing innovation, fostering future talent, and strengthening academia-industry collaboration.

Pensonic has also consistently supported global and local charitable causes through the McMillan Woods Global "McM Cares" programme. In FY2025, we contributed RM25,000 to the National Autism Society of Malaysia (NASOM), reinforcing our dedication to empowering special needs communities. Looking ahead, in FY2026, Pensonic will once again be at the forefront of the McM Cares programme by helping to raise crucial funds for the Malaysian Parkinson's Disease Association, ensuring sustained support for those battling neurological challenges.

Our CEO, Dato' Dixon Chew, firmly believes that corporations must go beyond business objectives to create a lasting social impact. Under his leadership, Pensonic continues to champion CSR as a core corporate value, demonstrating that business success and community well-being must go hand in hand.

Beyond direct donations, Pensonic also engages communities by sponsoring products as prizes for lucky draws at selected events. While these contributions are not targeted at specific beneficiaries, they add value by supporting the success of community gatherings, fostering togetherness, and enhancing public engagement.

By FY2026, Pensonic aims to:

- **Allocate 1% of annual profit to community programmes each year**
- Enhance social well-being by supporting inclusive education programs, community welfare initiatives, and innovation-driven projects.
- Deliver measurable outcomes in improving access to resources, fostering talent, and creating long-term positive social impact in the communities where we operate.

Through these initiatives, Pensonic seeks to create a lasting impact, promote inclusivity, and strengthen the bonds between the Company and the communities we serve. These efforts reflect our broader mission: to build a sustainable business that prioritises **people, culture, innovation, and shared growth**.



SUSTAINABILITY STATEMENT

Bursa Malaysia's Common Indicators

Indicator	Measurement Unit	2024	2025
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management	Percentage	19.00 *	14.00
Executive	Percentage	7.00 *	7.00
Non-executive/Technical Staff	Percentage	1.00 *	1.00
General Workers	Percentage	0.00	0.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	25,410.00	85,980.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	4	37,000
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	0.00	0.00
Management Between 30-39	Percentage	13.00	17.00
Management Between 40-49	Percentage	59.00	49.00
Management Between 50-59	Percentage	19.00	23.00
Management Above 60	Percentage	9.00	11.00
Executive Under 30	Percentage	15.00	14.00
Executive Between 30-39	Percentage	25.00	28.00
Executive Between 40-49	Percentage	35.00	34.00
Executive Between 50-59	Percentage	22.00	20.00
Executive Above 60	Percentage	3.00	4.00
Non-executive/Technical Staff Under 30	Percentage	32.00	41.00
Non-executive/Technical Staff Between 30-39	Percentage	24.00	24.00
Non-executive/Technical Staff Between 40-49	Percentage	26.00	19.00
Non-executive/Technical Staff Between 50-59	Percentage	16.00	14.00
Non-executive/Technical Staff Above 60	Percentage	2.00	2.00
General Workers Under 30	Percentage	55.00	53.00
General Workers Between 30-39	Percentage	31.00	34.00
General Workers Between 40-49	Percentage	8.00	8.00
General Workers Between 50-59	Percentage	6.00	5.00
General Workers Above 60	Percentage	0.00	1.00
Gender Group by Employee Category			
Management Male	Percentage	66.00	60.00
Management Female	Percentage	34.00	40.00
Executive Male	Percentage	52.00	50.00
Executive Female	Percentage	48.00	50.00
Non-executive/Technical Staff Male	Percentage	46.00	48.00
Non-executive/Technical Staff Female	Percentage	54.00	52.00
General Workers Male	Percentage	96.00	97.00
General Workers Female	Percentage	4.00	3.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	86.00	75.00
Female	Percentage	14.00	25.00
Under 30	Percentage	0.00	0.00
Between 30-39	Percentage	0.00	0.00

SUSTAINABILITY STATEMENT

Bursa Malaysia's Common Indicators (Cont'd)

Indicator	Measurement Unit	2024	2025
Between 40-49	Percentage	14.00	13.00
Between 50-59	Percentage	14.00	25.00
Above 60	Percentage	72.00	63.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	9,126.25	13,957.00
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	32	72
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	5,384	5,562
Executive	Hours	4,496	4,984
Non-executive/Technical Staff	Hours	3,984	4,192
General Workers	Hours	3,760	3,992
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	6.12	5.00
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	8	4
Executive	Number	30	30
Non-executive/Technical Staff	Number	38	66
General Workers	Number	64	34
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	40.00 *	37.60
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	14.780000	15.561000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	127.17
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	74.29
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	52.88
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	430.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	1,091.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	0.00

STATEMENT OF PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES (“PROPOSED SHARE BUY-BACK”)

1.0 Introduction

The shareholders of Pensonic Holdings Berhad (“Pensonic” or “the Company”) had, at the 30th Annual General Meeting (“AGM”) held on 30 October 2024, granted approval to the Board of Directors (“Board”) to purchase the ordinary shares in Pensonic (“Shares”) of up to ten percent (10%) of the total number of issued Shares at any point of time through Bursa Malaysia Securities Berhad (“Bursa Securities”).

The aforesaid mandate shall lapse at the conclusion of the forthcoming 31st AGM unless the approval for its renewal is obtained from the shareholders at the forthcoming 31st AGM.

On 25 September 2025, the Company announced to Bursa Securities that the Company proposed to seek shareholders’ approval on the Proposed Share Buy-Back at the forthcoming 31st AGM.

The purpose of this Statement is to provide you with the details of the Proposed Share Buy-Back as well as to set out the recommendation of the Board and to seek your approval for the ordinary resolution in respect of the Proposed Share Buy-Back to be tabled at the forthcoming 31st AGM of the Company.

2.0 Disclaimer Statement

This Statement is important and if you are in any doubt as to the action you should take, you should consult your stockbroker, bank manager, solicitor, accountant or other professional adviser immediately.

Bursa Securities has not perused this Statement prior its issuance, and hence, takes no responsibility for the contents of this Statement, makes no representation as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this Statement.

3.0 Details of the Proposed Renewal of Share Buy-Back

The Board is proposing to seek your approval to purchase a maximum aggregate number of Shares of up to ten percent (10%) of the total number of issued Shares of the Company at any point in time, subject to compliance with Section 127 of the Companies Act 2016 (“Act”), Chapter 12 of the Main Market Listing Requirements of Bursa Securities (“Listing Requirements”), the Malaysian Code on Take-Overs and Mergers 2016 (“Code”) and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities (collectively “Prevailing Laws”) at the time of purchase(s).

As at 29 August 2025, being the latest practicable date (“LPD”) prior to the printing of the Annual Report 2025, the Company’s issued share capital is RM84,304,948.60 comprising 157,391,426 Shares. Based on the number of issued Shares of Pensonic, the number of Shares which can be bought back pursuant to the Proposed Share Buy-Back are detailed as below:

Share Capital	Based on existing share capital No. of shares
Total number of issued Shares	157,391,426
10% of the total number of issued Shares	15,739,143
Less: Treasury Shares held by Pensonic	(8,874,200)
Maximum number of Shares which may be purchased in respect of this Proposed Share Buy-Back	6,864,943

The purchase of Shares under the Proposed Share Buy-Back will be carried out through Bursa Securities via stockbroker(s) to be appointed by the Board.

STATEMENT OF PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES (“PROPOSED SHARE BUY-BACK”)

3.0 Details of the Proposed Renewal of Share Buy-Back (Cont’d)

Your authority for the share buy-back will be effective upon the passing of the ordinary resolution for the Proposed Share Buy-Back at the forthcoming 31st AGM to be convened and shall continue to be in force until:

- a) the conclusion of the next AGM of the Company following the general meeting at which such resolution was passed at which time the said authority shall lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
- b) the expiration of the period within which the next AGM of the Company is required by law to be held; or
- c) revoked or varied by ordinary resolution passed by the shareholders in general meeting,

whichever occurs first.

Your approval for the Proposed Share Buy-Back does not impose an obligation on the Company to purchase its Shares. However, it will allow the Board to exercise the power of the Company to purchase its Shares at any time within the abovementioned time period.

4.0 Rationale for the Proposed Share Buy-Back

The Proposed Share Buy-Back would enable the Company to utilise its surplus financial resources to purchase Shares when appropriate, and at prices which the Board view as favourable to the Company with a view to enhancing the earnings per Share of the Company and its subsidiaries (“Pensonic Group” or “the Group”) and net assets (“NA”) per Share of the Company.

The Proposed Share Buy-Back is not expected to have any potential material disadvantage to the Company and its shareholders as it will be exercised only after in-depth consideration of the financial resources of the Group and of the resultant impact on its shareholders.

(i) Advantages of the Proposed Share Buy-Back

- a) The Proposed Share Buy-Back would effectively reduce the number of Shares carrying voting and participation rights unless the Shares which are purchased by the Company pursuant to the Proposed Share Buy-Back (“Purchased Shares”) are resold on Bursa Securities or distributed as share dividends. Consequently, all else being equal, the Earning per Shares (“EPS”) of the Group may be enhanced as the earnings of the Group would be divided by a reduced number of Shares.
- b) The Purchased Shares which will be retained as treasury shares (“Treasury Shares”) may potentially be resold on Bursa Securities at a higher price and therefore realising a potential gain in reserves without affecting the total share capital of the Company. The Treasury Shares may also be distributed to shareholders as dividends and, if undertaken, would serve to reward the shareholders of the Company.
- c) The Company may be able to stabilise the supply and demand of its Shares in the open market and thereby supporting its fundamental values.

(ii) Disadvantages of the Proposed Share Buy-Back

- a) The Proposed Share Buy-Back, if implemented, would reduce the financial resources of the Group. This may result in the Group having to forgo better future investment or business opportunities and/or any interest income that may be derived from the deposit of such funds in interest bearing instruments; and
- b) The Proposed Share Buy-Back may also result in a reduction of financial resources available for distribution in the form of cash dividends to you as shareholders of Pensonic in the immediate future.

5.0 Source of funding for the Proposed Share Buy-Back

Paragraph 12.10(1) of the Listing Requirements stipulates that the Proposed Share Buy-Back must be made wholly out of the retained profits of our Company. We intend to use internally generated funds to finance the Proposed Share Buy-Back subject to compliance with Section 127 of the Act and any Prevailing Laws at the time of the purchase. Notwithstanding this, in the event the Proposed Share Buy-Back (or any part of it) is to be financed through external borrowings, our Board will ensure that we have sufficient funds to repay such external borrowings.

The retained profits of the Company, based on the latest audited and unaudited financial statements of the Company as at 31 May 2025 and 31 August 2025 are RM16,386,153 and RM25,759,264 respectively. The maximum amount of funds to be allocated for the Proposed Share Buy-Back shall not exceed the amount of the retained profits of the Company.

The Proposed Share Buy-Back is not expected to have a material impact on the cash flow position of our Company. In addition, our Board will ensure that our Company satisfies the solvency test as stated in Section 112(2) of the Act before implementing the Proposed Share Buy-Back. The actual number of Shares to be purchased, and the timing of such purchases will depend on, amongst others, the market conditions and sentiments of the stock market as well as our financial resources and retained profits.

STATEMENT OF PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES ("PROPOSED SHARE BUY-BACK")

6.0 INTEREST OF DIRECTORS, SUBSTANTIAL SHAREHOLDERS AND/OR PERSONS CONNECTED

The Directors, Substantial Shareholders and persons connected to the Directors and/or Substantial Shareholders of Pensonic Group have no direct or indirect interest in the Proposed Share Buy-Back and/or the resale of Treasury Shares, if any.

The proforma table below shows the equity interests held directly and indirectly in Pensonic by the Directors and Substantial shareholders of Pensonic as at LPD before and after the Proposed Share Buy-Back:-

Directors	No. of Shares held			
	Before Proposed Share Buy Back		After Proposed Share Buy Back	
	Direct	%	Indirect	%
Dato' Seri Chew Weng Khak @ Chew Weng Kiak	8,034,300	5.410	9,261,924 ^(a)	6.236
Dato' Chew Chuon Jin, Dixon	10,898,400	7.338	16,800 ^(b)	0.011
Chew Chuon Fang, Nelson	7,181,000	4.835	-	-
			7,181,000	5.069
			-	-
Substantial Shareholders	No. of Shares held			
	Before Proposed Share Buy Back		After Proposed Share Buy Back	
	Direct	%	Indirect	%
Sphere Corporation Sdn Bhd	26,000,000	17.506	-	-
Dato' Dr. Lai Kim Teng	-	-	26,000,000 ^(c)	17.506
Dato' Seri Chew Weng Khak @ Chew Weng Kiak	8,034,300	5.410	5,261,924 ^(d)	3.543
Dato' Chew Chuon Jin, Dixon	10,898,400	7.338	16,800 ^(b)	0.011
			10,898,400	7.694
			16,800 ^(b)	0.012
Person connected to Directors and/or Substantial Shareholders	No. of Shares held			
	Before Proposed Share Buy Back		After Proposed Share Buy Back	
	Direct	%	Indirect	%
Chew Weng Khak Realty Sdn Bhd	3,061,924	2.062	-	-
Datin Seri Tan Ah Nya @ Tan Bee Tiang	2,200,000	1.481	-	-
Tan Guat See	16,800	0.011	-	-
Dato' Tan Ah Lee	505,000	0.340	-	-
Chew Chun Chia, Nick	2,000,000	1.347	-	-
Chew Pei Gee	2,000,000	1.347	-	-
			3,061,924	2.162
			2,200,000	1.553
			16,800	0.012
			505,000	0.357
			2,000,000	1.412
			2,000,000	1.412

Note:

- ^(a) Indirect interest through his spouse, children pursuant to Section 59(1)(c) of the Companies Act 2016 ("Act") and Chew Weng Khak Realty Sdn Bhd.
- ^(b) Indirect interest through his spouse pursuant to Section 59(1)(c) of the Act.
- ^(c) Deemed interest pursuant to Section 8(4) of the Companies Act 2016 ("Act") held through Sphere Corporation Sdn Bhd.
- ^(d) Indirect interest through his spouse pursuant to Section 59(1)(c) of the Act and Chew Weng Khak Realty Sdn Bhd.

STATEMENT OF PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES (“PROPOSED SHARE BUY-BACK”)

7.0 Effects of the Proposed Share Buy-Back

7.1 Share Capital

The effect of the Proposed Share Buy-Back on the issued share capital of the Company will depend on whether the Purchased Shares are cancelled or retained as Treasury Shares. The Proposed Share Buy-Back will result in a reduction of the issued shares capital of the Company if the Purchased Shares are cancelled.

In the event the Proposed Share Buy-Back is carried out in full and all the Purchased Shares are cancelled, the issued share capital of the Company will be reduced by the number of Shares so cancelled as follows:

Share Capital	Based on existing share capital No. of shares
Existing share capital as at LPD (inclusive of the 8,874,200 Treasury Shares)	157,391,426
Assuming all the Purchased Shares pursuant to the Proposed Share Buy-Back are cancelled	(15,739,142)
Resultant ordinary issued share capital	141,652,284

Conversely, if all the Purchased Shares are retained as Treasury Shares, the Proposed Share Buy-Back will not have any effect on the issued share capital of Pensonic. Nevertheless, certain rights attached to the Purchased Shares are suspended while they are held as Treasury Shares.

7.2 NA per Share

The Proposed Share Buy-Back may increase or decrease the NA per Share depending on the purchase price of the Shares bought back in comparison to the NA per Share at the time that the Shares are purchased.

If the Treasury Shares are distributed as share dividends, the NA per Share will decrease by the cost of the Treasury Shares at the point of purchase(s).

In the event the Purchased Shares which are retained as Treasury Shares are resold, the NA per Share of the Group will increase or decrease depend on whether a gain or a loss is realized upon the resale. However, the quantum of the increase or decrease in NA per Share will depend on the actual selling price of the Treasury Shares and the number of Treasury Shares resold to Bursa Securities.

7.3 Earnings and EPS

The Proposed Share Buy-Back may increase or reduce the EPS of the Group, depending on the number of and prices paid for the Purchased Shares, the effective funding cost to Pensonic to finance the purchase of such Shares, or any loss in interest income to Pensonic or opportunity cost in relation to other investment opportunities as well as the proposed treatment of the Purchased Shares.

Assuming that the Purchased Shares are retained as Treasury Shares and subsequently resold, the extent of the effects on the earnings of the Group will depend on the actual selling price, the number of Treasury Shares resold and the effective gain arising from the exercise.

If the Purchased Shares are cancelled, the Proposed Share Buy-Back shall increase the EPS of the Group provided that the income forgone and interest expense incurred on the Purchased Shares are less than the EPS before the share purchase.

7.4 Dividends

The Proposed Share Buy-Back is not expected to have any impact on the dividend payment as the Board will take into consideration the Company's profit, cash flow and the capital commitments before proposing any dividend payment. However, the Board will have the option of distributing the Treasury Shares as share dividends to the shareholders subject to Section 131(1) of the Act, where a company may only make a distribution to the shareholders out of profits of the company available if the company is solvent.

STATEMENT OF PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES (“PROPOSED SHARE BUY-BACK”)

8.0 Implication of the Code

In the event the Proposed Share Buy-Back results in any Director, Substantial Shareholder and/or parties acting in concert with him/them triggering a mandatory offer obligation under the Code, the affected Director or Substantial Shareholder will be obliged to make a mandatory offer for the remaining shares in the Company not held by him/them. However, an exemption may be sought from the Securities Commission by the affected Director and/or Substantial Shareholder under Section 219 of the Capital Markets and Services Act 2007 before a mandatory offer obligation is triggered.

However, it is not the intention of the Company to cause any shareholder to trigger an obligation to undertake a mandatory general offer under the Code. The Company will be mindful of the implications of the Code in making any purchase of its own shares pursuant to the Proposed Share Buy-Back.

9.0 Purchase, Resale or Transfer and Cancellation in the Preceding Twelve (12) Months

As at 29 August 2025, the Company had purchased a total of 8,874,200 of its own Shares and retained as Treasury Shares in accordance to the provisions of Section 127 of the Act .

As at the date of this Statement, the Company had not resold or transferred any Treasury Shares on Bursa Securities. No cancellation of Purchased Shares was made in the preceding twelve (12) months.

The details of Shares purchased by the Company in the preceding twelve (12) months are as follows:

Month	No. of Shares	Highest price paid (RM)	Lowest price paid (RM)	Average price paid (RM)	Total consideration (RM)
November 2024	3,837,900	0.530	0.470	0.498	1,915,297.91

10.0 Historical share prices

The monthly highest and lowest market prices of Shares traded on Bursa Securities in the preceding twelve (12) months were as follows:

Month	Lowest (RM)	Highest (RM)
September 2024	0.430	0.525
October 2024	0.450	0.500
November 2024	0.460	0.620
December 2024	0.505	0.560
January 2025	0.490	0.550
February 2025	0.460	0.545
March 2025	0.410	0.475
April 2025	0.380	0.430
May 2025	0.375	0.405
June 2025	0.310	0.400
July 2025	0.350	0.390
August 2025	0.330	0.390

Last transacted price at LPD was RM0.380.

(Source: www.investing.com)

STATEMENT OF PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES (“PROPOSED SHARE BUY-BACK”)

11.0 Proposed intention of the Directors to deal with the Shares bought back

All the Purchased Shares, when the Proposed Share Buy-Back is exercised, shall be dealt with in the following manner:

- a) cancel the Shares so purchased;
- a) retain the Shares so purchased in treasury for distribution as dividend to the shareholders and/or resell on the market of the Bursa Securities or subsequently cancelled;
- b) resell the Shares or any of the Shares in accordance with the relevant rules of Bursa Securities;
- c) retain part of the shares so purchased as Treasury Shares and cancel the remainder; or
- d) in such other manner as the Bursa Securities and such other relevant authorities may allow from time to time.

12.0 Public shareholding spread

According to the Record of Depositors maintained by Bursa Malaysia Depository Sdn. Bhd. as at LPD, the public shareholding spread of the Company is approximately 58.32%. In this regard, the Board undertakes to purchase shares only to the extent that the public shareholding spread of Pensonic shall not fall below 25% of the total number of issued Shares of the Company at all times pursuant to the Proposed Share Buy-Back, in accordance with Paragraph 12.14 of the Listing Requirements.

13.0 Directors’ statement

After taking into consideration all relevant factors, the Board is of the opinion that the Proposed Share Buy-Back described above is in the best interest of the Company.

14.0 Directors’ recommendation

The Board recommends that you vote in favour of the ordinary resolution to be tabled at the forthcoming 31st AGM of the Company to give effect to the Proposed Share Buy-Back.

15.0 Responsibility statement

This Statement has been seen and approved by the Board and they collectively and individually accept full responsibility for the accuracy of the information given herein and confirm that, after making all reasonable enquiries and to the best of their knowledge and belief, there are no facts, the omission of which would make any statement herein misleading.

16.0 Documents available for inspection

Copies of the following documents are available for inspection at the registered office of the Company at 170-09-01 Livingston Tower, Jalan Argyll, 10050 George Town, Pulau Pinang during working hours from Mondays to Fridays (except Public Holidays) from the date of this Annual Report up to and including the date of the forthcoming 31st AGM:

- a) the Constitution of the Company; and
- b) the Audited Financial Statements of the Group for past two (2) financial years ended 31 May 2024 and 31 May 2025.

ADDITIONAL COMPLIANCE INFORMATION

1. Audit fees and Non-audit Fees

The audit fees and non-audit fees paid or payable to the external auditors, KPMG PLT or a firm or corporation affiliated with them by Personnic Holdings Berhad ("the Company") and its subsidiaries ("the Group") for the financial year ended 31 May 2025 ("FY2025") are as follows:

	Group (RM)	Company (RM)
Fees paid or payable to the external auditors:		
Audit fees	238,000	63,000
Non-audit fees		
- KPMG PLT	32,000	32,000
- Affiliate of KPMG PLT	51,500	3,500
Total	321,500	98,500

2. Material Contracts

There were no material contracts with the Group involving Directors' and major shareholders' interest during FY2025.

3. Status of Utilisation of Proceeds Raised from any Proposal

There were no proceeds raised by the Company from any corporate proposals during FY2025.

4. Recurrent Related Party Transactions ("RRPT") for FY2025

The aggregate value of RRPT conducted pursuant to the shareholders' mandate during FY2025 are as follows:

Provider of goods and services	Recipient of goods and services	Nature of Transactions	Actual value transacted (RM)	Related Parties
PW Jit Seng Plastic Material Sdn Bhd ("PW Jit Seng")	PHB Group	Purchase of raw materials	149,674	<p>Chew Weng Khak Realty Sdn Bhd ("CWKR") is a shareholder of PHB and major shareholder of PW Jit Seng.</p> <p>Dato' Seri Chew Weng Khak @ Chew Weng Kiak ("Dato' Seri Chew") is a Director and shareholder of PHB and PW Jit Seng via CWKR.</p> <p>Dato' Chew Chuon Jin, Dixon ("Dato' Dixon Chew") and Chew Chuon Fang, Nelson ("Nelson Chew") are Directors and shareholders of PHB. Dato' Dixon Chew is also a Director of PW Jit Seng.</p> <p>Dato' Dixon Chew and Nelson Chew are also Directors of CWKR.</p> <p>Dato' Dixon Chew and Nelson Chew are brothers and they are sons of Dato' Seri Chew.</p>
Syarikat Perkapalan Soo Hup Seng Sdn Bhd ("Soo Hup Seng")	PHB Group	Shipping services	700,249	<p>Dato' Tahir Jalaluddin Bin Hussain ("Dato' Tahir") is a Director of PHB and Soo Hup Seng.</p> <p>Dato' Tan Ah Lee is a Director of Soo Hup Seng and is the brother in law of Dato' Seri Chew.</p>

ADDITIONAL COMPLIANCE INFORMATION

4. Recurrent Related Party Transactions (“RRPT”) for FY2025 (Cont’d)

The aggregate value of RRPT conducted pursuant to the shareholders’ mandate during FY2025 are as follows:
(Cont’d)

Provider of goods and services	Recipient of goods and services	Nature of Transactions	Actual value transacted (RM)	Related Parties
PHB Group	PT Pensonic Appliances Indonesia (“PTPAI”)	Sale of electrical appliances	59,928	<p>PHB is the holding company of PTPAI. The remaining 10.67%, in PTPAI is held by Chew Chun Chia, Nick (“Nick Chew”).</p> <p>Nick Chew, a Director and shareholder of PTPAI, is a son of Dato’ Seri Chew.</p> <p>Dato’ Seri Chew, Dato’ Dixon Chew and Nelson Chew are Directors and shareholders of PHB. Dato’ Seri Chew and Dato’ Dixon Chew are also Directors of PTPAI.</p> <p>Dato’ Dixon Chew, Nelson Chew and Nick Chew are brothers and they are sons of Dato’ Seri Chew.</p>
Soship Marine Sdn Bhd (“SOSHIP”)	PHB Group	Shipping services	612,357	Dato’ Tan Ah Lee is a Director and shareholder of SOSHIP and is the brother in law of Dato’ Seri Chew.
High Ace Industries Sdn Bhd (“HAI”)	PHB Group	Purchase and sale of raw materials	8,761	Lim Aun Ghee is a Director and shareholder of Pensia Industries Sdn Bhd (“PI”). He is a Director and shareholder of HAI.
High Ace Marketing Sdn Bhd (“HAM”)	PHB Group	Purchase of raw materials	-	Lim Aun Ghee is a Director and shareholder of PI. He is a Director and shareholder of HAM.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MAY 2025

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

Principal activities

The principal activity of the Company is investment holding whilst the principal activities and details of the subsidiaries are disclosed in Note 4 to the financial statements.

There has been no significant change in the nature of these activities during the financial year.

Results

	Group RM	Company RM
(Loss)/Profit for the year attributable to :		
Owners of the Company	(3,806,700)	(1,789,898)
Non-controlling interests	31,846	—
	<u>(3,774,854)</u>	<u>(1,789,898)</u>

Reserves and provisions

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

Dividend

No dividend was paid since the end of previous financial year and the Directors do not recommend any dividend to be paid for the current financial year.

Directors of the Company

Directors who served during the financial year until the date of this report are :

Y. Bhg. Dato' Seri Chew Weng Khak @ Chew Weng Kiak
 Y. Bhg. Dato' Chew Chuon Jin
 Chew Chuon Fang
 Y. Bhg. Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim
 Y. Bhg. Dato' Tahir Jalaluddin Bin Hussain
 Ong Huey Min
 Y. Bhg. Dato' Seri Dr. Liew Lee Leong
 Loh Keow Lin

(Appointed on 1 January 2025)

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MAY 2025

Directors of subsidiaries

Pursuant to Section 253(2) of the Companies Act 2016, the Directors who served on the Board of the subsidiaries during the financial year until the date of this report are :

Y. Bhg. Dato' Lim Aun Ghee
 Alex Tumondo Tan
 Chew Chun Chia
 Koh Wan Tiong

Directors' interests in shares

The direct and deemed interests in the ordinary shares and warrants of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial year end (including the interests of the spouse and/or children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows :

	Number of ordinary shares			Balance at 31.5.2025
	Balance at 1.6.2024	Bought	(Sold)	

Interests in the Company :

Direct interests :

Dato' Seri Chew Weng Khak @ Chew Weng Kiak

- own	8,034,300	–	–	8,034,300
- others*	6,200,000	–	–	6,200,000

Dato' Chew Chuon Jin

- own	10,898,400	–	–	10,898,400
- others*	16,800	–	–	16,800

Chew Chuon Fang

- own	6,181,000	2,000,000	(1,000,000)	7,181,000
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Deemed interests :

Dato' Seri Chew Weng Khak @ Chew Weng Kiak	3,061,924	–	–	3,061,924
--	-----------	---	---	-----------

* Being ordinary shares held by the spouse/children and are regarded as the interests of the Director pursuant to Section 59(11)(c) of the Companies Act 2016.

None of the other Directors holding office at 31 May 2025 had any interest in the ordinary shares of the Company and of its related corporations during the financial year.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MAY 2025

Directors' benefits

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than as shown below) 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 other than certain related corporations which traded in the normal course of business with companies in which certain Directors have a substantial financial interest.

The benefits paid to or receivable by Directors of the Company in respect of the financial year ended 31 May 2025 are as follows :

	From the Company RM	From subsidiary companies RM
Fees	315,750	–
Remuneration	–	2,115,579
Defined contribution plan	–	151,716
Estimated monetary value of benefits-in-kind	–	91,150
	<u>315,750</u>	<u>2,358,445</u>

There were no arrangements during and at the end of the financial year which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Issue of shares and debentures

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

Options granted over unissued shares

No options were granted to any person to take up unissued shares of the Company during the financial year.

Indemnity and insurance costs

The total cost of insurance effected for Directors and officers of the Group and of the Company is RM5,500 for a total sum insured of RM2,000,000. There was no indemnity given to or insurance effected for the auditors of the Group and of the Company during the financial year.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MAY 2025

Other statutory information

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps to ascertain that :

- i) all known bad debts have been written off and adequate provision made for doubtful debts, and
- ii) any current assets which were unlikely to be realised in the ordinary course of business 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 :

- i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or
- ii) that would render the value attributed to the current assets in the financial statements of the Group and of the Company misleading, or
- iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate, or
- iv) not otherwise dealt with in this report or the financial statements that would render any amount stated in the financial statements of the Group and of the Company misleading.

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

- i) any charge on the assets of the Group or of the Company that has arisen since the end of the financial year and which secures the liabilities of any other person, or
- ii) any contingent liability in respect of the Group or of the Company that has arisen since the end of the financial year.

No contingent liability or other liability of any company in the Group 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 as and when they fall due.

In the opinion of the Directors, the financial performance of the Group and of the Company for the financial year ended 31 May 2025 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

Subsequent event

The details of such event are as disclosed in Note 28 to the financial statements.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MAY 2025

Auditors

The auditors, KPMG PLT, have indicated their willingness to accept re-appointment.

The audit and non-audit remuneration of the Group and of the Company during the year are as follows :

	Group RM	Company RM
Audit fees		
- KPMG PLT	238,000	63,000
- Other auditors	65,288	—
	303,288	63,000
Non-audit fees		
- KPMG PLT	32,000	32,000
- Affiliate of KPMG PLT	51,500	3,500
	83,500	35,500
	386,788	98,500

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors :

.....
Dato' Seri Chew Weng Khak @
Chew Weng Kiak

Director

.....
Dato' Chew Chuon Jin
Director

Date : 25 September 2025

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MAY 2025

	Note	Group		Company	
		2025	2024	2025	2024
		RM	RM	RM	RM
Assets					
Property, plant and equipment	2	116,445,425	114,420,763	39,287,602	40,582,966
Intangible assets	3	870,000	870,000	–	–
Investments in subsidiaries	4	–	–	43,455,898	41,167,108
Investments in associates	5	1,110,227	1,263,690	343,736	343,736
Deferred tax assets	6	702,618	692,609	4,000	–
Total non-current assets		119,128,270	117,247,062	83,091,236	82,093,810
Inventories	7	83,824,005	58,814,541	–	–
Contract costs	8	2,231,449	–	–	–
Trade and other receivables	9	73,772,290	61,720,643	14,524,364	13,757,053
Contract assets	10	5,703,420	–	–	–
Current tax assets		808,038	410,311	160,780	106,771
Fixed deposits	11	571,143	557,583	–	–
Cash and bank balances		20,001,024	31,868,174	103,555	2,671,428
Total current assets		186,911,369	153,371,252	14,788,699	16,535,252
Total assets		306,039,639	270,618,314	97,879,935	98,629,062
Equity					
Share capital	12	84,304,949	84,304,949	84,304,949	84,304,949
Reserves	13	51,320,534	58,841,371	9,561,983	13,266,442
Total equity attributable to owners of the Company		135,625,483	143,146,320	93,866,932	97,571,391
Non-controlling interests	4	3,844,625	3,333,650	–	–
Total equity		139,470,108	146,479,970	93,866,932	97,571,391
Liabilities					
Loans and borrowings	14	19,621,359	22,182,817	–	–
Lease liabilities		112,390	345,392	–	–
Deferred tax liabilities	6	770,000	753,000	–	4,000
Total non-current liabilities		20,503,749	23,281,209	–	4,000
Trade and other payables	15	80,401,605	56,384,598	4,013,003	1,053,671
Loans and borrowings	14	62,402,179	40,118,006	–	–
Lease liabilities		603,918	597,329	–	–
Current tax liabilities		2,658,080	3,757,202	–	–
Total current liabilities		146,065,782	100,857,135	4,013,003	1,053,671
Total liabilities		166,569,531	124,138,344	4,013,003	1,057,671
Total equity and liabilities		306,039,639	270,618,314	97,879,935	98,629,062

The notes on pages 77 to 126 are an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MAY 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	16	333,766,894	309,341,932	–	–
Cost of sales		(279,323,751)	(260,298,373)	–	–
Gross profit		54,443,143	49,043,559	–	–
Other income		4,392,627	3,294,123	1,249,022	1,211,205
Selling and distribution expenses		(25,993,364)	(22,255,535)	–	–
Administrative expenses		(31,519,782)	(32,858,647)	(3,046,372)	(3,777,105)
Net loss on impairment of financial instruments	18	(385,110)	(493,894)	–	(121,922)
Results from operating activities		937,514	(3,270,394)	(1,797,350)	(2,687,822)
Finance costs	17	(3,739,581)	(3,892,945)	–	–
Share of results of associates		(153,463)	(122,700)	–	–
Loss before tax	18	(2,955,530)	(7,286,039)	(1,797,350)	(2,687,822)
Tax expense	19	(819,324)	(6,319,947)	7,452	29,598
Loss for the year		(3,774,854)	(13,605,986)	(1,789,898)	(2,658,224)
Other comprehensive (expense)/income, net of tax :					
Item that is or may be reclassified subsequently to profit or loss					
Foreign exchange translation differences for foreign operations		(1,440,908)	672,082	–	–
Total comprehensive expense for the year		(5,215,762)	(12,933,904)	(1,789,898)	(2,658,224)
(Loss)/Profit for the year attributable to :					
Owners of the Company		(3,806,700)	(13,253,679)	(1,789,898)	(2,658,224)
Non-controlling interests		31,846	(352,307)	–	–
		(3,774,854)	(13,605,986)	(1,789,898)	(2,658,224)
Total comprehensive (expense)/income attributable to :					
Owners of the Company		(5,271,933)	(12,584,506)	(1,789,898)	(2,658,224)
Non-controlling interests		56,171	(349,398)	–	–
		(5,215,762)	(12,933,904)	(1,789,898)	(2,658,224)
Basic loss per ordinary share (sen)	21	(2.49)	(9.45)		

The notes on pages 77 to 126 are an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MAY 2025

	Attributable to owners of the Company									
	Non-distributable					Distributable				
Group	Share capital	Foreign currency translation reserve	Warrants reserve	Treasury shares	Capital reserve	Other reserve	Retained earnings	Total	Non-controlling interests	Total equity
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM
At 1 June 2023	67,670,893	1,931,105	6,483,400	(2,376,405)	4,487,540	(638,792)	60,800,179	138,357,920	324,596	138,682,516
Loss for the year	-	-	-	-	-	-	(13,253,679)	(13,253,679)	(352,307)	(13,605,986)
Other comprehensive income for the year	-	-	-	-	-	-	-	-	-	-
- Foreign exchange translation differences for foreign operations	-	669,173	-	-	-	-	-	669,173	2,909	672,082
Total comprehensive income/(expense) for the year	-	669,173	-	-	-	-	(13,253,679)	(12,584,506)	(349,398)	(12,933,904)
Transactions with owners of the Company :										
Own shares acquired (Note 13.2)	-	-	-	(743,306)	-	-	-	(743,306)	-	(743,306)
Shares issued by a subsidiary to non-controlling interests	-	-	-	-	-	-	1,828,249	1,828,249	3,389,639	5,217,888
Acquisition of non-controlling interests in a subsidiary (Note 27)	-	-	-	-	-	-	(346,093)	(346,093)	(31,187)	(377,280)
Conversion of warrants	16,634,056	-	(2,772,343)	-	-	-	2,772,343	16,634,056	-	16,634,056
Transfer to retained earnings upon expiration of warrants	-	-	(3,711,057)	-	-	-	3,711,057	-	-	-
Total transactions with owners of the Company	16,634,056	-	(6,483,400)	(743,306)	-	-	7,965,556	17,372,906	3,358,452	20,731,358
At 31 May 2024	84,304,949	2,600,278	-	(3,119,711)	4,487,540	(638,792)	55,512,056	143,146,320	3,333,650	146,479,970

Note 12

Note 13

[illegible]

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MAY 2025

		← Non-distributable →		Distributable		
	Share capital	Treasury shares	Warrants reserve	Retained earnings	Total equity	
	RM	RM	RM	RM	RM	
Company						
At 1 June 2023	67,670,893	(2,376,405)	6,483,400	12,560,977	84,338,865	
Loss and total comprehensive expense for the year	–	–	–	(2,658,224)	(2,658,224)	
Conversion of warrants	16,634,056	–	(2,772,343)	2,772,343	16,634,056	
Transfer to retained earnings upon expiration of warrants	–	–	(3,711,057)	3,711,057	–	
Own shares acquired (Note 13.2)	–	(743,306)	–	–	(743,306)	
At 31 May 2024/ 1 June 2024	84,304,949	(3,119,711)	–	16,386,153	97,571,391	
Loss and total comprehensive expense for the year	–	–	–	(1,789,898)	(1,789,898)	
Own shares acquired (Note 13.2)	–	(1,914,561)	–	–	(1,914,561)	
At 31 May 2025	84,304,949	(5,034,272)	–	14,596,255	93,866,932	
	Note 12	← Note 13		→		

The notes on pages 77 to 126 are an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2025

		Group		Company	
	Note	2025	2024	2025	2024
		RM	RM	RM	RM
Cash flows from operating activities					
Loss before tax		(2,955,530)	(7,286,039)	(1,797,350)	(2,687,822)
Adjustments for :					
Depreciation of property, plant and equipment	2	5,851,548	5,383,276	1,302,224	1,299,432
Interest expense	17	3,697,433	3,836,636	-	-
Accretion of interest on lease liabilities	17	42,148	56,309	-	-
Gain on :					
- disposal of property, plant and equipment	18	(22,529)	(1,674,722)	-	-
- derecognition of right of-use assets	18	-	(4,100)	-	-
- remeasurement of lease	18	(5,742)	-	-	-
Impairment loss on					
investments in subsidiaries	18	-	-	-	761,993
Plant and equipment written off	18	15,968	7,300	-	-
(Reversal of)/Inventories written down	18	(292,971)	5,995,755	-	-
Interest income	18	(41,025)	(44,925)	(1,022)	(828)
Share of results of associates		153,463	122,700	-	-
Operating profit/(loss) before working capital changes		6,442,763	6,392,190	(496,148)	(627,225)

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2025

		Group		Company	
	Note	2025	2024	2025	2024
		RM	RM	RM	RM
Changes in working capital :					
Inventories		(24,716,493)	14,761,303	–	–
Contract costs		(2,231,449)	–	–	–
Trade and other receivables		(12,051,647)	(4,351,431)	1,307,953	1,608,574
Contract assets		(5,703,420)	–	–	–
Trade and other payables		24,017,007	5,482,036	2,959,332	(1,121,927)
Cash (used in)/ generated from operations		(14,243,239)	22,284,098	3,771,137	(140,578)
Tax paid		(2,309,182)	(2,365,374)	(54,557)	(95,000)
Net cash (used in)/ from operating activities		(16,552,421)	19,918,724	3,716,580	(235,578)
Cash flows from investing activities					
Proceeds from disposal of property, plant and equipment		26,249	1,861,500	–	–
Purchase of property, plant and equipment	2.1	(7,494,852)	(3,995,545)	(6,860)	(39,849)
Interest received		41,025	44,925	1,022	828
Advances to subsidiaries		–	–	(2,075,264)	(12,700,000)
Subscription of shares in a subsidiary	4	–	–	(2,288,788)	–
Acquisition of non-controlling interests in subsidiaries		(2)	(377,280)	(2)	(377,280)
Net cash used in investing activities		(7,427,580)	(2,466,400)	(4,369,892)	(13,116,301)

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2025

		Group		Company	
	Note	2025	2024	2025	2024
		RM	RM	RM	RM
Cash flows from financing activities					
Drawdown/ (Repayment) of :					
- bankers' acceptances	14.1	22,750,236	(18,173,834)	-	-
- revolving credits	14.1	-	(503,452)	-	-
- hire purchase creditors	14.1	(534,964)	(603,996)	-	-
- term loans	14.1	(2,279,355)	(2,272,931)	-	-
- lease liabilities	14.1	(639,651)	(618,148)	-	-
Placement of fixed deposits		(13,560)	(9,623)	-	-
Subscription of shares by non-controlling interests in a subsidiary		120,463	-	-	-
Proceeds from warrants converted	12	-	16,634,056	-	16,634,056
Purchase of treasury shares	13.2	(1,914,561)	(743,306)	(1,914,561)	(743,306)
Interest paid	17	(3,739,581)	(3,892,945)	-	-
Net cash from/(used in) financing activities		13,749,027	(10,184,179)	(1,914,561)	15,890,750
Net (decrease)/ increase in cash and cash equivalents		(10,230,974)	7,268,145	(2,567,873)	2,538,871
Effects of exchange differences on cash and cash equivalents		(1,422,974)	678,535	-	-
Cash and cash equivalents at 1 June 2024/2023		31,005,656	23,058,976	2,671,428	132,557
Cash and cash equivalents at 31 May	A	19,351,708	31,005,656	103,555	2,671,428

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2025

Notes :

A. Cash and cash equivalents

Cash and cash equivalents included in the statements of cash flows comprise the following statements of financial position amounts :

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash and bank balances	20,001,024	31,868,174	103,555	2,671,428
Bank overdrafts (Note 14)	(649,316)	(862,518)	–	–
	19,351,708	31,005,656	103,555	2,671,428

B. Cash outflows for leases as a lessee

	Note	Group	
		2025	2024
		RM	RM
Included in net cash (used in)/from operating activities :			
Payment relating to :			
- short-term leases	18	390,836	281,795
- leases of low-value assets	18	57,639	56,736
Included in net cash from/(used in) financing activities :			
Payment of lease liabilities	14.1	639,651	618,148
Interest paid in relation to lease liabilities	17	42,148	56,309
Total cash outflows for leases		1,130,274	1,012,988

The notes on pages 77 to 126 are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

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

Principal place of business	Registered office
1165, Lorong Perindustrian Bukit Minyak 16 Taman Perindustrian Bukit Minyak 14100 Simpang Ampat Penang	170-09-01, Livingston Tower Jalan Argyll 10050 George Town Penang

The consolidated financial statements of the Company as at and for the financial year ended 31 May 2025 comprise the Company and its subsidiaries (together referred to as “the Group” and individually referred to as “Group entities”) and the Group’s interests in associates.

The principal activity of the Company is investment holding whilst the principal activities of the subsidiaries are stated in Note 4 to the financial statements.

These financial statements were authorised for issue by the Board of Directors on 25 September 2025.

1. Basis of preparation

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board (“MFRS Accounting Standards”), IFRS Accounting Standards as issued by the International Accounting Standards Board (“IFRS Accounting Standards”) and the requirements of the Companies Act 2016 in Malaysia.

The following are accounting standards and amendments of the MFRS Accounting Standards that have been issued by the Malaysian Accounting Standards Board (“MASB”) but have not been adopted by the Group and the Company :

MFRS Accounting Standards and amendments effective for annual periods beginning on or after 1 January 2025

- Amendments to MFRS 121, *The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability*

MFRS Accounting Standards and amendments effective for annual periods beginning on or after 1 January 2026

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

NOTES TO THE FINANCIAL STATEMENTS

1. Basis of preparation (Cont'd)

(a) Statement of compliance (Cont'd)

MFRS Accounting Standards and amendments effective for annual periods beginning on or after 1 January 2027

- MFRS 18, *Presentation and Disclosure in Financial Statements*
- MFRS 19, *Subsidiaries without Public Accountability: Disclosures*

MFRS Accounting Standards and amendments effective for annual periods beginning on or after a date yet to be confirmed

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

The Group and the Company plan to apply the abovementioned accounting standards and amendments, where applicable in the respective financial years when the abovementioned accounting standards and amendments become effective.

The initial application of the accounting standards and amendments is not expected to have any material financial impacts to the current period and prior period financial statements of the Group and of the Company.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis.

(c) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM, unless otherwise stated.

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than as disclosed in Note 7 - Inventories.

NOTES TO THE FINANCIAL STATEMENTS

2. Property, plant and equipment

← Right-of-use assets →													
Group	Leasehold land RM	Buildings RM	Freehold land RM	Buildings RM	Renovation and electrical installation RM	Plant and machinery RM	Furniture, fittings and office equipment RM	Motor vehicles RM	Signboards and showcases RM	Capital work-in-progress RM	Total RM		
Cost													
At 1 June 2023	11,332,146	1,712,456	21,085,360	81,576,150	6,521,370	3,397,385	18,774,382	7,554,983	6,798,084	913,356	208,402	159,874,074	
Additions	-	1,049,447	-	-	232,089	6,406,127	85,649	781,398	-	1,952,080	10,762,880		
Disposals	-	-	-	(380,000)	(20,870)	(151,460)	(95,950)	(995,569)	(10,506)	-	(1,754,539)		
Write-offs	-	-	-	-	(10,999)	(470,513)	(3,699)	-	-	-	(485,211)		
Exchange difference	-	12,724	-	-	6,392	(1,043)	1,452	(8,224)	-	-	11,301		
Derecognition*	-	(1,328,769)	-	-	-	-	-	-	-	-	(1,328,769)		
Reclassification	-	-	-	-	75,900	-	-	-	-	(75,900)	-		
At 31 May 2024/ 1 June 2024	11,332,146	1,445,858	21,085,360	81,196,150	6,803,882	3,552,248	24,558,536	7,542,435	6,575,689	902,850	2,084,582	167,079,736	
Additions	-	87,977	-	-	422,832	3,738,955	150,994	4,240	3,488	2,872,923	7,582,829		
Disposals	-	-	-	-	(19,660)	-	-	(11,904)	-	-	(31,564)		
Write-offs	-	-	-	-	(26,406)	(5,005)	(49,828)	-	-	-	(81,239)		
Exchange difference	-	(35,139)	-	-	(35,990)	(4,097)	(23,107)	(27,236)	-	-	(125,569)		
Reclassification	-	-	-	-	-	1,395,500	-	-	-	(1,395,500)	-		
Remeasurement of lease	-	364,619	-	-	-	-	-	-	-	-	364,619		
At 31 May 2025	11,332,146	1,863,315	21,085,360	81,196,150	7,144,658	3,849,571	29,687,986	7,620,494	6,540,789	906,338	3,844,625	174,788,812	

NOTES TO THE FINANCIAL STATEMENTS

2. Property, plant and equipment (Cont'd)

← Right-of-use assets →																								
	Leasehold land		Buildings		Freehold land		Buildings		Computers		Renovation and electrical installation		Plant and machinery		Furniture, fittings and office equipment		Motor vehicles		Signboards and showcases		Capital work-in-progress		Total	
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM		
Group																								
Accumulated depreciation																								
At 1 June 2023	2,964,065		1,075,747		-		10,858,019		5,429,124		2,584,694		16,529,599		5,242,084		5,153,141		655,880		-		50,492,353	
Depreciation for the year	213,604		633,749		-		1,615,137		427,417		210,702		875,229		666,282		677,607		63,549		-		5,383,276	
Disposals	-		-		-		(249,563)		(20,866)		(76,517)		(140,567)		(95,941)		(973,801)		(10,506)		-		(1,567,761)	
Write-offs	-		-		-		-		(9,079)		-		(467,289)		(1,543)		-		-		-		(477,911)	
Exchange difference	-		3,374		-		-		5,518		(995)		-		2,609		(2,452)		-		-		8,054	
Derecognition*	-		(1,179,038)		-		-		-		-		-		-		-		-		-		(1,179,038)	
At 31 May 2024/ 1 June 2024	3,177,669		533,832		-		12,223,593		5,832,114		2,717,884		16,796,972		5,813,491		4,854,495		708,923		-		52,658,973	
Depreciation for the year	78,827		644,143		-		1,744,636		436,123		173,392		1,493,103		553,112		665,565		62,647		-		5,851,548	
Disposals	-		-		-		-		(19,660)		-		-		-		(8,184)		-		-		(27,844)	
Write-offs	-		-		-		-		(26,398)		-		(4,999)		(33,874)		-		-		-		(65,271)	
Exchange Difference	-		(6,789)		-		-		(38,125)		(3,481)		-		(14,728)		(10,896)		-		-		(74,019)	
At 31 May 2025	3,256,496		1,171,186		-		13,968,229		6,184,054		2,887,795		18,285,076		6,318,001		5,500,980		771,570		-		58,343,387	
Carrying amounts																								
At 1 June 2023	8,368,081		636,709		21,085,360		70,718,131		1,092,246		812,691		2,244,783		2,312,899		1,644,943		257,476		208,402		109,381,721	
At 31 May 2024/ 1 June 2024	8,154,477		912,026		21,085,360		68,972,557		971,768		834,364		7,761,564		1,728,944		1,721,194		193,927		2,084,582		114,420,763	
At 31 May 2025	8,075,650		692,129		21,085,360		67,227,921		960,604		961,776		11,402,910		1,302,493		1,039,809		134,768		3,562,005		116,445,425	

* Derecognition due to the termination or expiry of leases

NOTES TO THE FINANCIAL STATEMENTS

2. Property, plant and equipment (Cont'd)

	Right-of-use assets - Leasehold land RM	Buildings RM	Furniture, fittings and office equipment RM	Computers RM	Renovation RM	Total RM
Company						
Cost						
At 1 June 2023	6,300,899	43,225,873	2,868,915	115,419	–	52,511,106
Additions	–	–	14,089	–	25,760	39,849
At 31 May 2024/1 June 2024	6,300,899	43,225,873	2,883,004	115,419	25,760	52,550,955
Additions	–	–	6,860	–	–	6,860
At 31 May 2025	6,300,899	43,225,873	2,889,864	115,419	25,760	52,557,815
Accumulated depreciation						
At 1 June 2023	1,482,569	6,914,845	2,193,850	77,293	–	10,668,557
Depreciation for the year	134,777	864,518	287,522	11,542	1,073	1,299,432
At 31 May 2024/1 June 2024	1,617,346	7,779,363	2,481,372	88,835	1,073	11,967,989
Depreciation for the year	134,779	864,518	288,809	11,542	2,576	1,302,224
At 31 May 2025	1,752,125	8,643,881	2,770,181	100,377	3,649	13,270,213
Carrying amounts						
At 1 June 2023	4,818,330	36,311,028	675,065	38,126	–	41,842,549
At 31 May 2024/1 June 2024	4,683,553	35,446,510	401,632	26,584	24,687	40,582,966
At 31 May 2025	4,548,774	34,581,992	119,683	15,042	22,111	39,287,602

Included in property, plant and equipment of the Group are motor vehicles with a total carrying amount of RM98,900 (2024 : RM126,501) held in trust by a Director.

NOTES TO THE FINANCIAL STATEMENTS

2. Property, plant and equipment (Cont'd)

2.1 Additions to property, plant and equipment

The additions to property, plant and equipment (including right-of-use assets) of the Group and of the Company during the financial year are acquired as follows :

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Total additions	7,582,829	10,762,880	6,860	39,849
Less:				
Assets acquired under hire purchase/ lease arrangements (Note 14.1)	(87,977)	(1,549,447)	–	–
Assets acquired by way of issuance of ordinary shares to non-controlling interests (Note 4)	–	(5,217,888)	–	–
Amount paid in cash	7,494,852	3,995,545	6,860	39,849

2.2 Security

The carrying amounts of property, plant and equipment (including right-of-use assets) pledged as securities for borrowings granted to the Group as disclosed in Note 14 are as follows :

	Group	
	2025 RM	2024 RM
Leasehold land	3,392,097	3,470,924
Freehold land	21,085,360	21,085,360
Buildings	29,056,672	29,718,522
	53,534,129	54,274,806

NOTES TO THE FINANCIAL STATEMENTS

2. Property, plant and equipment (Cont'd)

2.3 Right-of-use assets

The Group's and the Company's leases of land, warehouses, apartments and office space run for periods ranging from 2 years to 67 years (2024 : 2 years to 67 years), with options to renew some of the leases after the expiry of their initial lease periods.

2.3.1 Extension options

The leases for buildings contain extension options exercisable by the Group up to 2 years (2024 : 1 year) before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

	Lease liabilities recognised (discounted) RM	Potential future lease payments not included in lease liabilities (discounted) RM
2025		
Buildings	—	484,953
2024		
Buildings	209,532	—

2.3.2 Significant judgements and assumptions in relation to leases

The Group assesses at lease commencement by applying significant judgement whether it is reasonably certain to exercise the extension options. The Group considers all facts and circumstances, including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term.

The Group also applied judgement and assumptions in determining the incremental borrowing rate of the respective leases. The Group first determines the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

2.3.3 Restriction imposed by lease

The lease contracts for warehouses, apartments and office space prohibit the Group to sublease the leased assets.

NOTES TO THE FINANCIAL STATEMENTS

2. Property, plant and equipment (Cont'd)

2.4 Material accounting policy information

(a) Recognition and measurement

Items of property, plant and equipment (including right-of-use assets) are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

(b) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land is not depreciated. Capital-work-in-progress are not depreciated until the assets are ready for their intended use.

The estimated useful lives for the current and comparative periods are as follows :

	Years
Buildings	42 - 67
Computers	2 - 5
Renovation and electrical installation	4 - 10
Plant and machinery	8 - 12
Furniture, fittings and office equipment	4 - 20
Motor vehicles	5 - 10
Signboards and showcases	10

(c) Lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

(d) Recognition exemption

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or shorter and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

3. Intangible assets - Group

	Trademark RM
--	-----------------

At cost

At 1 June 2023/31 May 2024/1 June 2024/31 May 2025

870,000

The trademark relates to the “Cornell” brand name that was acquired in a business combination by way of an assignment of the full and absolute rights from the registered proprietor.

As those rights were assigned without any specified time frame and the Directors believe that there is no foreseeable limit to the period over which the brand is expected to generate cash inflows for the Group, the trademark is assessed to have an indefinite useful life subject to use in good faith.

Impairment assessment for trademark

The recoverable amount of the trademark is determined based on value-in-use calculation using financial budget and cash flow projections approved by the Directors covering a period of 5 years (2024 : 5 years). The value-in-use calculation is determined by discounting future cash flows using a pre-tax discount rate of 9.86% (2024 : 9.51%).

The values assigned to the key assumptions (e.g. sales growth rates and gross margins) represent the Directors’ assessment of future trends of the business and are based on both external and internal sources (historical data).

4. Investments in subsidiaries - Company

	2025 RM	2024 RM
Investments, at cost	49,591,887	47,303,097
Less : Impairment losses	(6,135,989)	(6,135,989)
	43,455,898	41,167,108

On 14 September 2023, the Company acquired an additional 5.3% interest in PT Pensonic Appliances Indonesia (“PTPAI”), a 51% owned subsidiary from non-controlling interests for a total purchase consideration of USD80,000 (equivalent to RM377,280). Subsequent to the acquisition, the Company’s interest in PTPAI increased from 51% to 56.3%. See Note 27 for further details.

On 3 November 2023, Pensia Industries Sdn. Bhd. (“PI”), a wholly-owned subsidiary of the Company issued 1,654,057 new ordinary shares in exchange for the acquisition of plant and equipment from a Director valued at RM5,217,888. As such, the Company’s interest in PI was diluted from 100% to 75.14%.

On 8 January 2025, the Company further acquired 33% interest in PTPAI from non-controlling interests for a total purchase consideration of RM1, increasing the Company’s interest in PTPAI from 56.3% to 89.3%. See Note 27 for further details.

On 8 January 2025, the Company also acquired an additional 25% interest in PT Pensonic Industries Indonesia (“PTPII”), a 70% owned subsidiary from non-controlling interests for a total purchase consideration of RM1. Following that, the Company’s interest in PTPII increased from 70% to 95%. See Note 27 for further details.

On 31 May 2025, the Company subscribed for 775,000 new ordinary shares issued by PTPII for a total cash consideration of RM2,288,788.

NOTES TO THE FINANCIAL STATEMENTS

4. Investments in subsidiaries - Company (Cont'd)

Impairment assessment

During the financial year ended 31 May 2024, the Company conducted an operational review on the performance of certain loss-making foreign subsidiaries. Based on the review carried out, the carrying amounts of the subsidiaries were noted to be higher than their recoverable amounts determined using the fair value less cost of disposal method. Therefore, an impairment loss of RM761,993 was recognised as administrative expenses in profit or loss.

Details of the subsidiaries are as follows :

Name of subsidiary	Principal place of business/ Country of incorporation	Effective ownership interest and voting interest		Principal activities
		2025 %	2024 %	
Keat Radio Co. Sdn. Bhd.	Malaysia	100	100	Investment holding
Pensia Electronic Sdn. Bhd.	Malaysia	100	100	Manufacture, assembly and sale of electrical products
Pensia Industries Sdn. Bhd.	Malaysia	75.14	75.14	Manufacture, assembly and sale of electrical products
Pensonic Sales & Service Sdn. Bhd.	Malaysia	100	100	Distribution of electrical and electronic appliances
Cornell Sales & Service Sdn. Bhd.	Malaysia	100	100	Inactive
Amtek Marketing Services Pte. Ltd. ⁽¹⁾	Singapore	100	100	Marketing and distribution of electrical goods
Pensonic Corporation Sdn. Bhd.	Malaysia	100	100	Provision of management services
Pensonic (Cambodia) Co., Ltd. ^{(1) and (2)}	Cambodia	100	100	Wholesale and retail sales of household appliances
PT Pensonic Appliances Indonesia ^{(1) and (2)}	Indonesia	89.3	56.3	Distribution of electrical and electronic appliances
PT Pensonic Industry Indonesia ^{(1) and (2)}	Indonesia	95	70	Manufacture, assembly and sale of electrical products

NOTES TO THE FINANCIAL STATEMENTS

4. Investments in subsidiaries - Company (Cont'd)

Impairment assessment (Cont'd)

Details of the subsidiaries are as follows : (Cont'd)

Name of subsidiary	Principal place of business/ Country of incorporation	Effective ownership interest and voting interest		Principal activities		
		2025	2024			
		%	%			
Held through Keat Radio Co. Sdn. Bhd.						
Pensonic Industries Sdn. Bhd.	Malaysia	100	100	Distribution of electrical products		
Pensonic (H.K.) Corporation Limited ⁽¹⁾	Hong Kong	100	100	Trading of home electrical appliances		
Pensonic Parts & Service Sdn. Bhd.	Malaysia	100	100	Inactive		
Pensia Plastic Industries Sdn. Bhd. ⁽¹⁾	Malaysia	100	100	Plastic injection and moulding		
Pensonic (Zhuhai) Home Appliances Co. Ltd ^{(1) and (2)}	People's Republic of China	100	100	Inspection and testing of electrical and electronic products and trading of home appliances		
Held through Pensonic Sales & Service Sdn. Bhd.						
Kollektion Distribution Sdn. Bhd.	Malaysia	100	100	Inactive		

⁽¹⁾ Not audited by KPMG

⁽²⁾ The unaudited management accounts were consolidated in the Group's financial statements as these subsidiaries were not required by the local legislation to have their financial statements audited

NOTES TO THE FINANCIAL STATEMENTS

4. Investments in subsidiaries - Company (Cont'd)

4.1 Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interests ("NCI") are as follows :

	Pensia Industries Sdn. Bhd. RM	PT Pensonic Appliances Indonesia RM	Subsidiary with immaterial NCI RM	Total RM
--	---	--	---	-------------

2025

NCI percentage of ownership
interest and voting interest

24.86%

10.7%

5%

Carrying amount of NCI

3,904,127

(185,404)

125,902

3,844,625

Profit/(Loss) allocated to NCI

372,568

(338,743)

(1,979)

31,846

	Pensia Industries Sdn. Bhd. RM	PT Pensonic Appliances Indonesia RM
--	---	--

Summarised financial information before intra-group elimination

At 31 May 2025

Non-current assets	12,742,404	161,448
Current assets	52,192,579	1,181,002
Non-current liabilities	(722,402)	–
Current liabilities	(48,508,128)	(3,075,194)
Net assets/(liabilities)	15,704,453	(1,732,744)

Year ended 31 May 2025

Revenue	105,601,617	1,238,912
Profit/(Loss) for the year	1,498,666	(1,447,376)
Total comprehensive income/(expense) for the year	1,498,666	(1,309,612)
Cash flows used in operating activities	(3,493,870)	(86,233)
Cash flows (used in)/from investing activities	(2,681,262)	41,610
Cash flows from/(used in) financing activities	2,757,400	(5,757)
Net decrease in cash and cash equivalents	(3,417,732)	(50,380)

NOTES TO THE FINANCIAL STATEMENTS

4. Investments in subsidiaries - Company (Cont'd)

4.1 Non-controlling interests in subsidiaries (Cont'd)

	Pensia Industries Sdn. Bhd. RM	PT Pensonic Appliances Indonesia RM	Subsidiary with immaterial NCI RM	Total RM
2024				
NCI percentage of ownership interest and voting interest	24.86%	43.7%	30%	
Carrying amount of NCI	3,531,559	(184,910)	(12,999)	3,333,650
Profit/(Loss) allocated to NCI	141,920	(444,907)	(49,320)	(352,307)
	Pensia Industries Sdn. Bhd. RM	PT Pensonic Appliances Indonesia RM		

Summarised financial information before intra-group elimination

At 31 May 2024

Non-current assets	11,180,189	215,916
Current assets	31,352,103	2,782,764
Non-current liabilities	(700,496)	(30,769)
Current liabilities	(27,626,009)	(3,391,046)
Net assets/(liabilities)	14,205,787	(423,135)

Year ended 31 May 2024

Revenue	76,988,675	2,587,606
Profit/(Loss) for the year	2,204,154	(1,018,093)
Total comprehensive income/(expense) for the year	2,204,154	(1,011,576)
Cash flows from/(used in) operating activities	6,137,192	(99,056)
Cash flows used in investing activities	(1,299,615)	–
Cash flows used in financing activities	(550,454)	(9,761)
Net increase/(decrease) in cash and cash equivalents	4,287,123	(108,817)

NOTES TO THE FINANCIAL STATEMENTS

4. Investments in subsidiaries - Company (Cont'd)

4.2 Significant restrictions

There is no restriction imposed on the ability of the subsidiaries to provide advances to the Company and among the subsidiaries other than Pensonic Sales & Service Sdn. Bhd. which is confined to the covenants imposed by its lenders.

4.3 Material accounting policy information

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses.

5. Investments in associates

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Investments, at cost				
Balance at 1 June 2023/ 31 May 2024/ 1 June 2024/ 31 May 2025	675,170	675,170	490,560	490,560
Share of post-acquisition reserves	435,057	588,520	–	–
Less : Impairment loss	–	–	(146,824)	(146,824)
	1,110,227	1,263,690	343,736	343,736

Details of the associates are as follows :

Name of entity	Principal place of business/ Country of incorporation	Effective ownership interest and voting interest		Principal activities
		2025	2024	
		%	%	
Pensonic (B) Sdn. Bhd. ⁽¹⁾	Brunei	40	40	Trading of electrical and electronic appliances
Pensonic Appliances (Myanmar) Company Limited	Myanmar	35	35	Trading of electrical and electronic appliances
Pensonic (Thailand) Company Limited	Thailand	49	49	Trading of electrical and electronic appliances

⁽¹⁾ Held through Pensonic Corporation Sdn. Bhd.

The associates are not individually material to the consolidated financial statements of the Company.

NOTES TO THE FINANCIAL STATEMENTS

5. Investments in associates (Cont'd)

5.1 Material accounting policy information

Investments in associates are measured in the Company's statement of financial position at cost less any impairment losses.

6. Deferred tax assets/(liabilities)

Recognised deferred tax assets/(liabilities)

Deferred tax assets and liabilities of the Group and of the Company are attributable to the following :

	Assets		Liabilities		Net	
	2025	2024	2025	2024	2025	2024
	RM	RM	RM	RM	RM	RM
Group						
Property, plant and equipment						
- capital allowance	4,000	–	(1,114,777)	(925,945)	(1,110,777)	(925,945)
Tax losses carry-forward	501,184	554,719	–	–	501,184	554,719
Right-of-use assets	–	–	(113,000)	(97,000)	(113,000)	(97,000)
Lease liabilities	115,000	99,000	–	–	115,000	99,000
Other temporary differences	540,211	308,835	–	–	540,211	308,835
Tax assets/(liabilities)	1,160,395	962,554	(1,227,777)	(1,022,945)	(67,382)	(60,391)
Set-off of tax	(457,777)	(269,945)	457,777	269,945	–	–
	702,618	692,609	(770,000)	(753,000)	(67,382)	(60,391)
Company						
Property, plant and equipment						
- capital allowance	4,000	–	–	(4,000)	4,000	(4,000)

NOTES TO THE FINANCIAL STATEMENTS

6. Deferred tax assets/(liabilities) (Cont'd)

Movements in temporary differences during the year are as follows :

	At 1 June 2023 RM	Recognised in profit or loss (Note 19) RM	At 31 May 2024/ 1 June 2024 RM	Recognised in profit or loss (Note 19) RM	At 31 May 2025 RM
Group					
Property, plant and equipment					
- capital allowance	(508,337)	(417,608)	(925,945)	(184,832)	(1,110,777)
- reinvestment allowance	145,000	(145,000)	–	–	–
Tax losses carry-forward	–	554,719	554,719	(53,535)	501,184
Right-of-use assets	(69,000)	(28,000)	(97,000)	(16,000)	(113,000)
Lease liabilities	68,000	31,000	99,000	16,000	115,000
Other temporary differences	189,531	119,304	308,835	231,376	540,211
	(174,806)	114,415	(60,391)	(6,991)	(67,382)

Company

Property, plant and equipment					
- capital allowance	(45,000)	41,000	(4,000)	8,000	4,000

Deferred tax assets and liabilities are offset when there are legally enforceable rights to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same taxation authority.

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items (stated at gross) :

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Property, plant and equipment				
- capital allowance	(984,000)	(1,062,000)	–	–
Capital allowances carry-forward	3,967,000	2,863,000	–	–
Tax losses carry-forward	15,219,000	10,552,000	–	–
Reinvestment allowance carry-forward	8,297,000	8,297,000	–	–
Other deductible temporary differences	4,996,000	6,550,000	–	–
	31,495,000	27,200,000	–	–

The capital allowances carry-forward is available indefinitely for offsetting against future taxable profits subject to guidelines issued under the Income Tax Act, 1967.

NOTES TO THE FINANCIAL STATEMENTS

6. Deferred tax assets/(liabilities) (Cont'd)

Unrecognised deferred tax assets (Cont'd)

The tax losses carry-forward and reinvestment allowance carry-forward will expire in the following years of assessment ("YA") under the current tax legislations of the respective countries in which the entities operate in :

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Tax losses carry-forward expiring in :				
YA 2028	1,632,000	1,632,000	-	-
YA 2029	2,742,000	2,742,000	-	-
YA 2030	2,184,000	2,184,000	-	-
YA 2031	1,372,000	1,372,000	-	-
YA 2032	506,000	506,000	-	-
YA 2033	15,000	15,000	-	-
YA 2034	2,101,000	2,101,000	-	-
YA 2035	4,667,000	-	-	-
	15,219,000	10,552,000	-	-

	Group	
	2025	2024
	RM	RM

Reinvestment allowance carry-forward expiring in :

YA 2028	8,297,000	8,297,000
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Deferred tax assets have not been recognised in respect of the above items as it is not probable that future taxable profits will be available against which the Group entities can utilise the benefits therefrom.

6.1 Material accounting policy information

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the reporting date.

7. Inventories - Group

	2025	2024
	RM	RM
Raw materials	12,993,479	5,176,614
Goods-in-transit	13,647,679	9,665,256
Manufactured and trading inventories	57,182,847	43,972,671
	83,824,005	58,814,541

Recognised in profit or loss as cost of sales :

Cost of inventories	279,616,722	254,302,618
(Reversal of)/Inventories written down	(292,971)	5,995,755

NOTES TO THE FINANCIAL STATEMENTS

7. Inventories - Group (Cont'd)

7.1 Significant judgements and assumptions

The Directors review inventories for obsolescence and decline in net realisable value to below cost.

In determining the amount of inventories to be written down or reversed, the Directors took into consideration the age of the inventories, historical sales trend and Directors' judgment on the likelihood of future sales and customer acceptance. Possible changes to these estimates could result in a revision to the carrying amount of the Group's inventories and profit or loss.

7.2 Material accounting policy information

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is calculated using the weighted average basis, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

8. Contract costs - Group

	2025 RM	2024 RM
Costs to fulfil a contract	<u>2,231,449</u>	–

Costs to fulfil a contract represent costs of moulds capitalised. These costs are expected to be recoverable and are recognised to profit or loss when the related revenue is recognised.

9. Trade and other receivables

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Trade					
Trade receivables		68,685,948	56,122,809	–	–
Amount due from :					
- associates	9.1	970,077	1,070,797	–	–
- a company in which certain Directors have a substantial financial interest	9.1	–	813	–	–
		<u>69,656,025</u>	<u>57,194,419</u>	<u>–</u>	<u>–</u>
Non-trade					
Amount due from subsidiaries	9.1	–	–	14,503,856	13,709,117
Other receivables		243,087	150,902	2,200	13,376
Deposits		657,403	634,675	760	760
Prepayments	9.2	3,215,775	3,740,647	17,548	33,800
		<u>4,116,265</u>	<u>4,526,224</u>	<u>14,524,364</u>	<u>13,757,053</u>
		<u>73,772,290</u>	<u>61,720,643</u>	<u>14,524,364</u>	<u>13,757,053</u>

NOTES TO THE FINANCIAL STATEMENTS

9. Trade and other receivables (Cont'd)

9.1 Amounts due from subsidiaries, associates and a company in which certain Directors have a substantial financial interest

The trade amounts due from associates and a company in which certain Directors have a substantial financial interest are subject to negotiated trade terms.

The non-trade amount due from subsidiaries is unsecured, interest-free and repayable on demand.

9.2 Prepayments - Group

Included in prepayments is RM1,270,250 (2024 : RM1,703,137) comprising advances paid to suppliers for the purchase of raw materials and trading inventories.

10. Contract assets - Group

	2025 RM	2024 RM
Contract assets	5,703,420	—

Contract assets primarily relate to the Group's rights to consideration for work completed but not yet billed at the reporting date for the manufacturing of household electrical and electronic appliances. Typically, the amounts will be billed within 12 months and are expected to be collected based on the normal credit period extended to customers.

Movements of contract assets during the financial year are as follows:

	2025 RM	2024 RM
At 1 June 2024/2023	—	—
Revenue recognised	26,426,504	—
Billings raised during the financial year	(20,723,084)	—
At 30 June	5,703,420	—

11. Fixed deposits - Group

Fixed deposits of the Group amounting to RM529,411 (2024 : RM516,476) are held in lien for borrowings granted to the Group (see Note 14).

12. Share capital - Group/Company

	2025		2024	
	Amount RM	Number of shares	Amount RM	Number of shares
Issued and paid-up ordinary shares with no par value classified as equity instruments				
At 1 June 2024/2023	84,304,949	157,391,426	67,670,893	129,668,000
Issued during the year	—	—	16,634,056	27,723,426
At 31 May	84,304,949	157,391,426	84,304,949	157,391,426

During the financial year ended 31 May 2024, the Company issued 27,723,426 new ordinary shares pursuant to the conversion of 27,723,426 warrants at the exercise price of RM0.60 per warrant for a total cash consideration of RM16,634,056.

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

NOTES TO THE FINANCIAL STATEMENTS

13. Reserves

		Group		Company	
	Note	2025	2024	2025	2024
		RM	RM	RM	RM
Non-distributable :					
Foreign currency translation reserve	13.1	1,135,045	2,600,278	-	-
Treasury shares	13.2	(5,034,272)	(3,119,711)	(5,034,272)	(3,119,711)
Capital reserve	13.3	4,487,540	4,487,540	-	-
Other reserve	13.4	(638,792)	(638,792)	-	-
		(50,479)	3,329,315	(5,034,272)	(3,119,711)
Distributable :					
Retained earnings		51,371,013	55,512,056	14,596,255	16,386,153
		51,320,534	58,841,371	9,561,983	13,266,442

13.1 Foreign currency translation reserve

The foreign currency translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

13.2 Treasury shares

The shareholders of the Company, by an ordinary resolution passed in an Extraordinary General Meeting held on 18 September 2020, approved the Company's plan to repurchase its own shares. The Directors of the Company are committed to enhancing the value of the Company to its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders.

The Company repurchased its issued and paid-up ordinary shares from the open market as follows :

		Purchase price ^(N1)			
	No. of shares	Cost RM	Highest RM	Lowest RM	Average RM
2025					
At beginning of the financial year	5,036,300	3,119,711	0.712	0.700	0.706
Purchased during the financial year :					
November 2024	3,837,900	1,914,561	0.530	0.470	0.500
At end of the financial year	8,874,200	5,034,272	0.405	0.405	0.405
2024					
At beginning of the financial year	3,986,300	2,376,405	0.535	0.435	0.484
Purchased during the financial year :					
December 2023	1,050,000	743,306	0.715	0.700	0.706
At end of the financial year	5,036,300	3,119,711	0.712	0.700	0.706

^(N1) Purchase price includes share price, stamp duty, brokerage fee, clearing fee and service tax.

The repurchased ordinary shares were financed by internally generated funds and are held as treasury shares. There were no treasury shares that were reissued during both financial years.

NOTES TO THE FINANCIAL STATEMENTS

13. Reserves (Cont'd)

13.3 Capital reserve

The capital reserve of the Group represents the statutory reserve of foreign subsidiaries as required by foreign legislations.

13.4 Other reserve

Other reserve comprises the premium previously paid on acquisition of non-controlling interests in a subsidiary determined as the difference between the consideration paid and the carrying value of the interest acquired.

14. Loans and borrowings - Group

	Note	2025 RM	2024 RM
Non-current			
Secured			
Term loans		19,235,907	21,558,340
Hire purchase creditors		385,452	624,477
	14.2	19,621,359	22,182,817
Current			
Unsecured			
Bankers' acceptances		35,190,882	19,463,370
Revolving credits		6,210,000	6,210,000
		41,400,882	25,673,370
Secured			
Bank overdrafts		649,316	862,518
Bankers' acceptances		17,800,909	10,778,185
Term loans		2,327,656	2,284,578
Hire purchase creditors		223,416	519,355
	14.2	21,001,297	14,444,636
		62,402,179	40,118,006
Total loans and borrowings		82,023,538	62,300,823

NOTES TO THE FINANCIAL STATEMENTS

14. Loans and borrowings - Group (Cont'd)

14.1 Reconciliation of movements of liabilities to cash flows arising from financing activities

	At 1 June 2023	Assets acquired under hire purchase/ lease arrangements	Net changes from financing cash flows	Derecognition of lease	Foreign exchange movements	At 31 May 2024
	RM	RM	RM	RM	RM	RM
Bankers' acceptances	48,415,389	-	(18,173,834)	-	-	30,241,555
Revolving credits	6,713,452	-	(503,452)	-	-	6,210,000
Hire purchase creditors	1,247,828	500,000	(603,996)	-	-	1,143,832
Term loans	26,115,849	-	(2,272,931)	-	-	23,842,918
Lease liabilities	655,553	1,049,447	(618,148)	(153,831)	9,700	942,721
	83,148,071	1,549,447	(22,172,361)	(153,831)	9,700	62,381,026

	At 1 June 2024	Assets acquired under lease arrangements	Remeasurement of lease	Net changes from financing cash flows	Foreign exchange movements	At 31 May 2025
	RM	RM	RM	RM	RM	RM
Bankers' acceptances	30,241,555	-	-	22,750,236	-	52,991,791
Revolving credits	6,210,000	-	-	-	-	6,210,000
Hire purchase creditors	1,143,832	-	-	(534,964)	-	608,868
Term loans	23,842,918	-	-	(2,279,355)	-	21,563,563
Lease liabilities	942,721	87,977	358,877	(639,651)	(33,616)	716,308
	62,381,026	87,977	358,877	19,296,266	(33,616)	82,090,530

NOTES TO THE FINANCIAL STATEMENTS

14. Loans and borrowings - Group (Cont'd)

14.2 Security

The bank overdrafts, bankers' acceptances, and term loans are secured by the following :

- (i) a first party legal charge over certain parcels of land and buildings of the Group as disclosed in Note 2 to the financial statements;
- (ii) fixed deposits as disclosed in Note 11 the financial statements;
- (iii) corporate guarantee by the Company; and
- (iv) joint and several guarantee by certain Directors of the Company.

The hire purchase creditors are effectively secured as the right to the assets under the hire purchase that reverts to the creditors in the event of default.

15. Trade and other payables

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM

Trade

Trade payables		46,050,220	29,539,626	–	–
Trade accruals		12,467,833	8,504,708	–	–
Amount due to a company in which certain Directors have a substantial financial interest	15.1	168,338	510,161	–	–
		58,686,391	38,554,495	–	–

Non-trade

Amount due to :					
- subsidiaries	15.1	–	–	3,580,989	643,583
- companies in which certain Directors have a substantial financial interest	15.1	20,287	–	–	–
Other payables	15.2	6,635,289	4,556,972	172,818	163,025
Deposits received		8,261	8,259	–	–
Accruals		15,051,377	13,264,872	259,196	247,063
		21,715,214	17,830,103	4,013,003	1,053,671
		80,401,605	56,384,598	4,013,003	1,053,671

NOTES TO THE FINANCIAL STATEMENTS

15. Trade and other payables (Cont'd)

15.1 Amounts due to subsidiaries and companies in which certain Directors have a substantial financial interest

The trade amount due to a company in which certain Directors have a substantial financial interest is subject to negotiated trade terms.

The non-trade amounts due to subsidiaries and companies in which certain Directors have a substantial financial interest are unsecured, interest-free and repayable on demand.

15.2 Other payables - Group

Included in other payables are contract liabilities of RM346,030 (2024 : RM305,542) comprising advance consideration received from customers where the revenue is recognised at point in time. The contract liabilities are expected to be recognised as revenue in the following financial year.

16. Revenue

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Revenue from contracts with customers	333,766,894	309,341,932	–	–

16.1 Disaggregation of revenue - Group

	2025	2024
	RM	RM
Primary geographical markets		
- Malaysia	202,632,845	195,629,404
- Other Asian countries	77,576,001	76,890,819
- Middle East	51,640,845	34,815,004
- Others	1,917,203	2,006,705
	333,766,894	309,341,932
Major products		
- Electrical and electronic appliances	333,766,894	309,341,932
Timing and recognition		
- At point in time	307,340,390	309,341,932
- Overtime	26,426,504	–
	333,766,894	309,341,932

NOTES TO THE FINANCIAL STATEMENTS

16. Revenue (Cont'd)

16.2 Nature of goods

The following information reflects the typical transactions of the Group :

Nature of goods	Timing of recognition or method used to recognise revenue	Significant payment terms	Variable element in consideration	Obligation for returns or refunds	Warranty
Household electrical and electronic appliances	Revenue is recognised at point in time when the goods are delivered and accepted by the customers. Revenue is recognised over time as and when costs are incurred when the goods have no alternative use and the Group has enforceable rights to payment for the work performed.	Credit period of 30 - 90 days from invoice date.	Discounts, rebates and incentives are given to customers on a case-by-case basis.	The Group allows defective goods to be returned in exchange for new goods or cash refunds determined on a case-by-case basis.	Generally, assurance warranty of 1-2 years is given to customers except for motors and compressors which are given 1-5 years assurance warranty which do not form a separate performance obligation.

The Group applies the practical expedient on the exemption for disclosure of information on remaining performance obligations that would be fulfilled within one year.

17. Finance costs

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest expense on :				
- financial liabilities that are not at fair value through profit or loss	3,697,433	3,836,636	-	-
- lease liabilities	42,148	56,309	-	-
	3,739,581	3,892,945	-	-

NOTES TO THE FINANCIAL STATEMENTS

18. Loss before tax

Loss before tax is arrived at after charging/(crediting) :

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Auditors' remuneration :				
- Audit fee				
- KPMG PLT	238,000	227,000	63,000	58,000
- Other auditors	65,288	77,450	-	-
- Non-audit services				
- KPMG PLT	32,000	26,400	32,000	26,400
- Affiliate of KPMG PLT	51,500	51,500	3,500	3,500
Material expenses/ (income)				
Depreciation of property, plant and equipment	5,851,548	5,383,276	1,302,224	1,299,432
Plant and equipment written off	15,968	7,300	-	-
(Reversal of)/Inventories written down	(292,971)	5,995,755	-	-
Research and development expenditure	698,835	582,047	-	-
Warehousing and logistics charges	1,907,344	2,024,944	-	-
Gain on :				
- disposal of property, plant and equipment	(22,529)	(1,674,722)	-	-
- derecognition of right-of-use assets	-	(4,100)	-	-
- remeasurement of lease	(5,742)	-	-	-
Government grants	(286,711)	(104,405)	-	-
Impairment loss on investments in subsidiaries	-	-	-	761,993
Interest income	(41,025)	(44,925)	(1,022)	(828)
Royalty income	(533,121)	(109,194)	-	-
(Gain)/Loss on foreign exchange :				
- realised	(1,701,510)	(611,356)	-	3,417
- unrealised	162,127	(217,925)	-	(10,377)
Expenses/(Income) arising from leases				
Expenses relating to :				
- short-term leases#	390,836	281,795	-	-
- leases of low-value assets#	57,639	56,736	2,856	2,856
Rental income	-	-	(1,248,000)	(1,200,000)
Net loss on impairment of financial instruments				
Impairment loss/(Reversal of impairment loss) on :				
- trade receivables	385,110	605,525	-	-
- non-trade amount due from a subsidiary	-	-	-	121,922
- other receivables	-	(111,631)	-	-
	385,110	493,894	-	121,922

The Group leases warehouses, office space, motor vehicles and office equipment with contract terms of 1 year or shorter. These leases are short-term and/or leases of low-value items. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

NOTES TO THE FINANCIAL STATEMENTS

19. Tax expense

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM

Recognised in profit or loss

Current tax expense

Current year	899,729	1,139,648	–	–
Prior years	(87,396)	5,294,714	548	11,402
	812,333	6,434,362	548	11,402

Deferred tax expense

Current year	5,352	138,585	(17,000)	(20,000)
Prior year	1,639	(253,000)	9,000	(21,000)
	6,991	(114,415)	(8,000)	(41,000)
	819,324	6,319,947	(7,452)	(29,598)

Reconciliation of tax expense

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Loss before tax	(2,955,530)	(7,286,039)	(1,797,350)	(2,687,822)
Income tax using Malaysian tax rate of 24%	(709,327)	(1,748,649)	(431,364)	(645,077)
Effect of different tax rate in foreign jurisdictions	(185,307)	(147,902)	–	–
Income not subject to tax	(18,812)	(70,719)	–	(2,491)
Non-deductible expenses	787,727	977,503	414,377	591,313
Deferred tax assets not recognised	1,030,800	2,268,000	–	36,000
Other items	–	–	(13)	255
	905,081	1,278,233	(17,000)	(20,000)
(Over)/Under provision in prior years	(85,757)	5,041,714	9,548	(9,598)
	819,324	6,319,947	(7,452)	(29,598)

NOTES TO THE FINANCIAL STATEMENTS

19. Tax expense (Cont'd)

Reconciliation of tax expense (Cont'd)

During the financial year ended 31 May 2024, the Group was notified by the Malaysian Investment Development Authorities ("MIDA") that the Group's application to extend its tax holiday period for an additional five years covering Year of Assessment ("YA") 2018 to YA2022 (collectively the "affected years") has been disallowed.

The Group has met with MIDA to appeal against the decision. Pending resolution of the appeal, the Group had provided additional tax for the affected years amounting to RM5,651,565 in 2024 while the Group continues to discuss the appeal with MIDA.

20. Staff costs - Group

	2025 RM	2024 RM
Salaries, wages and other emoluments	27,721,459	26,188,407
Defined contribution plans	2,563,856	2,376,536
Other employee benefits	1,370,364	1,476,684
	<u>31,655,679</u>	<u>30,041,627</u>

Staff costs include remuneration paid to Directors and key management personnel as disclosed in Note 22 to the financial statements.

There is no staff cost applicable to the Company save for the Directors' fees as disclosed in Note 22 as the payroll for the Company's employees are borne by the operating subsidiaries.

21. Loss per ordinary share - Group

21.1 Basic loss per ordinary share

The basic loss per ordinary share is calculated based on the consolidated loss for the financial year attributable to owners of the Company and the weighted average number of ordinary shares, excluding treasury shares held by the Company, calculated as follows :

	2025	2024
Loss attributable to owners of the Company (RM)	<u>(3,806,700)</u>	<u>(13,253,679)</u>
Weighted average number of ordinary shares at 31 May	<u>153,058,493</u>	<u>140,221,578</u>
Basic loss per ordinary share (sen)	<u>(2.49)</u>	<u>(9.45)</u>

Weighted average number of ordinary shares :

	2025	2024
Issued ordinary shares at 1 June 2024/2023	157,391,426	129,668,000
Effect of treasury shares repurchased	(4,332,933)	(2,094,158)
Effect of warrants exercised	–	12,647,736
Weighted average number of ordinary shares at 31 May	<u>153,058,493</u>	<u>140,221,578</u>

NOTES TO THE FINANCIAL STATEMENTS

21. Loss per ordinary share - Group (Cont'd)

21.2 Diluted loss per ordinary share

The diluted loss per ordinary share is the same as basic loss per ordinary share as there are no dilutive instruments outstanding at the end of both financial years.

22. Related parties

Significant related party transactions

Related party transactions have been entered in the ordinary course of business and were established under negotiated terms. The balances related to the below transactions are shown in Note 9 and Note 15 to the financial statements.

The significant related party transactions of the Group and of the Company are as follows :

	2025 RM	2024 RM
Company		
Transactions with subsidiaries		
- Rental income	1,248,000	1,200,000
- Advances received	(651,000)	–
- Advances provided	2,075,264	12,700,000
- Subscription of shares	(2,288,788)	–
Group		
Transactions with associates		
- Sales	1,693,485	2,371,414
Transactions with companies in which certain Directors have a substantial financial interest		
- Sales	10,514	577,397
- Purchases	(640,401)	(1,771,690)
- Transportation charges	(951,587)	(784,022)
Transactions with Directors		
- Ordinary shares issued to a Director of a subsidiary	–	5,217,888
- Sale of motor vehicle	–	160,000

NOTES TO THE FINANCIAL STATEMENTS

22. Related parties (Cont'd)

Key management personnel compensation

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM

Directors of the Company

Current Directors

- Fees	315,750	267,000	315,750	267,000
- Salaries and other emoluments	2,115,579	1,770,742	-	-
- Defined contribution plan	151,716	110,279	-	-
- Estimated monetary value of benefits-in-kind	91,150	86,394	-	-
	<u>2,674,195</u>	<u>2,234,415</u>	<u>315,750</u>	<u>267,000</u>

Past Director

- Fees	-	-	-	-
- Salaries and other emoluments	-	248,170	-	-
- Defined contribution plan	-	24,480	-	-
- Estimated monetary value of benefits-in-kind	-	12,975	-	-
	-	<u>285,625</u>	-	-

Directors of subsidiaries

Salaries and other emoluments	1,026,213	1,035,115	-	-
Defined contribution plan	78,436	63,242	-	-
	<u>1,104,649</u>	<u>1,098,357</u>	<u>-</u>	<u>-</u>
	<u>3,778,844</u>	<u>3,618,397</u>	<u>315,750</u>	<u>267,000</u>

NOTES TO THE FINANCIAL STATEMENTS

23. Operating segment

The Group has three reportable segments, as described below, which are the Group's strategic business units. For each of the strategic business unit, the Group's Chief Executive Officer reviews internal management reports at least on a quarterly basis.

The following summary describes the main business segments and business activities of each segment of the Group's reportable segments :

Manufacturing	Manufacture, assembly and sales of electrical and electronic appliances
Trading	Sales and distribution of electrical and electronic appliances
Others	Investment holding and provision of management services

Performance is measured based on segment profit/(loss) before tax, as included in the internal management reports that are reviewed by the Group's Chief Executive Officer, who is the Group's operating decision maker. Segment profit/(loss) is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Transactions between segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial year.

Segment assets

The total of segment asset is measured based on all assets of a segment, as included in the internal management reports that are reviewed by the Group's Chief Executive Officer.

Segment total asset is used to measure the return of assets of each segment.

Segment liabilities

Segment liabilities information is neither included in the internal management reports nor provided regularly to the Group's Chief Executive Officer. Hence, no disclosure is made on segment liabilities.

NOTES TO THE FINANCIAL STATEMENTS

23. Operating segment (Cont'd)

Group	Manufacturing RM	Trading RM	Others RM	Total RM	Elimination RM	Consolidated RM
2025						
Revenue						
External customers	52,586,577	281,180,317	-	333,766,894	-	333,766,894
Inter-segment	59,580,675	13,341,267	5,616,000	78,537,942	(78,537,942)	-
Total revenue	112,167,252	294,521,584	5,616,000	412,304,836	(78,537,942)	333,766,894
Segment profit/(loss)	1,745,570	(3,395,879)	(1,741,668)	(3,391,977)	436,447	(2,955,530)
<i>Included in the measure of segment profit/(loss) are :</i>						
Interest income	13,686	104,490	1,215	119,391	(78,366)	41,025
Finance costs	(345,204)	(3,473,121)	-	(3,818,325)	78,744	(3,739,581)
Reversal of/(Impairment loss) on trade receivables	9,583	(394,693)	-	(385,110)	-	(385,110)
Depreciation of property, plant and equipment and right-of-use assets	(1,476,014)	(3,047,876)	(1,340,033)	(5,863,923)	12,375	(5,851,548)
(Inventories written down)/Reversal of inventories written down	(339,263)	632,234	-	292,971	-	292,971
Share of results of associates	-	-	(153,463)	(153,463)	-	(153,463)
Segment assets	83,140,060	243,473,516	103,311,369	429,924,945	(123,885,306)	306,039,639
<i>Included in the measurement of segment assets are :</i>						
Additions to property, plant and equipment and right-of-use assets	2,702,669	4,966,266	40,371	7,709,306	(126,477)	7,582,829

NOTES TO THE FINANCIAL STATEMENTS

23. Operating segment (Cont'd)

Group	Manufacturing RM	Trading RM	Others RM	Total RM	Elimination RM	Consolidated RM
2024						
Revenue						
External customers	33,991,102	275,350,830	-	309,341,932	-	309,341,932
Inter-segment	59,920,227	3,711,565	5,856,000	69,487,792	(69,487,792)	-
Total revenue	93,911,329	279,062,395	5,856,000	378,829,724	(69,487,792)	309,341,932
Segment profit/(loss)	4,296,363	(11,312,950)	(2,015,383)	(9,031,970)	1,745,931	(7,286,039)
<i>Included in the measure of segment profit/(loss) are :</i>						
Interest income	11,649	91,739	1,230	104,618	(59,693)	44,925
Finance costs	(173,082)	(3,776,569)	-	(3,949,651)	56,706	(3,892,945)
(Impairment loss)/Reversal of impairment loss on :						
- trade receivables	(1,878)	(603,647)	-	(605,525)	-	(605,525)
- other receivables	-	111,631	-	111,631	-	111,631
Depreciation of property, plant and equipment and right-of-use assets	(1,089,280)	(2,959,005)	(1,334,991)	(5,383,276)	-	(5,383,276)
Inventories written down	(15,930)	(5,979,825)	-	(5,995,755)	-	(5,995,755)
Share of results of associates	-	-	(122,700)	(122,700)	-	(122,700)
Segment assets	58,904,818	221,271,591	103,352,668	383,529,077	(112,910,763)	270,618,314
<i>Included in the measurement of segment assets are :</i>						
Additions to property, plant and equipment and right-of-use assets	6,926,051	3,906,411	59,589	10,892,051	(129,171)	10,762,880

NOTES TO THE FINANCIAL STATEMENTS

23. Operating segment (Cont'd)

23.1 Geographical information

Non-current assets information based on the geographical location of assets are as below. The amount of non-current assets do not include financial instruments, investments in associates and deferred tax assets.

	Non-current assets	
	2025	2024
	RM	RM
Malaysia	116,901,312	114,529,652
Other Asian countries	414,113	761,111
	117,315,425	115,290,763

The disaggregation of revenue by geographical area is disclosed in Note 16 to the financial statements.

24. Financial instruments

24.1 Categories of financial instruments

The table below provides an analysis of financial instruments as at 31 May 2025 and 31 May 2024 categorised as amortised cost ("AC").

	Carrying amount	AC
	RM	RM
2025		
Financial assets		
Group		
Trade and other receivables (excluding prepayments)	70,556,515	70,556,515
Contract assets	5,703,420	5,703,420
Fixed deposits	571,143	571,143
Cash and bank balances	20,001,024	20,001,024
	96,832,102	96,832,102
Company		
Trade and other receivables (excluding prepayments)	14,506,816	14,506,816
Cash and bank balances	103,555	103,555
	14,610,371	14,610,371

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.1 Categories of financial instruments (Cont'd)

	Carrying amount RM	AC RM
2025		
Financial liabilities		
Group		
Trade and other payables (excluding contract liabilities)	80,055,575	80,055,575
Loans and borrowings	82,023,538	82,023,538
	<u>162,079,113</u>	<u>162,079,113</u>
Company		
Trade and other payables	<u>4,013,003</u>	<u>4,013,003</u>
2024		
Financial assets		
Group		
Trade and other receivables (excluding prepayments)	57,979,996	57,979,996
Fixed deposits	557,583	557,583
Cash and bank balances	31,868,174	31,868,174
	<u>90,405,753</u>	<u>90,405,753</u>
Company		
Trade and other receivables (excluding prepayments)	13,723,253	13,723,253
Cash and bank balances	2,671,428	2,671,428
	<u>16,394,681</u>	<u>16,394,681</u>
Financial liabilities		
Group		
Trade and other payables (excluding contract liabilities)	56,079,056	56,079,056
Loans and borrowings	62,300,823	62,300,823
	<u>118,379,879</u>	<u>118,379,879</u>
Company		
Trade and other payables	<u>1,053,671</u>	<u>1,053,671</u>

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.2 Net losses arising from financial instruments

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM

Net gains/(losses) arising on :

Financial assets at amortised cost

- Interest income	41,025	44,925	1,022	828
- Impairment loss on trade and other receivables	(385,110)	(493,894)	-	(121,922)
- Realised gain/(loss) on foreign exchange	428,453	(63,587)	-	(3,417)
- Unrealised gain on foreign exchange	84,606	85,080	-	10,377
	168,974	(427,476)	1,022	(114,134)

Financial liabilities at amortised cost

- Interest expense	(3,697,433)	(3,836,636)	-	-
- Realised gain on foreign exchange	1,273,057	674,943	-	-
- Unrealised (loss)/gain on foreign exchange	(246,733)	132,845	-	-
	(2,671,109)	(3,028,848)	-	-
	(2,502,135)	(3,456,324)	1,022	(114,134)

24.3 Financial risk management

The Group has exposure to the following risks from its use of financial instruments :

- Credit risk
- Liquidity risk
- Market risk

24.4 Credit risk

Credit risk is the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers. The Company's exposure to credit risk arises principally from advances given to subsidiaries and financial guarantees given to banks for borrowings granted to subsidiaries. There are no significant changes as compared to prior year.

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.4 Credit risk

Trade receivables and contract assets

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Normally credit evaluations are performed on customers requiring credit over a certain amount.

At each reporting date, the Group assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contract assets are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

There are no significant changes as compared to prior year.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables and contract assets is represented by the carrying amounts in the statements of financial position.

The exposure to credit risk for trade receivables and contract assets as at the end of the reporting period by geographical region is as follows:

	2025 RM	2024 RM
Group		
Malaysia	40,741,489	39,323,637
Other Asian countries	16,368,410	13,648,512
Middle East	17,737,482	4,207,246
Others	512,064	15,024
	75,359,445	57,194,419
Represented by :		
Trade receivables	69,656,025	57,194,419
Contract assets	5,703,420	–
	75,359,445	57,194,419

Recognition and measurement of impairment loss

The Group adopts the simplified approach and uses an allowance matrix to measure expected credit loss ("ECLs") of trade receivables and contract assets. Consistent with the debt recovery process, invoices which are past due more than 120 days will be considered as credit impaired.

The Group will initiate appropriate debt recovery procedures on past due balances which are monitored by the sales and finance teams. Where necessary, the Group will also commence legal proceeding against the customers.

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.4 Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Recognition and measurement of impairment loss (Cont'd)

Loss rates are based on actual credit loss experienced over the past five years and forward-looking information. The Group believes that the financial impacts of the forward-looking information are inconsequential for the purpose of impairment calculation of trade receivables and contract assets due to their relatively short term nature.

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets as at 31 May 2025 and 31 May 2024.

	Gross carrying amount RM	Loss allowances RM	Net balance RM
Group			
2025			
Not past due	46,066,532	–	46,066,532
Past due less than 60 days	23,647,612	–	23,647,612
Past due 61 to 120 days	3,412,768	–	3,412,768
	73,126,912	–	73,126,912
Credit impaired			
Past due more than 120 days	4,078,166	(1,845,633)	2,232,533
	77,205,078	(1,845,633)	75,359,445
Trade receivables	71,501,658	(1,845,633)	69,656,025
Contract assets	5,703,420	–	5,703,420
	77,205,078	(1,845,633)	75,359,445
Group			
2024			
Not past due	39,030,216	–	39,030,216
Past due less than 60 days	15,646,964	–	15,646,964
Past due 61 to 120 days	944,901	–	944,901
	55,622,081	–	55,622,081
Credit impaired			
Past due more than 120 days	3,032,861	(1,460,523)	1,572,338
	58,654,942	(1,460,523)	57,194,419
Trade receivables	58,654,942	(1,460,523)	57,194,419

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.4 Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Recognition and measurement of impairment loss (Cont'd)

There are past due trade receivables where the Group has not recognised any loss allowance as the trade receivables are supported by subsequent collection after the reporting period and after considering the historical collection trend of these customers.

The movements in the allowance for impairment in respect of trade receivables and contract assets during the year are shown below.

	Trade receivables Lifetime ECL RM	Contract assets RM	Total RM
Balance at 1 June 2023	1,412,557	–	1,412,557
Net remeasurement of loss allowance	605,525	–	605,525
Written off	(557,559)	–	(557,559)
Balance at 31 May 2024/ 1 June 2024	1,460,523	–	1,460,523
Net remeasurement of loss allowance	385,110	–	385,110
Balance at 31 May 2025	1,845,633	–	1,845,633

Cash and bank balances and fixed deposits with licensed banks

The cash and bank balances and fixed deposits are held with established banks. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

These banks have low credit risks. In addition, some of the bank balances are insured by government agencies. As at the end of the reporting period, the Group did not recognise any allowance for impairment losses as it is immaterial.

Other receivables

Credit risks on other receivables are mainly arising from deposits paid for leases and utilities and other transactions in the normal course of the Group's businesses.

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

The movements in the allowance for impairment in respect of other receivables during the year are shown below.

	2025 RM	2024 RM
Group		
Balance at 1 June 2024/2023	2,227,381	2,339,012
Reversal of loss allowance	–	(111,631)
Balance at 31 May	2,227,381	2,227,381

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.4 Credit risk (Cont'd)

Financial guarantees

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured financial guarantees to banks in respect of banking facilities granted to certain subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

Exposure to credit risk, credit quality and collateral

The maximum exposure to credit risk amounted to RM82 million (2024 : RM62 million) representing the Company's exposure to the outstanding banking facilities of the subsidiaries as at the end of the reporting period.

Recognition and measurement of impairment loss

The Company considers that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when :

- The subsidiary is unlikely to repay its credit obligation to the bank in full; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default of the guaranteed loans individually using internal information available.

As at the end of the reporting period, there was no indication that any subsidiary would default on repayment.

The financial guarantees have not been recognised since the fair value on initial recognition was not material.

Inter company balances

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured advances to subsidiaries. The Company monitors the results of the subsidiaries regularly.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

The advances provided are not secured by any collateral or supported by any other credit enhancements.

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.4 Credit risk (Cont'd)

Inter company balances (Cont'd)

Recognition and measurement of impairment loss

Generally, the Company considers advances to subsidiaries to have low credit risk. 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 payment of the advances, the Company considers the advances to be in default when the subsidiary is not able to pay when demanded. The Company considers a subsidiary's advance to be credit impaired when :

- The subsidiary is unlikely to repay the advances provided by the Company in full; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default for these advances individually using internal information available.

The amount owing from subsidiaries of RM14,503,856 (2024 : RM13,709,117) is regarded to be of low credit risk.

24.5 Liquidity risk

Liquidity risk is the risk that the Group or the Company will not be able to meet its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises principally from its various payables, loans and borrowings.

The Group or the Company maintains a level of cash and bank balances and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.5 Liquidity risk (Cont'd)

Maturity analysis

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments :

	Carrying amount	Contractual discount rates per annum	Contractual cash flows	Under 1 year	1 - 2 years	2 - 5 years	More than 5 years
	RM	%	RM	RM	RM	RM	RM
2025							
Group							
<i>Non-derivative financial liabilities</i>							
Bank overdrafts	649,316	7.60 - 8.35	649,316	649,316	-	-	-
Bankers' acceptances	52,991,791	1.25 - 5.36	52,991,791	52,991,791	-	-	-
Revolving credits	6,210,000	4.74 - 6.19	6,210,000	6,210,000	-	-	-
Term loans	21,563,563	6.01 - 6.07	27,275,771	3,409,513	3,283,066	9,090,517	11,492,675
Hire purchase creditors	608,868	1.77 - 3.10	645,651	242,431	183,636	219,584	-
Lease liabilities	716,308	5.00 - 6.02	736,784	622,384	114,400	-	-
Trade and other payables (excluding contract liabilities)	80,055,575	-	80,055,575	80,055,575	-	-	-
	162,795,421		168,564,888	144,181,010	3,581,102	9,310,101	11,492,675
Company							
<i>Non-derivative financial liabilities</i>							
Trade and other payables	4,013,003	-	4,013,003	4,013,003	-	-	-
Financial guarantee	-	-	82,000,000	82,000,000	-	-	-
	4,013,003		86,013,003	86,013,003	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.5 Liquidity risk (Cont'd)

Maturity analysis (Cont'd)

	Carrying amount	Contractual discount rates per annum	Contractual interest/ per annum	Contractual cash flows	Under 1 year	1 - 2 years	2 - 5 years	More than 5 years
	RM		%	RM	RM	RM	RM	RM
2024								
Group								
<i>Non-derivative financial liabilities</i>								
Bank overdrafts	862,518		7.70	862,518	862,518	-	-	-
Bankers' acceptances	30,241,555		3.81 - 6.28	30,241,555	30,241,555	-	-	-
Revolving credits	6,210,000		4.74 - 6.19	6,210,000	6,210,000	-	-	-
Term loans	23,842,918		5.62 - 6.02	30,892,980	3,539,130	3,412,673	9,479,274	14,461,903
Hire purchase creditors	1,143,832		1.77 - 5.00	1,217,038	568,453	236,294	412,291	-
Lease liabilities	942,721		5.00 - 5.82	970,544	623,843	346,701	-	-
Trade and other payables (excluding contract liabilities)	56,079,056		-	56,079,056	56,079,056	-	-	-
	119,322,600			126,473,691	98,124,555	3,995,668	9,891,565	14,461,903
Company								
<i>Non-derivative financial liabilities</i>								
Trade and other payables	1,053,671		-	1,053,671	1,053,671	-	-	-
Financial guarantee	-		-	62,000,000	62,000,000	-	-	-
	1,053,671			63,053,671	63,053,671	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.6 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates that will affect the Group's and the Company's financial position or cash flows.

24.6.1 Currency risk

The Group is exposed to foreign currency risk on sales, purchases and loans and borrowings that are denominated in a currency other than the respective functional currencies of the Group entities. The currencies giving rise to this risk are primarily U.S. Dollar ("USD"), Renminbi ("RMB"), Hong Kong Dollar ("HKD") and Ringgit Malaysia ("MYR").

Risk management objectives, policies and processes for managing the risk

Foreign currency exchange exposures in currencies other than the functional currency of the Group entities are kept to an acceptable level.

Exposure to foreign currency risk

The Group's exposure to foreign currency (a currency which is other than the functional currencies of the Group entities) risk, based on carrying amounts as at the end of the reporting period is as follows :

	Denominated in			
	USD RM	RMB RM	HKD RM	MYR RM
Group				
2025				
Trade and other receivables	26,810,678	–	260,093	925,270
Cash and bank balances	2,417,250	–	31,407	304,079
Trade and other payables	(28,196,031)	(12,304,410)	(720,712)	(377,659)
Loans and borrowings	–	–	–	(78,255)
Net exposure	1,031,897	(12,304,410)	(429,212)	773,435
2024				
Trade and other receivables	5,083,352	–	20,780	2,980,049
Cash and bank balances	5,282,725	–	31,407	244,147
Trade and other payables	(6,343,353)	(12,685,108)	(143,070)	(109,507)
Loans and borrowings	–	–	–	(110,462)
Net exposure	4,022,724	(12,685,108)	(90,883)	3,004,227

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.6 Market risk (Cont'd)

24.6.1 Currency risk (Cont'd)

Currency risk sensitivity analysis

A 10% (2024 : 10%) strengthening of the respective functional currencies of the Group entities against the following currencies at the end of the reporting period would have increased/(decreased) post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remained constant and ignores any impact of forecasted sales and purchases.

Group	Profit or loss	
	2025	2024
	RM	RM
USD	(78,424)	(305,727)
RMB	935,135	964,068
HKD	32,620	6,907
MYR	(58,781)	(228,321)

A 10% (2024 : 10%) weakening of the respective functional currencies of the Group entities against the above currencies at the end of the reporting period would have had equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remained constant.

24.6.2 Interest rate risk

The Group's fixed rate borrowings are exposed to a risk of change in their fair values due to changes in interest rates. The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short term receivables and payables are not significantly exposed to interest rate risk.

Risk management objectives, policies and processes for managing the risk

The Group manages this risk by having a combination of borrowings with fixed and floating rates. The Group is presently enjoying competitive interest rates which are reviewed and negotiated on a regular basis.

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.6 Market risk (Cont'd)

24.6.2 Interest rate risk (Cont'd)

Exposure to interest rate risk

The interest rate profile of the Group's significant interest-earning and interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period is as follows :

	2025	2024
	RM	RM
Group		
Fixed rate instruments		
Financial asset		
- Fixed deposits	571,143	557,583
Financial liabilities		
- Hire purchase creditors	608,868	1,143,832
- Bankers' acceptances	52,991,791	30,241,555
- Lease liabilities	716,308	942,721
	54,316,967	32,328,108
Floating rate instruments		
Financial liabilities		
- Term loans	21,563,563	23,842,918
- Bank overdrafts	649,316	862,518
- Revolving credits	6,210,000	6,210,000
	28,422,879	30,915,436

Interest rate risk sensitivity analysis

(a) *Fair value sensitivity analysis for fixed rate instruments*

The Group does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.6 Market risk (Cont'd)

24.6.2 Interest rate risk (Cont'd)

Interest rate risk sensitivity analysis (Cont'd)

(b) *Cash flow sensitivity analysis for variable rate instruments*

A change of 50 basis points (bp) in interest rates at the end of the reporting period would have increased/ (decreased) equity and post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remained constant.

		Group	
		50 bp increase	50 bp decrease
		RM	RM
Profit or loss			
Floating rate instruments			
2025		(108,007)	108,007
2024		(117,479)	117,479

24.7 Fair value information

The carrying amounts of cash and bank balances, fixed deposits, short term receivables and payables and short term borrowings approximate their fair values due to the relatively short term nature of these financial instruments.

The table below analyses financial instruments not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statements of financial position.

NOTES TO THE FINANCIAL STATEMENTS

24. Financial instruments (Cont'd)

24.7 Fair value information (Cont'd)

	Fair value of financial instruments not carried at fair value				Carrying amount
	Level 1	Level 2	Level 3	Total	
	RM	RM	RM	RM	RM
Group					
2025					
Financial liabilities					
Term loans					
- variable rate	–	–	21,563,563	21,563,563	21,563,563
Hire purchase creditors	–	–	608,868	608,868	608,868
	–	–	22,172,431	22,172,431	22,172,431
2024					
Financial liabilities					
Term loans					
- variable rate	–	–	23,842,918	23,842,918	23,842,918
Hire purchase creditors	–	–	1,143,832	1,143,832	1,143,832
	–	–	24,986,750	24,986,750	24,986,750

The Group and the Company do not have any financial instruments carried at fair value.

The Company provides financial guarantees to banks for borrowings granted to certain subsidiaries. The fair value of such guarantees is negligible as the probability of the subsidiaries defaulting on the credit lines is remote.

Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

There has been no transfer between the levels in fair value during the financial year (2024 : no transfer in either direction).

Non-derivative financial liabilities

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest determined by reference to similar borrowing arrangements at the end of the reporting period.

Level 3 fair value

The carrying amounts of floating rate term loans approximate their fair values as the effective interest rates change accordingly to movements in the market interest rate. The fair value of hire purchase liabilities is calculated using discounted cash flows where the market rate of interest is determined by reference to similar borrowing arrangements which range from 1.77% to 3.10% (2024 : 1.77% to 5.00%).

NOTES TO THE FINANCIAL STATEMENTS

25. Capital commitment

	2025	2024
	RM	RM
Contracted but not provided for :		
- Property, plant and equipment	—	900,950

26. Capital management

The Group's objectives when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Directors monitor and are determined to maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

Under the requirement of Bursa Malaysia Practice Note No. 17/2005, the Company is required to maintain a consolidated shareholders' equity equal to or not less than 25 percent of the issued and paid-up capital and that such shareholders' equity is not less than RM40 million. The Company has complied with this requirement.

There were no changes in the Group's approach to capital management during the financial year.

27. Acquisition of additional interests in subsidiaries

27.1 PT Pensonic Appliances Indonesia

On 14 September 2023, the Company acquired an additional 5.3% interest in PT Pensonic Appliances Indonesia ("PTPAI") for USD80,000 (equivalent to RM377,280). The acquisition resulted in an increase in the Company's interest from 51% to 56.3% in PTPAI. As such, the Group recognised a decrease in non-controlling interests and retained earnings of RM31,187 and RM346,093 respectively.

On 8 January 2025, the Company acquired an additional 33% interest in PTPAI for RM1. The acquisition resulted in an increase in the Company's interest from 56.3% to 89.3% in PTPAI. Consequently, the Group recognised a decrease in non-controlling interests and retained earnings of RM323,509 and RM323,510 respectively.

The following summarises the effect of changes in the equity interest in PTPAI that is attributable to owners of the Company :

	2025	2024
	RM	RM
Equity interest at 1 June 2024/2023	(238,225)	300,105
Effect of increase in the Group's ownership interest	(323,510)	(346,093)
Share of total comprehensive expense, net of tax	(985,605)	(192,237)
Equity interest at 31 May	(1,547,340)	(238,225)

NOTES TO THE FINANCIAL STATEMENTS

27. Acquisition of additional interests in subsidiaries (Cont'd)

27.2 PT Pensonic Industries Indonesia

On 8 January 2025, the Company acquired an additional 25% interest in PT Pensonic Industries Indonesia ("PTPII") for RM1. The acquisition resulted in an increase in the Company's interest from 70% to 95% in PTPII. As such, the Group recognised a decrease in non-controlling interests and retained earnings of RM10,832 and RM10,833 respectively.

The following summarises the effect of changes in the equity interest in PTPII that is attributable to owners of the Company :

	2025 RM
Equity interest at 1 June 2024	(30,331)
Effect of increase in the Group's ownership interest	(10,833)
Subscription of new ordinary shares issued by the subsidiary	2,288,788
Share of total comprehensive income, net of tax	<u>144,514</u>
Equity interest at 31 May 2025	<u>2,392,138</u>

28. Subsequent event

On 24 July 2025, Pensia Industries Sdn. Bhd. ("PI"), a 75.14% owned subsidiary of the Company issued 488,800 new ordinary shares to a Director of the subsidiary for a total cash consideration of RM1,541,968. Accordingly, the Company's interest in PI was diluted from 75.14% to 70%.

STATEMENT BY DIRECTORS

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

In the opinion of the Directors, the financial statements set out on pages 68 to 126 are drawn up in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board 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 May 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors :

.....
**Dato' Seri Chew Weng Khak @
Chew Weng Kiak**

Director

.....
Dato' Chew Chuon Jin

Director

Date : 25 September 2025

STATUTORY DECLARATION

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

I, **Dato' Seri Chew Weng Khak @ Chew Weng Kiak**, the Director primarily responsible for the financial management of Pensonic Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 68 to 126 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 abovenamed **Dato' Seri Chew Weng Khak @ Chew Weng Kiak**,
NRIC: 421102-02-5141 at George Town in the State of Penang on 25 September 2025.

.....
**Dato' Seri Chew Weng Khak @
Chew Weng Kiak**

Before me :

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF PENSONIC HOLDINGS BERHAD

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Pensonic Holdings Berhad, which comprise the statements of financial position as at 31 May 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 68 to 126.

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 May 2025, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our auditors' 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 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.

Valuation of inventories

Refer to Note 7 – Inventories.

The key audit matter

As at 31 May 2025, the carrying amount of the Group's inventories amounted to RM83.8 million which mainly comprise of a wide range of household electrical products and appliances.

Inventories are required to be measured at the lower of cost and net realisable value. Identifying and determining the appropriate write down of the inventories to net realisable value require the use of judgement in estimating the selling price and future customer demand.

Given the wide range of inventories carried by the Group and judgement required to determine the write down of the inventories, we have identified valuation of inventories as a key audit matter.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PENSONIC HOLDINGS BERHAD

How the matter was addressed in our audit

Our audit procedures performed in this area included, among others :

- Tested the design and implementation of management's control in reviewing slow-moving inventories or inventories sold below cost for write-down;
- Attended the year end physical inventory counts to identify whether any inventories were damaged;
- Assessed the Group's inventory write-down by considering the age, historical consumption and sales trend of the inventories;
- Tested the inventory movement and sales-by-product reports relied by the Group to assess inventories for write-down; and
- Selected items of inventories on sampling basis and compared the carrying amount of the inventories to the selling price and estimated selling expenses transacted during and after year end.

We have determined that there are no key audit matters in the audit of the separate financial statements of the Company to be communicated in our auditors' report.

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 annual report 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 annual report and, in doing so, consider whether the annual report 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 the annual report, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

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

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PENSONIC HOLDINGS BERHAD

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 :

- 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 internal control of the Group and of the Company.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company 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 gives a true and fair view.
- 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 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 auditors' report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PENSONIC HOLDINGS BERHAD

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 4 to the financial statements.

Other Matter

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

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Penang

Date : 25 September 2025

Lee Phaik Im
Approval Number : 03177/05/2027 J
Chartered Accountant

LIST OF PROPERTIES OWNED BY THE GROUP

AS AT 31 MAY 2025

Registered Owner	Address/ Location	Description/ Existing use	Approximately age of buildings (Years)	Tenure	Land/ Built-up area	unaudited net book value as at 31 May 2025 RM
PSS	Lot No. 23B & 24B, Mukim Kapar, Daerah Klang, Selangor	Warehouse	6	Freehold	270,465 sq. ft. / 159,435 sq. ft.	46,101,332
PSS	Lot 11-A, Jalan 223, Section 51A, 46100 Petaling Jaya, Selangor.	Warehouse and office	21	Leasehold Expiring in 2070	43,560 sq. ft. / 36,255 sq. ft.	3,528,425
PI	895, Jalan Perindustrian Bukit Minyak, Kawasan Perindustrian Bukit Minyak, MK. 13, 14100 Bukit Minyak, Penang.	Industrial land with factory, warehouse and office	22	Leasehold Expiring in 2063	130,685 sq. ft. / 75,260 sq. ft.	3,904,369
PHB	1165, Lorong Perindustrian Bukit Minyak 16, Taman Perindustrian Bukit Minyak, 14100 Simpang Ampat, Penang.	Industrial land with warehouse and office	13	Leasehold Expiring in 2059	261,380 sq. ft. / 224,158 sq. ft..	39,130,767
PSS	141, 143 & 145 Jalan Perak, 11600 George Town, Penang	Shophouse	19	Freehold	4,887 sq. ft. / 5,889 sq. ft.	3,724,038

ANALYSIS OF SHAREHOLDINGS

SHAREHOLDINGS STATISTICS AS AT 29 AUGUST 2025

Class of securities	: Ordinary shares
Total number of issued shares	: 157,391,426 ordinary shares (including 8,874,200 treasury shares)
Voting rights	: 1 vote per ordinary share on a poll
Number of shareholders	: 2,349

DISTRIBUTION SCHEDULE OF SHAREHOLDINGS AS AT 29 AUGUST 2025

No. of Holders	Size of Holdings	No. of Shares	% of Total Shareholdings
55	less than 100 shares	1,090	0.001
261	100 to 1,000 shares	112,031	0.075
1,223	1,001 to 10,000 shares	6,330,855	4.263
668	10,001 to 100,000 shares	18,585,136	12.514
141	100,001 to less than 5% of the total no. of shares issued	97,488,114	65.641
1	5% and above of the total no. of shares issued	26,000,000	17.506
2,349		148,517,226	100.000

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS ACCORDING TO THE RECORD OF DEPOSITORS AS AT 29 AUGUST 2025

	Name	No. of Shares	%
1	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SPHERE CORPORATION SDN BHD	26,000,000	17.506
2	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHEW WENG KHAK @ CHEW WENG KIAK	7,249,300	4.881
3	OOI ENG LEONG	6,341,400	4.270
4	CHEW CHUON JIN	5,626,400	3.788
5	CHEW CHUON FANG	4,400,000	2.963
6	TIU JON HUI	3,630,000	2.444
7	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NEO CHING YUEN	3,295,800	2.219
8	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR CHEW WENG KHAK REALTY SDN. BHD. (SMART)	3,061,924	2.062
9	SAUJANA HOLDINGS SDN BHD	3,000,000	2.020
10	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR VOON SZE LIN	2,810,000	1.892
11	CHEW CHUON FANG	2,781,000	1.873

ANALYSIS OF SHAREHOLDINGS

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS ACCORDING TO THE RECORD OF DEPOSITORS AS AT 29 AUGUST 2025

Name	No. of Shares	%
12 AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR CHEW CHUON JIN (SMART)	2,772,000	1.867
13 ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHEW CHUON JIN (6000225)	2,500,000	1.683
14 TAN AH NYA @ TAN BEE TIANG	2,200,000	1.481
15 CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHEW CHUN CHIA (MID-VALLEY-CL)	2,000,000	1.347
16 CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHEW PEI GEE (MID-VALLEY-CL)	2,000,000	1.347
17 CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KOH KIN LIP (MY0502)	1,686,400	1.136
18 CGS INTERNATIONAL NOMINEES MALAYSIA (ASING) SDN. BHD. PIONEER UNITED LIMITED (JS 803)	1,533,800	1.033
19 CHAN SEOK YIU	1,270,000	0.855
20 APEX NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR GV ASIA FUND LIMITED (STA 1)	1,197,700	0.806
21 ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KOH KIN LIP (8058900)	1,000,000	0.673
22 CHAN LI KHENG	1,000,000	0.673
23 LEE JOOI SENG	1,000,000	0.673
24 CHONG KIM KONG	924,800	0.623
25 NG AI LING	853,500	0.575
26 AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEONG KIM FONG	820,000	0.552
27 LIM LIENG PIAU	815,500	0.549
28 LEE SENG LONG	804,280	0.542
29 AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR TAN KING TAI @ TAN KHOON HAI (SMART)	800,000	0.539
30 CHEW WENG KHAK @ CHEW WENG KIAK	785,000	0.529

ANALYSIS OF SHAREHOLDINGS

SUBSTANTIAL SHAREHOLDERS AS AT 29 AUGUST 2025

Name of substantial shareholders	Direct Interest		Indirect Interest	
	No of shares	%	No of shares	%
SPHERE CORPORATION SDN BHD	26,000,000	17.506	–	–
DATO' DR. LAI KIM TENG	–	–	26,000,000 ^a	17.506
DATO' SERI CHEW WENG KHAK @ CHEW WENG KIAK	8,034,300	5.410	5,261,924 ^b	3.543
DATO' CHEW CHUON JIN	10,898,400	7.338	16,800 ^c	0.011

DIRECTORS' SHAREHOLDINGS AS AT 29 AUGUST 2025

Name of directors	Direct Interest		Indirect Interest	
	No of shares	%	No of shares	%
DATO' SERI CHEW WENG KHAK @ CHEW WENG KIAK	8,034,300	5.410	9,261,924 ^d	6.236
DATO' CHEW CHUON JIN	10,898,400	7.338	16,800 ^c	0.011
CHEW CHUON FANG	7,181,000	4.835	–	–

Notes :

- ^a Deemed interest pursuant to Section 8(4) of the Companies Act 2016 ("Act") held through Sphere Corporation Sdn Bhd.
- ^b Indirect interest through his spouse pursuant to Section 59(11)(c) of the Act and Chew Weng Khak Realty Sdn Bhd.
- ^c Indirect interest through his spouse pursuant to Section 59(11)(c) of the Act.
- ^d Indirect interest through his spouse, children pursuant to Section 59(11)(c) of the Act and Chew Weng Khak Realty Sdn Bhd.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirty-First (“**31st**”) Annual General Meeting (“**AGM**”) of PENSONIC HOLDINGS BERHAD (“**PENSONIC**” or “**the Company**”) will be convened and held at 1165, Lorong Perindustrian Bukit Minyak 16, Taman Perindustrian Bukit Minyak, 14100 Simpang Ampat, Pulau Pinang, Malaysia on **Friday, 24 October 2025 at 10.00 am** for the purpose of considering and if thought fit, passing with or without modifications the resolutions set out in this notice:

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 May 2025 together with the Reports of the Directors and Auditors thereon.
2. To re-elect Dato’ Lela Pahlawan Dato’ Paduka Ku Nahar Bin Ku Ibrahim, who retires in accordance with Clause 103 of the Company’s Constitution and who, being eligible, offers himself for re-election. **Ordinary Resolution 1**
 Dato’ Seri Chew Weng Khak @ Chew Weng Kiak who also retires in accordance with Clause 103 of the Company’s Constitution, has expressed his intention not to seek for re-election at this 31st AGM. Hence, he will retain office until the conclusion of the 31st AGM.
3. To re-elect Loh Keow Lin, who retires in accordance with Clause 110 of the Company’s Constitution and who, being eligible, offers herself for re-election. **Ordinary Resolution 2**
4. To approve the payment of Directors’ fees of up to RM400,000 for the period from the next day of the 31st AGM until the conclusion of the next AGM of the Company in 2026. **Ordinary Resolution 3**
5. To re-appoint KPMG PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **Ordinary Resolution 4**

AS SPECIAL BUSINESS

To consider and if thought fit, pass the following resolutions with or without modifications:

6. **AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** **Ordinary Resolution 5**

“THAT subject to the Companies Act 2016 (“**the Act**”), the Company’s Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and the approvals of the relevant government or regulatory authorities, the Directors of the Company be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act to issue and allot from time to time such number of ordinary shares of the Company upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, PROVIDED ALWAYS THAT the aggregate number of ordinary shares to be issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued share capital (excluding treasury shares) of the Company for the time being.

THAT the Directors are also empowered to obtain the approval for the listing and quotation for the additional shares so issued on the Bursa Securities AND THAT such authority shall continue to be in force until the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting whichever is the earlier.

THAT pursuant to Section 85(1) of the Act to be read together with Clause 65 of the Constitution of the Company, all new shares or other convertible securities in the Company shall, before they are issued, be first offered to such persons who are entitled to receive notices from the Company of general meetings as at the date of the offer in proportion as nearly as the circumstances admit, to the amount of the existing shares or securities to which they are entitled (“**Pre-emptive Rights**”).

NOTICE OF ANNUAL GENERAL MEETING

6. **AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 (Cont'd)**

AND THAT should this resolution be passed by the shareholders, this resolution shall have the effect of the shareholders having agreed to irrevocably waive their Pre-emptive Rights pursuant to Section 85(1) of the Act and Clause 65 of the Constitution of the Company in respect of the new shares to be issued and allotted by the Company and the issuance of such new shares of the Company will result in a dilution to their shareholding percentage in the Company. Subsequent to the passing of this resolution, if this paragraph is or is found to be in any way void, invalid or unenforceable, then this paragraph shall be ineffective to the extent of such voidness, invalidity or unenforceability and the remaining provisions of this resolution shall remain in full force and effect.

AND THAT the new shares to be issued shall, upon issuance and allotment, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares."

7. **PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR EXISTING RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED SHAREHOLDERS' MANDATE")** Ordinary Resolution 6

"THAT subject to the Act, the Company's Constitution, the Main Market Listing Requirements of Bursa Securities ("**Listing Requirements**") and the approvals of the relevant government or regulatory authorities, approval be and is hereby given to the Company and/or its subsidiaries ("**the Group**") to enter into recurrent related party transactions with the Mandated Related Parties, particulars of which are set out in the Circular dated 26 September 2025, provided that such transactions are:

- (a) recurrent transaction of a revenue or trading nature;
- (b) necessary for the day-to-day operations of the Company and/or its subsidiaries;
- (c) carried out in the ordinary course of business of the Company and/or its subsidiaries, made on an arm's length basis and on normal commercial terms of the Group and on terms not more favourable to the related parties than those generally available to the public; and
- (d) not detrimental to the interests of the minority shareholders of the Company;

AND THAT such authority shall continue to be in force until:

- (a) the conclusion of the next AGM of the Company following this AGM where the authority is approved, at which time the authority will lapse unless renewed by a resolution passed at the meeting; or
- (b) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by a resolution passed by the shareholders of the Company in a general meeting;

whichever is the earlier;

AND THAT the Directors of the Company be and are hereby authorised to do all acts, deeds, things and execute all necessary documents as they may consider necessary or expedient in the best interest of the Company with full powers to assent to any conditions, variations, modifications and/or amendments in any manner as may be required or permitted under relevant authorities to give full effect to the Proposed Shareholders' Mandate."

NOTICE OF ANNUAL GENERAL MEETING

8. **PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN ORDINARY SHARES (“PROPOSED SHARE BUY-BACK”)** Ordinary Resolution 7

“THAT subject to the Act, the Company’s Constitution, the Listing Requirements and the approvals of the relevant government or regulatory authorities, the Directors of the Company be and are hereby authorised to make purchases of the Company’s shares as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the interest of the Company, provided that:

- (a) the aggregate number of ordinary shares which may be purchased by the Company shall not exceed ten percent (10%) of the total number of issued shares of the Company at any point in time of the said purchase(s);
- (b) the maximum funds to be allocated by the Company for the purpose of purchasing its ordinary shares shall not exceed the total retained earnings of the Company at the time of purchase; and
- (c) the authority conferred by this resolution will be effective immediately upon the passing of this Resolution and shall continue to be in force until:
 - (i) the conclusion of the next AGM of the Company following the general meeting at which such resolution was passed at which time the said authority shall lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
 - (ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or
 - (iii) revoked or varied by ordinary resolution passed by the shareholders in general meeting,

whichever occurs first, but not so as to prejudice the completion of the purchase(s) by the Company before the aforesaid expiry date and in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and/or any other relevant government or regulatory authorities (if any).

THAT upon completion of the purchase by the Company of its own ordinary shares, the Directors of the Company be and are hereby authorised to deal with the ordinary shares purchased in their absolute discretion in the following manner:

- (a) to cancel all the ordinary shares so purchased; or
- (b) to retain the ordinary shares so purchased as treasury shares for distribution as dividend to the shareholders and/or resale on the market of Bursa Securities and/or for cancellation subsequently; or
- (c) to retain part thereof as treasury shares and cancel the remainder; or
- (d) in such other manner as Bursa Securities and such other relevant authorities may allow from time to time.

AND THAT the Directors of the Company be and are hereby authorised to take all such steps as are necessary (including executing all such documents as may be required) and enter into any agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time or as the Directors may in their discretion deem necessary and to do all such acts and things as the Directors may deem fit and expedient in the best interests of the Company.”

NOTICE OF ANNUAL GENERAL MEETING

9. RETENTION OF ONG HUEY MIN AS INDEPENDENT NON-EXECUTIVE DIRECTOR Ordinary Resolution 8

“THAT approval be and is hereby given to Ong Huey Min, who has served as an Independent Non-Executive Director of the Company, to continue to act as an Independent Non-Executive Director of the Company upon expiry of her tenure of nine (9) years on 02 January 2026 until the conclusion of the next AGM.”

10. To transact any other business for which due notice shall have been given.

By Order of the Board

Ong Tze-En

MAICSA 7026537 | SSM PC No. 202008003397

Company Secretary

Penang, 26 September 2025

Notes :

Appointment of Proxy

1. A proxy must be of full age. A proxy may but need not be a member. For a proxy to be valid, the Form of Proxy duly completed must be deposited at the Registered Office of the Company, 170-09-01 Livingston Tower, Jalan Argyll, 10050 George Town, Pulau Pinang, Malaysia not less than forty-eight (48) hours before the time for holding the meeting, PROVIDED that in the event the member duly executes the Form of Proxy but does not name any proxy, such member shall be deemed to have appointed the Chairman of the meeting as his/her proxy, PROVIDED ALWAYS that the rest of the Form of Proxy, other than the particulars of the proxy have been duly completed by the member.
2. A member entitled to attend, participate, speak and vote is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote instead of him/her. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy. A proxy appointed to attend and vote at a meeting of the Company shall have the same rights as the member to speak at the meeting.
3. Where a member of the Company is an authorized nominee as defined under the Securities Industry (Central Depositories) Act, 1991 (“SICDA”), it may appoint not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member is an Exempt Authorized Nominee 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 Authorized Nominee may appoint in respect of each omnibus account it holds. An Exempt Authorized Nominee refers to an authorized nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.
5. If the appointor is a corporation, the Form of Proxy must be executed under the corporation’s common seal or under the hand of an officer or attorney duly authorized.
6. For purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, a Record of Depositors (“ROD”) as at 17 October 2025 and only a Depositor whose name appears on such ROD shall be eligible to attend this meeting or appoint proxy to attend and/or vote on his/her behalf.

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes on Ordinary Business:

1. Ordinary Resolutions 1 and 2

The profiles of the retiring Directors are set out under Profile of Directors in the Annual Report 2025. The Board of Directors ("Board") approved the recommendations from the Nomination Committee and is supportive of the re-election of the retiring Directors based on the justifications below. The retiring Directors had abstained from deliberation and decision making on their own eligibility to stand for re-election:

Dato' Lela Pahlawan Dato' Paduka Ku Nahar Bin Ku Ibrahim and Loh Keow Lin are Independent Non-Executive Directors ("INEDs") and fulfil the requirements on independence as set out in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Both of them have demonstrated objectivity and commitment through proactive engagements at meetings of the Board and Board Committees (as applicable) held during the financial year by sharing valuable, relevant, independent and impartial insights, views and opinions on issues tabled for discussion. They have exercised due care and carried out their professional duties proficiently and effectively throughout their tenure as INEDs of the Company.

The retiring Directors do not have any conflict of interest with the Group other than as disclosed in the notes to the financial statements.

2. Ordinary Resolution 3 is to approve Directors' fees

Directors' fees to the Directors have been reviewed by the Remuneration Committee and the Board of the Company. The Directors' fees are in the best interest of the Company and in accordance with the remuneration framework of the Group. The Directors' fees, if passed, will facilitate the payment of Directors' fees to the Directors for the period from the next day of the 31st AGM until the conclusion of the next AGM of the Company in 2026. Details of Directors' fees for the financial year ended 31 May 2025 are enumerated under the Corporate Governance Overview Statement in the Annual Report 2025.

The amount of Directors' fees payable includes fees payable to Directors as members of Board and Board Committees. The amount also includes a contingency sum to cater to unforeseen circumstances such as the appointment of any additional Director and/or for the formation of additional Board Committees.

Explanatory Notes on Special Business:

1. Ordinary Resolution 5 is to authorise to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016

This Ordinary Resolution, is for the purpose of granting a renewed general mandate ("General Mandate") and if passed, will give authority to the Board to issue and allot ordinary shares up to a maximum of ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company at any time in their absolute discretion and that such authority shall continue in force until the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required by law to be held or revoked/varied by resolution passed by the shareholders in general meeting, whichever is the earlier.

As at the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the last AGM held on 30 October 2024 and which will lapse at the conclusion of the 31st AGM.

The General Mandate will provide flexibility to the Company for any possible fund-raising activities, including but not limited to further placing of shares, for purpose of funding future investment projects, working capital and/or acquisitions as well as to avoid any delay and cost in convening general meeting to specifically approve such an issuance of shares.

The waiver of pre-emptive rights pursuant to Section 85(1) of the Act and Clause 65 of the Company's Constitution will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

At this juncture, there is no decision to issue new shares but the Directors consider it desirable to have the flexibility permitted to respond to market developments and to enable allotments to take place to finance business opportunities without making a pre-emptive offer to existing shareholders. If there should be a decision to issue new shares after the general mandate is obtained, the Company will make announcement in respect thereof.

NOTICE OF ANNUAL GENERAL MEETING

2. **Ordinary Resolution 6 is to approve Proposed Renewal of Shareholders' Mandate for Existing Recurrent Related Party Transactions of a Revenue or Trading Nature**

This Ordinary Resolution, if passed, will allow the Company and/or its subsidiaries to enter into the existing recurrent related party transactions ("RRPT") under the Proposed Shareholders' Mandate pursuant to the provisions of the Listing Requirements without the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The Proposed Shareholders' Mandate is subject to renewal on an annual basis.

Please refer to the Circular to Shareholders dated 26 September 2025 for further information.

3. **Ordinary Resolution 7 is to approve Proposed Renewal of Authority to purchase its own ordinary shares**

This Ordinary Resolution, if passed, will empower the Directors of the Company to exercise the power of the Company to purchase its own shares. The total number of shares purchased shall not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being. This authority will, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM is required to be held, whichever occurs first.

4. **Ordinary Resolution 8 is to retain Ong Huey Min as Independent Non-Executive Director ("INED")**

This Ordinary Resolution, if passed, will allow Ong Huey Min to be retained and continue to act as INED of the Company upon attaining the nine (9) year term office. The Board of Directors had, vide the Nomination Committee, conducted an annual performance evaluation and assessment of Ong Huey Min, who has served as INED of the Company since 03 January 2017 and recommended her to continue acting as INED of the Company until the conclusion of the next AGM based on the justifications as set out in Corporate Governance Overview Statement in the Annual Report 2025.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of the Listing Requirements of Bursa Securities)

No individual is standing for election as a Director at the forthcoming 31st AGM of the Company.

FORM OF PROXY

PENSONIC®
PENSONIC HOLDINGS BERHAD
Registration No.: 199401014746 (300426-P)
(Incorporated in Malaysia)

No. of Shares held	
CDS Account No.	

I/We _____
(Full name in Block Letters and NRIC No./Passport No./ Registration No.)

of _____ and _____
(Address) (Tel. No./Email Address)

being a Member(s) of Pensonic Holdings Berhad (the "Company"), hereby appoint

Full Name (in Block Letters)	NRIC No./Passport No.	No. of Shares
Address	Email address	% of Shareholding
* and/or failing him/her		
Full Name (in Block Letters)	NRIC No./Passport No.	No. of Shares
Address	Email address	% of Shareholding

or failing him/her, the CHAIRMAN OF THE MEETING as my/our *proxy/proxies to vote for me/us on my/our behalf at the Thirty-First Annual General Meeting ("31st AGM") of the Company, to be convened and held at 1165, Lorong Perindustrian Bukit Minyak 16, Taman Perindustrian Bukit Minyak, 14100 Simpang Ampat, Pulau Pinang, Malaysia on Friday, 24 October 2025 at 10.00 a.m. or at any adjournment thereof.

Please indicate with an "X" in the appropriate space(s) provided below on how you wish your votes to be cast. If no specific direction as to voting is given, the proxy will vote or abstain from voting at *his/her discretion.

ORDINARY RESOLUTION ("OR")	OR1	OR2	OR3	OR4	OR5	OR6	OR7	OR8
FOR								
AGAINST								

Dated this _____ day of _____ 2025.

.....
Signature of Member(s)/ Common Seal

* Strike out whichever is not desired.

Notes:

1. A proxy must be of full age. A proxy may but need not be a member. For a proxy to be valid, the Form of Proxy duly completed must be deposited at the Registered Office of the Company, 170-09-01 Livingston Tower, Jalan Argyll, 10050 George Town, Pulau Pinang, Malaysia not less than forty-eight (48) hours before the time for holding the meeting, PROVIDED that in the event the member duly executes the Form of Proxy but does not name any proxy, such member shall be deemed to have appointed the Chairman of the meeting as his/her proxy, PROVIDED ALWAYS that the rest of the Form of Proxy, other than the particulars of the proxy have been duly completed by the member.
2. A member entitled to attend, participate, speak and vote is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote instead of him/her. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy. A proxy appointed to attend and vote at a meeting of the Company shall have the same rights as the member to speak at the meeting.
3. Where a member of the Company is an authorized nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA"), it may appoint not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member is an Exempt Authorized Nominee 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 Authorized Nominee may appoint in respect of each omnibus account it holds. An Exempt Authorized Nominee refers to an authorized nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.
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Personal Data Privacy

By submitting the duly executed Form of Proxy, the member and his/her proxy consent to the Company and/or its agents/service providers to collect, use and disclose the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the 31st AGM of the Company and any adjournment thereof.



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AFFIX
STAMP

The Company Secretary
PENSONIC HOLDINGS BERHAD
Registration No. 199401014746 (300426-P)

170-09-01 Livingston Tower
Jalan Argyll, 10050 George Town
Pulau Pinang, Malaysia

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ANNUAL REPORT

2025

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Taman Perindustrian Bukit Minyak,
14100 Simpang Ampat, Penang, Malaysia.

SELANGOR

Lot 11A, Jalan 223 Sec 51A,
46100 Petaling Jaya, Selangor.
Tel : 603- 7954 5200

PENANG

143- 145, Perak Road,
10150 George Town, Penang.
Tel : 604- 226 9923 / 226 9050

PERAK

102A, Jalan Tasek Timur,
Taman Tasek Indah,
31400 Ipoh Perak.
(1st Floor of Double Storey Terrace Shot Lot.)

JOHOR

31, Jalan Ros Merah Satu/1,
Taman Johor Jaya,
81100 Johor Bahru, Johor.

LABUAN

SU11T/SL05, Wisma Wong
Wo Lo, 87000 Labuan.

PN 7884, Jalan OKK,
Awang Besar, W.P Labuan,
87000 Labuan.

KELANTAN

PT-621 Ground Floor,
Batu 2 Jalan Pengkalan Chepa,
15400 Kota Bharu, Kelantan.

SABAH

Lot No 24, Block C Ground Floor,
Millenium Commercial Centre,
Off Jalan Lintas Kepayan,
88200 Kota Kinabalu, Sabah.
Tel : 6088 - 715 520
Service Hp : 6012 - 342 9108

SARAWAK

Ground Floor Intermediate Shop,
Sublot 8, Lot 2099,
Jalan Tun Ahmad Zaidi Aduce,
93150 Kuching, Sarawak.
Tel : 082 - 238 211

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PENSONIC SALES & SERVICE CENTRES WORLDWIDE

CHINA

5F, Block 10, XiangZhou Technology
Industrial District Meihua Xi Road, No.
2372 XiangZhou Zhuhai City, 519000,
Guangdong, China
Tel: 0756- 852 5933

Room No. 802, 8th Floor of Rongshan
Postal Building, No.6 Rongqi Dadao,
Ronggui Street, Shunde, Foshan,
Guangdong Province, China
Tel: 852- 2290 2280

HONG KONG

No.2, 14th Floor, Keen Hung Commercial
Building, 80 Queen's Road East,
Wan Chai, Hong Kong
Tel. Fax: 852- 2727 0997 / 2758 5088

SINGAPORE

2 Leng Kee Road, #06-03 Thye Hong
Centre Singapore 159086
Tel. Fax: 65- 6472 6504 / 6475 9534

A N N U A L R E P O R T

2025

INDONESIA

Ruko Osaka, Komplek Asahikawa
OTPE No. 005 Jl. Pantai Indah Kapuk 2,
Salemban Jati, Kec. Kosambi,
Kabupaten Tangerang, Banten,
DKI Jakarta 15213 Indonesia
Tel: 621- 3973 3599

BRUNEI

No D1, Spg 396, Jln Jerudong,
Bangunan Perkasa 1, Kampung
Sengkurong B, Bg 1321,
Brunei Darussalam
Tel. Fax: 673- 2611 918 / 2610 801

VIETNAM

No 59-61 Nguyen Thi Thap Street,
Him Lam Area, Tan Phong Ward,
District 7 Ho Chi Minh City, Vietnam
Tel. Fax: 848- 3945 3483 / 3945 3482

CAMBODIA

No.252-254, St.63 Corner St.400,
Sangkat Boeng Keng Kang I,
Khan Chamcarmon, Phnom Penh, Cambodia
Tel: 855- 23 221868

PHILIPPINES

165 Quirino Avenue Baesa, Quezon City
Manila Philippines 1115

#606 Evangelista St G Puyat St Quiapo Manila
Tel: 733-28-51 / 02- 7357691 / 02- 7332840

EGYPT

Usama Shahin St of Saad Zaglol St.,
El Bar Elsharkey Shibin El Kom Menofia,
POB 32514, Egypt
Tel. Fax: 201- 0009 3033

SRI LANKA

No. 68, Keyzer Street
Colombo 11, Sri Lanka
Tel: 9411- 2343586
Fax: 9411- 2326699

FIJI

Centerpoint 1, Ratu Dovi Road,
GPO Box 14416 Suva Fiji
Tel. Fax: 679- 339 3111 / 334 0255

SEYCHELLES

P.O.Box 1371, Victoria, Mahe, Seychelles
Tel. Fax: 248- 323 680 / 324 724

TIMOR LESTE

Avenida De Presidente Nicolau Lobato,
Bidau, Lecidere, Nain Feto Dili, Timor Leste
Tel: 670- 3311278

MALDIVES

Ma.Elyzium - Buruzumagu
Male' 20240 Maldives
Tel: 960- 3009907

MAURITIUS

12, Corderie Street, Port Louis, Mauritius.
Tel: 230- 2121563

SOUTH KOREA

6F, Jung Am Building, Eun-cheon-ro 25,
Kwan-Ak-gu, Seoul, Korea
Tel: 070- 4185 3645
Fax: 0507- 0326 7040

MYANMAR

No-280, 9 Ward, Thumngalar Road,
South Okkalapa Township,
Yangon Region, Myanmar
Tel: 959- 406662246

THAILAND

32/20 Moo.3 Bang Khu Rat
Bang Bua Thong,
Nonthaburi 11110, Thailand
Tel: 6699 989 9252

NEPAL

Sadobato - 15
Lalitpur Nepal

PENSONIC

Your Enjoyment

PENSONIC HOLDINGS BERHAD

Registration No.: 199401014746 (300426-P)

1165, Lorong Perindustrian Bukit Minyak 16, Taman Perindustrian Bukit Minyak, 14100 Simpang Ampat, Penang.

Tel : 604-507 0393 Fax : 604-507 3825 Info@pensonic.com

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