



DPI HOLDINGS BERHAD

Registration No. 201701035607 (1249778-M)



SHAPING THE FUTURE,
UNLOCKING ENDLESS
POSSIBILITIES

ANNUAL REPORT 2026



9th

ANNUAL GENERAL MEETING

Date

Thursday
19th November 2026
10.30 a.m.

Venue

Function Room 1, Level 1,
Setia City Convention Centre,
No. 1, Jalan Setia Dagang AG
U13/AG Setia Alam, Seksyen
U13, 40170 Shah Alam,
Selangor, Malaysia.

"Shaping The Future, Unlocking Endless Possibilities"



Digital Access

This Annual Report can also be downloaded as a PDF file or viewed in an interactive format at www.dpiaerosol.com or by scanning the QR code given with your smart device.

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ABOUT US

Our Legacy and Commitment

Since 1982, DPI Holdings (DPI) has earned a lasting reputation for integrity and trust. Founded by the visionary Mr. Peter Chai, we began as a manufacturer of paints for decorative and household use. Guided by foresight and innovation, we ventured into the niche market of aerosol paints and related products — a bold move that distinguished us within the paints and coatings industry and marked the start of our journey to deliver high-quality solutions.



TRUSTED SINCE 1982

OUR VISION

DYNAMIC

We stay proactive, agile, and responsive to market changes, ensuring we navigate competitive landscape effectively.

PROGRESSIVE

We focus on continuous improvement, exploring new markets and technologies to lead industry trends and set new standards.

INTEGRITY

We uphold honesty, transparency, and ethics to build lasting trust in our brand, people, and partnership.

OUR MISSION

"To create trusted products whose value speaks for itself and will be esteemed for generations" — reflects our unwavering dedication to excellence.

Integrity, Trust, and Progression will continue to be the foundation of our growth, ensuring quality that lasts and a legacy that endures.

FINANCIAL REVIEW

FYE 2026
RM160.75M

TOTAL REVENUE

has increased from RM93.27 million for FYE 2025 to RM160.75 million for FYE 2026.

FYE 2026
RM9.80M

PROFIT BEFORE TAX

achieved by the Group was RM9.80 million for FYE 2026 as compared to RM4.07 million for FYE 2025.

FYE 2026
RM92.16M

NET TANGIBLE ASSETS

has increased from RM87.08 million for FYE 2025 to RM92.16 million for FYE 2026.

CORPORATE INFORMATION

BOARD OF DIRECTORS

CHOY MUI SENG
@ CHAI MUI SENG
Executive Chairman/
Managing Director

CHAI CHUN VUI
Deputy Managing
Director

DATUK SERI NURMALA
BINTI ABD. RAHIM
Senior Independent
Non-Executive Director

FONG YOO KAW
@ FONG YEE KOW
Independent
Non-Executive Director

LUA KOK HIYONG
Independent
Non-Executive Director



AUDIT AND RISK COMMITTEE

Chairman

Fong Yoo Kaw @ Fong Yee Kow

Member

Datuk Seri Nurmala Binti Abd. Rahim
Lua Kok Hiyong

REMUNERATION COMMITTEE

Chairman

Lua Kok Hiyong

Member

Datuk Seri Nurmala Binti Abd. Rahim
Fong Yoo Kaw @ Fong Yee Kow

NOMINATION COMMITTEE

Chairman

Datuk Seri Nurmala Binti Abd. Rahim

Member

Fong Yoo Kaw @ Fong Yee Kow
Lua Kok Hiyong

COMPANY SECRETARY

Wong Youn Kim (f)
(MAICSA 7018778)
SSM PC No.:201908000410

Niche & Milestones
International Sdn. Bhd.
B-25-2, Block B, Jaya One,
No. 72A, Jalan Prof Diraja Ungku Aziz,
46200 Petaling Jaya,
Selangor Darul Ehsan,
Malaysia.

Tel No. : +603-7955 0955
Fax No. : +603-7955 0959
Email : info@niche.com.my

AUDITORS

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants
Level 16, Tower C, Megan Avenue II,
12, Jalan Yap Kwan Seng,
50450 Kuala Lumpur,
Malaysia.
Tel No. : +603-2788 9999

DATE OF LISTING

7 January 2019

REGISTERED OFFICE

B-25-2, Block B, Jaya One,
No. 72A, Jalan Prof Diraja Ungku Aziz,
46200 Petaling Jaya,
Selangor Darul Ehsan,
Malaysia.
Tel No. : +603-7955 0955
Fax No. : +603-7955 0959
Email : info@niche.com.my

REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim,
Seksyen 13,
46200 Petaling Jaya,
Selangor Darul Ehsan,
Malaysia.
Tel No. : +603-7890 4700
Fax No. : +603-7890 4670
Email : bsr.helpdesk@
boardroomlimited.com

STOCK EXCHANGE LISTING

ACE Market of Bursa
Malaysia Securities Berhad
Stock Name: DPIH
Stock Code: 0205

HEAD OFFICE

K69, Jalan Perindustrian 6,
Kawasan Perindustrian Tanjung Agas,
84000 Kesang, Tangkak,
Johor Darul Takzim,
Malaysia.
Tel No. : +606-952 2854
Fax No. : +606-951 3543
Email : info@dpiaerosol.com
Website : www.dpiaerosol.com

PRINCIPAL BANKERS

Affin Bank Berhad
Ambank Berhad
Malayan Banking Berhad
OCBC Bank (Malaysia) Berhad
Public Bank Berhad
Oversea-Chinese Banking
Corporation Limited (OCBC)
RHB Bank Berhad
CIMB Bank Berhad
Hong Leong Bank Berhad
United Overseas Bank
(Malaysia) Berhad

CORPORATE STRUCTURE

AS AT 28TH SEPTEMBER 2026



DPI HOLDINGS BERHAD

Registration No. 201701035607 (1249778-M)



Our Milestones

2019

7 JAN 2019

DPI Holdings makes its debut on the ACE Market of Bursa Malaysia Securities Berhad.

4 NOV 2019

Subscription of 100% equity interest in DPI Alliance Pte. Ltd. (formerly known as DPI Aerosol Pte. Ltd.), incorporated in Singapore.

2021

30 JULY 2021

A wholly owned subsidiary, DPI Alliance Pte. Ltd. (formerly known as DPI Aerosol Pte. Ltd.) had acquired a new 90% owned subsidiary in Japan, namely DPI Japan Co., Ltd., through subscription of new shares.

11 AUGUST 2021

Bonus issue of 243,365,498 new ordinary shares in DPI Holdings on the basis of 1 bonus share for every 2 existing DPI Holdings' shares was completed.

2025

31 DECEMBER 2025

Completed the warehouse acquisition for Eastern Forever Sdn. Bhd., expanding key operational and logistics capacity.

2024

13 NOVEMBER 2024

Acquisition of a warehouse for DPI Chemical Sdn. Bhd. to support long-term operational objectives, strengthening production capacity and supply chain continuity.

27 DECEMBER 2024

Subscription of 65% equity interest in Eastern Forever Sdn. Bhd., incorporated in Malaysia, marking the Group's diversification into agency and distribution of consumer goods.

2022

26 MAY 2022

Subscription of 80% equity interest in DPI Plastics Sdn. Bhd., incorporated in Malaysia.

PROFILE OF DIRECTORS



CHOY MUI SENG @ CHAI MUI SENG (Peter Chai)

EXECUTIVE CHAIRMAN
AND MANAGING DIRECTOR

Nationality
Malaysian

Gender
Male

Age
81

Peter Chai was appointed Executive Chairman and Managing Director of DPI Holdings on 1 March 2018, when the holding company was established. Prior to this, he served as Director of DPI Chemicals Sdn. Bhd. ("DPIC") from January 1991, Director of DPI Alliance Pte. Ltd. ("DPIA") from November 2019, Director of DPI Japan Co., Ltd. from August 2021, and Director of DPI Plastics Sdn. Bhd. ("DPIP") from March 2022.

Peter began his career in various roles before joining a leading paint manufacturer in 1968 as a salesman. He quickly advanced, leading sales and marketing efforts across several regions, including Sabah, Brunei, Sumatra and Jakarta. He has also managed sales and marketing for both the paints and coatings, as well as the packaging divisions.

In 1980, Peter took on the role of Director at DPI, where he was instrumental in launching the company's venture into aerosol paint manufacturing. His entrepreneurial vision led him to assume full management control of DPI in 1985. Following this, he realigned the company's strategy, driving its focus towards the production of aerosol products and packaging services, which positioned DPI as a leading player in the Malaysian market.

Since 2016, he has served as a Non-Executive Director on the board of Eneco Refresh Ltd, a publicly listed company in Australia, further strengthening his international business presence. He also sits on the board of Hartanah Kenyalang Berhad as a Non-Independent Non-Executive Director on 28 August 2024.

He is the President of the Sarawak Manufacturing Association and a Council Member of the Sarawak Business Federation since 2022.

Today, as Managing Director of DPI Holdings, Peter is actively involved in shaping the Group's long-term strategic direction. His focus remains on macro business planning and driving growth through mergers and acquisitions, ensuring DPI Holdings remains at the forefront of the industry and continues to expand its market presence. Under his leadership, the company is positioned for future growth and new opportunities.

Peter Chai is the father of Adam Chai, the Deputy Managing Director, and major shareholder of our Company. He does not have any conflict of interests with our Company. He has not been convicted of any offences, other than traffic offences (if any) within the past 5 years and no public sanction or penalty imposed by the relevant regulatory bodies to him during the financial year.

PROFILE OF DIRECTORS

CHAI CHUN VUI (Adam Chai)

DEPUTY MANAGING
DIRECTOR

Nationality
Malaysian

Gender
Male

Age
49

Adam Chai was appointed to the Board of DPI Holdings on 1 March 2018. Having been with DPI since July 2004 as a Director, and later redesignated as an Executive Director in 2015, Adam has been instrumental in supporting the company's growth and strategic direction. He has also held key roles in the group's subsidiaries, including DPIC (since May 2016), DPIA (since November 2019), and DPI Japan Co., Ltd. (since August 2021). He was appointed as Director of DPIP in March 2022.

Adam holds a Bachelor of Science in Economics from the National University of Singapore and a Master of Commerce from the University of Sydney, specialising in management of Information Technology.

With over 20 years of experience in business development, particularly in Aerospace Maintenance, Repair, and Overhaul (MRO) and road safety products, Adam has gained extensive expertise in managing operations and building strategic networks. From 2003 to 2017, he managed a China-based aerospace equipment manufacturing business, traveling extensively across China and Southeast Asia to establish strong business relationships. He was also an FAA-approved special process trainer during this period.

In 2017, Adam returned to DPI to support the company's listing and has since taken on the role of Deputy Managing Director in 2019. In this capacity, Adam plays a critical role in executing the company and the executive chairman's strategic initiatives. He oversees the implementation of business plans and ensures the smooth day-to-day operations of key departments, including IT, marketing, sales, and finance.

In addition to his operational oversight, Adam is actively involved in business development, where he identifies new opportunities, oversees strategic partnerships, and leads the company's expansion into new markets.

Other than his directorship in DPI Holdings, he does not hold any other directorship in other public companies or listed issuers in Malaysia.

Adam Chai is the son of Peter Chai, the Executive Chairman, Managing Director and major shareholder of our Company. He does not have any conflict of interests with our Company. He has not been convicted of any offences within the past 5 years and no public sanction or penalty imposed by the relevant regulatory bodies to him during the financial year.

PROFILE OF DIRECTORS

DATUK SERI NURMALA BINTI ABD. RAHIM

SENIOR INDEPENDENT
NON-EXECUTIVE DIRECTOR

Nationality
Malaysian

Gender
Female

Age
72

Datuk Seri Nurmala binti Abd. Rahim was appointed to our Board on 1 March 2018. She is the Chairwoman of our Nomination Committee. She is also a member of Audit and Risk Committee, and Remuneration Committee.

She obtained a Bachelor of Social Science (Urban Studies) (Hons) from Universiti Sains Malaysia in July 1977. She completed her Diploma (Public Administration) from the National Institute of Public Administration ("INTAN") in October 1978 and received a Master in Public Administration ("MPA") from Pennsylvania State University, United States of America in May 1988. She also attended the Women Directors On-Boarding Training Program at the NAM Institute for the Empowerment of Women in April 2013 and is certified with the Mandatory Accreditation Program for Directors of Public Listed Companies since May 2014.

She began her career in the Ministry of Agriculture, Malaysia and has served as Assistant Secretary of the International Division, Assistant Secretary of the Planning and Development Division and Principal Private Secretary to the Honourable Minister of Agriculture during her tenure in the aforesaid ministry from 1978 to 1984. She subsequently served as the Senior Project Officer at INTAN from 1984 to 1986. In 1987, she went on to pursue her MPA and upon completion in 1988, she was assigned to the Malaysian Administrative Modernisation and Management Planning Unit under the Prime Minister's Department as a Principal Assistant Director until 2002. She then joined Ministry of International Trade and Industry ("MITI") and has held positions as Director of the ASEAN Division, Minister Counsellor at the Embassy of Malaysia in Tokyo, Senior Director of the Strategic Planning Division and Senior Director of Management Services up until 2007. In the same year, she was appointed as the Deputy Secretary General of the Ministry of Plantation Industries and Commodities ("MPIC"), and then went on to serve in the capacity of Secretary General until 2014.



At the international level, she was the Head of the National Tripartite Rubber Cooperation between Malaysia, Indonesia and Thailand from February 2011 to August 2014. She was also the Governor for Malaysia under the Common Fund for Commodities from November 2007 to August 2014, which was established within the framework of the United Nations.

She currently sits on the board of Pan Merchant Berhad as a Senior Independent Non-Executive Director and Hock Soon Capital Berhad as an Independent Non-Executive Chairperson. She was appointed to the board on 23 August 2024 and 21 February 2025.

Datuk Seri Nurmala has no family relationship with any director and/or major shareholder of our Company nor does she have any conflict of interests with our Company. She has not been convicted of any offences, other than traffic offences (if any) within the past 5 years and no public sanction or penalty imposed by the relevant regulatory bodies to her during the financial year.

PROFILE OF DIRECTORS

FONG YOO KAW @ FONG YEE KOW

INDEPENDENT
NON-EXECUTIVE DIRECTOR

Nationality
Malaysian

Gender
Male

Age
74

Fong Yoo Kaw @ Fong Yee Kow was appointed to our Board on 1 March 2018. He is the Chairman of our Audit and Risk Committee. He is also a member of Nomination Committee and Remuneration Committee.

He graduated with a Bachelor Degree in Commerce and Administration from Victoria University of Wellington, New Zealand in August 1975. He became a member of the Malaysian Institute of Accountants ("MIA") in September 1984 and he became a certified Chartered Accountant of MIA in June 2001. In addition, he is also a member of Chartered Accountants Australia and New Zealand since August 1977 and the Institute of Chartered Secretaries and Administrators since April 1978.

He started his career as an accountant in Wellington, New Zealand in November 1974. In 1979, he returned to Malaysia and worked as the Accountant and Group Secretary and subsequently Group Financial Controller at Sarawak Pulp Industries Sdn. Bhd. until 1990. In January 1991, he joined Ernst & Young, Malaysia as a Senior Manager at the consultancy department. In early 1996, he became a Partner in Ernst & Young, Malaysia where he was in charge of the consultancy department which covered review of internal controls, advisory on business strategy and business performance improvement, corporate restructuring and financial reporting for corporate exercises. In 2007, Ernst & Young, Malaysia was grouped into Ernst & Young, Asia Pacific. As a result, he was also a Partner in Ernst & Young, Asia-Pacific. He retired in December 2010.

He currently sits on the boards of Hartanah Kenyalang Berhad as an Independent Non-Executive Director. He was appointed on 28 August 2024.



Mr. Fong has no family relationship with any director and/or major shareholder of our Company nor does he have any conflict of interests with our Company. He has not been convicted of any offences, other than traffic offences (if any) within the past 5 years and no public sanction or penalty imposed by the relevant regulatory bodies to him during the financial year.



PROFILE OF DIRECTORS



LUA KOK HIYONG

INDEPENDENT
NON-EXECUTIVE DIRECTOR

Nationality Malaysian	Gender Male	Age 66
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Lua Kok Hiyong was appointed to our Board on 1 March 2018. He is the Chairman of our Remuneration Committee. He is also a member of Audit and Risk Committee, and Nomination Committee.

He graduated from University of Malaya with a Bachelor of Law (Hons) in April 1985 and subsequently, a Master of Laws from University of Malaya in March 2013. He started practising law and was admitted to the Malaysian Bar in March 1986. From 1986 to mid-1988, he worked as a Legal Assistant at Messrs K. P. Woon & Co, then at Messrs Nik Saghir Yaacob & Ismail, and later at Messrs Adhan Hussin & Zaidan. In July 1988, he left to set up his own legal firm, namely Messrs Lua & Mansor, which has offices in Kota Bharu, Kelantan (since July 1988) and Petaling Jaya, Selangor (since March 2000). He has been managing the branch at Petaling Jaya, Selangor as a Senior Partner until now. His main area of practice is civil litigation. He had in the past been involved in civil and banking litigation involving companies, land, intellectual property, trusts, societies, industrial related matters and debt collection as well as family law.

Other than his directorship in DPI Holdings, he does not hold any directorship in other public companies or listed issuers in Malaysia.

He served as a member of the Investigation Tribunal of the Advocates & Solicitors Disciplinary Board of Malaysia from March 1996 to March 2008. He was subsequently appointed as a member of the Disciplinary Committee of the Advocates & Solicitors Disciplinary Board of Malaysia in February 2012 until February 2018.

Mr. Lua has no family relationship with any director and/or major shareholder of our Company nor does he have any conflict of interests with our Company. He has not been convicted of any offences, other than traffic offences (if any) within the past 5 years and no public sanction or penalty imposed by the relevant regulatory bodies to him during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT

NEO LI JING

CHIEF FINANCIAL OFFICER

Nationality
Malaysian

Gender
Female

Age
39

Neo Li Jing is the Chief Financial Officer (“CFO”) of DPI Group, bringing over 15 years of extensive experience in audit, financial advisory, and corporate finance. She holds a Bachelor of Accounting (Hons) from Multimedia University and is a Fellow Member of CPA Australia and the Malaysian Institute of Accountants (MIA).

Li Jing began her career as an Auditor at Crowe Horwath (now Crowe Malaysia PLT) before joining Ernst & Young, where she led statutory audits for medium to large-sized companies across diverse industries, including manufacturing, FMCG, property development, oil & gas, and hospitality. Her expertise in financial compliance and risk management was further honed during her tenure at Cheng & Co as Manager of the Consultancy Division, where she provided outsourced accounting services, internal controls enhancement, and financial advisory to clients.

Transitioning to the commercial sector, she served as Finance Manager and Group Finance Manager at several companies, overseeing financial reporting, operational finance management, and the development of standard operating procedures (SOPs) to strengthen organisational efficiency. Her strategic insights and hands-on leadership ensured robust financial health and process optimisation.

Since joining the Group in December 2024 as Transformation Senior Manager (Finance & HR), she has been instrumental in driving transformative improvements across the finance and human resources functions. In recognition of her outstanding contributions and leadership, she was promoted to CFO on 1 November 2025. In her current role as CFO, she leads the Group’s overall financial management, corporate finance strategy, treasury functions, ongoing operational enhancements, risk governance, and regulatory compliance. She is also a member of the risk management working group, who is responsible for our Group’s corporate governance compliance, risk management and internal control.

Li Jing has no family relationship with any Directors and/or major shareholders of the Company.

JANELLE LEE

COUNTRY HEAD, SINGAPORE & REGIONAL BUSINESS DEVELOPMENT

Nationality
Singaporean

Gender
Female

Age
49

Janelle Lee is the Country Head, Singapore & Regional Business Development for our Group. In this capacity, she is responsible for executing the Group’s strategic objectives at a regional level, integrating the businesses under the Group to leverage their strengths, and creating opportunities to expand revenue streams. Her focus spans enhancing marketing efforts to build brand equity, broadening product and market reach, and developing OEM opportunities. At the same time, she drives initiatives to improve operational efficiency through automation, reorganisation, and workforce optimisation, ensuring the Group is well positioned for sustainable growth.

Janelle joined DPI in January 2020 as Head of Corporate Affairs and Executive Assistant to the Managing Director’s Office, where she contributed significantly to corporate strategy and operations. She was responsible for branding, corporate communications, sales, and marketing, while supporting senior management in strategic planning and business management. Her efforts were instrumental in aligning the Group’s messaging and market approach with its long-term goals.

In recognition of her leadership and impact, Janelle was later redesignated as Country Head, Singapore & Regional Business Development, a role in which she continues to spearhead regional strategies and contribute to the Group’s growth.

Janelle holds a Bachelor of Science in Mathematics from the National University of Singapore, a Graduate Diploma in Marketing Communication and a Specialist Diploma in Social Media Marketing and Online Content Creation. Prior to joining DPI, she has over two decades of experience in corporate roles across various multinational and local corporations, including Infocredit Dun & Bradstreet, United Overseas Bank, GE Commercial Finance, ABN AMRO Bank, and Standard Chartered Bank.

Janelle is the spouse of our Deputy Managing Director and the daughter-in-law of our Executive Chairman and Managing Director.

PROFILE OF KEY SENIOR MANAGEMENT



CHLOE CHEN

HEAD OF LOCAL SALES

Nationality
Malaysian

Gender
Female

Age
44

Chloe Chen is the Head of Local Sales of our Group. She has played a crucial role since 2009, initially through her position at Rotowell Enterprise Sdn. Bhd., which shares common controlling shareholders with DPIC. She officially joined DPI Holdings in 2017, following the establishment of the holding entity. Chloe has been a driving force behind the reorganisation and restructuring of the sales team, leading efforts to streamline operations and improve efficiency.

Her strategic involvement extends beyond sales, as she plays a key role in the company's broader strategic planning and reorganisation efforts. Chloe's contributions have been instrumental in the company's growth, enhancing its operational structure and market position. In addition to her leadership in sales, she is an active member of the Risk Management Working Group.

Before joining DPI, Chloe built a strong foundation in accounts, administration, and public relations through her roles at Asia Tech Material Sdn. Bhd., Miva Footwear (M) Sdn. Bhd. and Rotowell Enterprise Sdn. Bhd.. She holds a foundation course in Business Administration from Erican Language Centre, Ipoh, Perak.

ADDITIONAL INFORMATION ON THE KEY SENIOR MANAGEMENT

Directorship in public companies and listed corporation

None of the Key Senior Management hold any directorships in public companies and listed corporation.

Conflict of Interests

The Key Senior Management do not have any conflict of interests with the Company.

List of convictions for offences within the past five (5) years and particulars of any public sanctions or penalty imposed by the relevant regulatory bodies during the financial year, if any

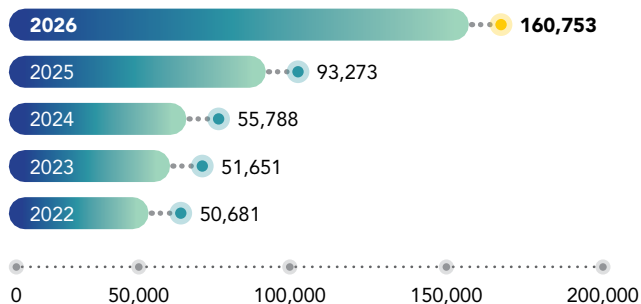
- None of the Key Senior Management have any convictions for offences other than traffic offences (if applicable) within the past five (5) years.
- None of the Key Senior Management were penalised or sanctioned by any regulatory bodies during the financial year.

FINANCIAL HIGHLIGHTS

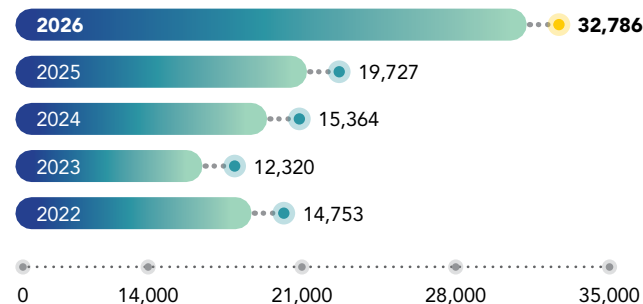
Financial Year Ended 31 May ("FYE")	2022	2023	2024	2025	2026
STATEMENT OF PROFIT OR LOSS	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue	50,681	51,651	55,788	93,273	160,753
Gross Profit	14,753	12,320	15,364	19,727	32,786
Exceptional items *	1,819	1,352	1,455	72	179
Profit before tax ("PBT")	7,114	4,140	7,380	4,074	9,802
Net profit after tax for the year	5,150	2,876	4,704	2,899	7,104
Net profit attributable to owners of the Company ("PAT")	5,160	2,925	4,701	2,606	6,547
STATEMENT OF FINANCIAL POSITION					
Total equity attributable to owners of the Company	82,702	84,958	88,575	90,431	95,482
Total assets	92,121	92,887	97,560	129,819	163,122
Cash and bank balances, fixed deposits, short-term investments and overdraft	46,947	45,930	47,238	23,198	29,546
FINANCIAL RATIOS					
Basic earnings per share ("EPS")(sen)	0.76	0.40	0.64	0.36	0.90
Gross dividends per share (sen)	0.40	0.15	0.10	-	0.20
Net assets per share (RM)	0.11	0.12	0.12	0.12	0.13
Current ratio (times)	8.20	9.36	8.50	2.52	2.17
Gross profit margin (%)	29.11	23.85	27.54	21.15	20.40
PBT margin (%)	14.04	8.02	13.23	4.37	6.10
PAT margin (%)	10.16	5.57	8.43	3.11	4.42
Adjusted Net Profit Attributable to Owners of the Company ("excluding exceptional items")	3,341	1,573	3,246	2,534	6,368

* Includes interest income, gain/loss on foreign exchange, gain on disposal of property, plant and equipment, gain on modification leases and one-off insurance claim.

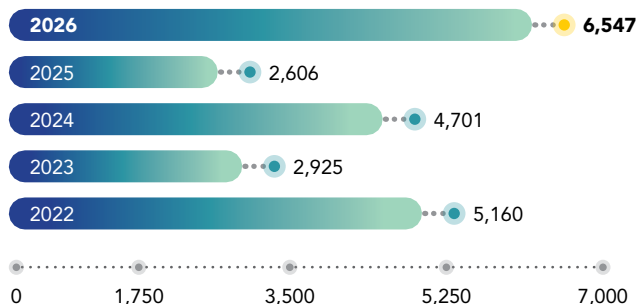
Revenue (RM'000)



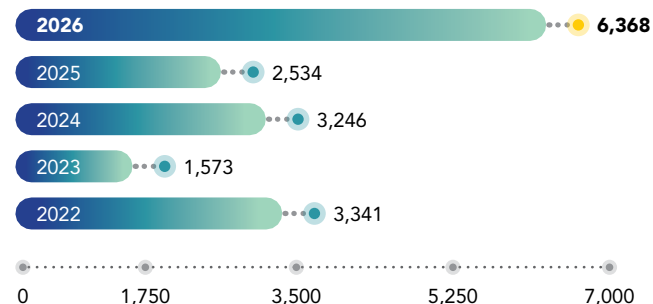
Gross Profit (RM'000)



Net Profit Attributable to Owners of the Company ("PAT") (RM'000)



Adjusted Net Profit Attributable to Owners of the Company ("excluding exceptional items") (RM'000)



CHAIRMAN'S STATEMENT



Dear Valued Shareholders, Customers and Employees,

On behalf of the Board of Directors ("Board") of DPI Holdings Berhad ("our Group"), it is my honor and a great pleasure to present to you the Annual Report of our Group for the financial year ended 31 May 2026 ("FYE 2026").

BUSINESS OVERVIEW

For decades, our Company has been a trusted leader in the manufacturing and distribution of aerosol sprays, solvents, and thinners for both industrial and consumer markets. Following the strategic addition of the Fast-Moving Consumer Goods ("FMCG") distribution segment in FYE 2025, the Group has further expanded its consumer presence. Our commitment to quality, innovation and operational excellence, supported by advanced manufacturing capabilities and an established distribution network, enabled us to build enduring customer relationships while responding dynamically to market needs.

The financial year under review marked a period of transformative growth and strategic integration, building on the operational milestones achieved following our initial acquisition of a 65% equity interest in Eastern Forever Group ("EF Group"), the Group successfully unlocked significant cross-channel synergies. Despite facing macroeconomic headwinds, exchange rate fluctuations, and rising material costs, our core manufacturing and expanding distribution arms kept us agile and drove steady revenue growth throughout FYE 2026.

FINANCIAL PERFORMANCE

FYE 2026 marked a historical financial high for the Group, driven by the full-year integration of our FMCG distribution segment. Total revenue expanded sharply to RM160.75 million for FYE 2026, reflecting an increase of RM67.48 million, or 72.35%, compared to RM93.27 million in FYE 2025. Further details on our financial performance are set out in the Management Discussion and Analysis section of this report.

**TOTAL
REVENUE**

RM160.75 million
72.35% increase in FYE 2026

CHAIRMAN'S STATEMENT

LOOKING AHEAD

Looking into FYE 2027, the Malaysian economy is projected to maintain a steady growth trajectory of 4.0% to 5.0%, underpinned by healthy domestic demand, stable employment, and ongoing infrastructure investments. Nevertheless, we remain mindful of broader geopolitical uncertainties, foreign currency fluctuations, and persistent input cost pressures.

Our core aerosol manufacturing segment will prioritise operational excellence, internal efficiency, and international growth. We remain committed to optimising production processes and maximising capacity utilisation across our manufacturing facilities, while actively expanding our export partnerships to broaden our global footprint.

Meanwhile, our FMCG segment is actively broadening its market presence and commercial capabilities. A key milestone ahead is our strategic expansion into the Sabah region, further extending our footprint across East Malaysia. We will continue securing new distribution agencies and expanding our brand portfolio, reinforcing our position as a trusted regional distribution partner.

Anchored by these complementary growth pillars and backed by prudent financial management, the Group is well-equipped to navigate market complexities, safeguard operating margins, and deliver long-term, sustainable value to our shareholders.



APPRECIATION

On behalf of the Board of Directors, I would like to express my appreciation to our shareholders, customers, business partners, suppliers, and regulatory authorities for their continued and unwavering support and confidence in our long-term growth strategy.

I would also like to extend my sincere gratitude and appreciation to our employees for their dedication, commitment and hard work and to my fellow colleagues on the Board for their counsel and support throughout this pivotal year. Their efforts are the foundation of our success.

I believe that with the guidance of our Board and the dedication and commitment of our staff, DPI Holdings Berhad will be well placed to leverage on new opportunities and tackle any challenges that may come our way. I am confident that we will continue to achieve success in the coming years.



Peter Chai

Executive Chairman / Managing Director

MANAGEMENT DISCUSSION AND ANALYSIS



UNLOCKING ENDLESS POSSIBILITIES THROUGH STRATEGIC SYNERGY AND EXPANSION

During the financial year ended 31 May 2026 ("FYE 2026"), DPI Holdings Berhad and its subsidiaries ("the Group") delivered a strong overall performance, demonstrating the resilience of our foundational operations and the transformative power of strategic expansion.

Our strategy is centred on two complementary core businesses: DPI's Aerosol and Solvents and Thinner manufacturing and Eastern Forever Group ("EF Group") fast-moving consumer goods ("FMCG") Distribution platform. DPI's manufacturing operations continue to serve as an enduring foundation for the Group, supported by comparative higher margins, high manufacturing standards, ongoing process enhancements, and investments in automation across our Own Brand Manufacturing ("OBM") and Private Label ("OEM") divisions. While the manufacturing platform scales progressively, these initiatives are strengthening operational efficiency, capacity and long-term profitability.

Complementing our core manufacturing capabilities, the full-year contribution from EF Group has unlocked significant commercial synergies and provided the Group with a highly scalable avenue for revenue growth. Through EF Group's extensive agency and distribution network across East Malaysia, the FMCG segment emerged as a major revenue driver, significantly expanding our market presence and unlocking new, recurring income streams for the Group. Although operating at structurally lower gross margins than the manufacturing business, the FMCG Distribution platform offers greater potential to scale revenue rapidly, as new brand agency rights are secured and added to its portfolio.

Together, these two complementary platforms provide the Group with a balanced growth model, combining a steady, higher-margin manufacturing base with a fast scaling FMCG distribution engine.

OBJECTIVES AND STRATEGIES

The Group's objectives and strategies remain focused on building a balanced and sustainable business model in which our manufacturing capabilities and distribution reach reinforce one another, driving profitable growth across both operating divisions:

- **Market Expansion:** Strengthen and optimise our distribution network through a scalable and streamlined operating structure, progressively deepening FMCG market penetration in East Malaysia while actively expanding our aerosol footprint across both local and international markets.
- **Strengthen Manufacturing Platform:** Advance DPI's manufacturing capabilities through further process automation, operational discipline and proprietary formulation development.
- **Brand Building & Product Innovation:** Broaden our consumer aerosol offerings, strengthen brand equity for our proprietary home brands, and invest in formulation improvements to capture emerging market demand. Where commercially viable, we will develop consumer products tailored for FMCG retail channels and leverage EF Group's distribution network to broaden market access.
- **Private Label OEM Excellence:** Position ourselves as the preferred manufacturing partner for regional OEM clients seeking reliable suppliers by continuously elevating quality standards, investing in product development and innovation, and enhancing production capabilities.
- **Cross-Division Synergies:** Formulate and manufacture consumer products through our internal manufacturing capacity, capitalising directly on EF Group's established distribution reach.

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF BUSINESS AND OPERATIONS

The Group operates across four primary products segments:

Aerosol products

Development, manufacturing and distribution of aerosol products.

FMCG products

Agency and distribution of consumer goods.

Solvents and thinners

Trading of industrial solvents, thinners, and chemical blending.

Plastic products

Custom manufacturing and trading of plastic products.

These operating segments are managed through seven subsidiaries:

- DPI Sdn. Bhd. ("DPI") which is located at Kawasan Perindustrian Tanjung Agas in Tangkak, Johor;
- DPI Chemicals Sdn. Bhd. ("DPIC") which is located in Shah Alam, Selangor;
- DPI Plastics Sdn. Bhd. ("DPIP") which is located at Kawasan Perindustrian Tanjung Agas in Tangkak, Johor;
- DPI Alliance Pte. Ltd. which was incorporated in the Republic of Singapore;
- Eastern Forever Sdn. Bhd. which is located in Kuching, Sarawak;
- Eastern Forever (Miri) Sdn. Bhd. which is located in Miri, Sarawak; and
- Eastern Forever (Sibu) Sdn. Bhd. which is located in Sibu, Sarawak.

The Group's key revenue contributors are:

Own Brand Manufacturing ("OBM")

Developing, manufacturing, filling and packaging of aerosol products under our proprietary brand names, including "Anchor", "DPI 614", "Kromoto". Products are distributed across local and export markets, primarily within Malaysia, Singapore and Indonesia.

Private Label Manufacturing Services ("OEM")

Providing tailored end-to-end solutions, including paint, lubricant, specialised aerosol formulations, raw and packaging materials sourcing, aerosol manufacturing and contract filling under customers' specifications. Key regional markets include Malaysia, Indonesia, Japan, Australia, Singapore and New Zealand.

Distribution of Consumer Goods

Distributing consumer goods such as food and beverages, household products, and personal care items. EF Group operates an extensive distribution network of approximately 2,800 touchpoints across various districts in Sarawak, supplying supermarkets, minimarkets, convenience stores, sundry shops and petrol stations.

MANAGEMENT DISCUSSION AND ANALYSIS

GROUP FINANCIAL PERFORMANCE

For the financial year ended 31 May 2026 ("FYE 2026"), the Group and its subsidiaries delivered sustained performance and top-line expansion across its operating business segments, and are pleased to present the financial results for FYE 2026.

Statement of Profit or Loss and Comprehensive Income

Revenue

For FYE 2026, the Group generated revenue of RM160.75 million, representing a 72.35% increase from RM93.27 million generated in the previous financial year ended 31 May 2025 ("FYE 2025"). The revenue growth was driven by sustained domestic demand in the core aerosol products segment and the full-year contribution from the FMCG segment.

The revenue of our Group's key business segments is as follows:

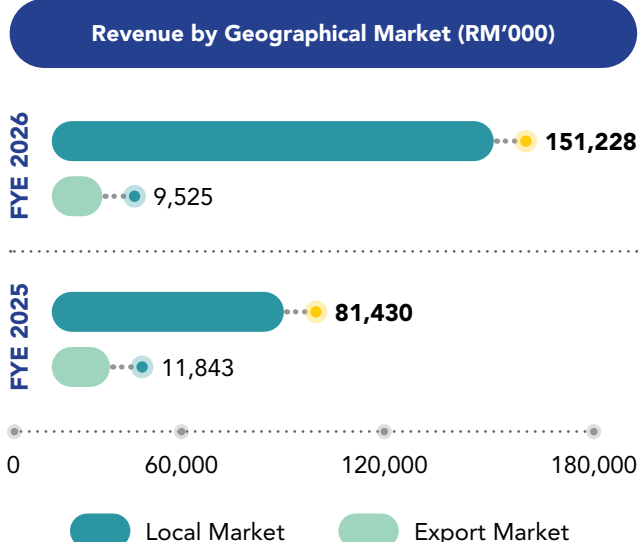
	FYE 2025 RM'000	FYE 2026 RM'000
OBM	29,701	32,786
OEM	11,502	10,359
Total aerosol products	41,203	43,145
Solvents and thinners	11,653	11,797
FMCG	39,481	104,536
Plastic products	712	1,079
Others	224	196
Total	93,273	160,753

During FYE 2026, the sales of aerosol products increased by RM1.94 million to RM43.14 million (FYE 2025 – RM41.20 million), supported primarily by stronger demand from domestic customers.



For FYE 2026, the aerosol products segment contributed 26.84% to the Group revenue (FYE 2025 – 44.17%), while solvents and thinners accounted for 7.34% (FYE 2025 – 12.49%). Meanwhile, the fully integrated FMCG segment emerged as the primary growth catalyst and largest revenue contributor, generating 65.03% of total Group revenue (FYE 2025 – 42.33%). The full 12-month consolidation of the FMCG segment has successfully transformed the Group's overall revenue architecture and expanded our operational scale.

The revenue by geographical region is illustrated in the chart below:



During FYE 2026, the sales to the local market increased by RM69.80 million from RM81.43 million recorded in FYE 2025 to RM151.23 million in FYE 2026. The robust domestic expansion was driven by the full-year contribution of the FMCG segment alongside steady local demand for aerosol products. Consequently, local market sales accounted for 94.07% of the Group revenue for FYE 2026 (FYE 2025 – 87.30%).

Sales to the export market declined by RM2.32 million from RM11.84 million recorded in FYE 2025 to RM9.53 million in FYE 2026, contributing 5.93% of the Group revenue for the FYE 2026 (FYE 2025 – 12.70%). The lower export contribution was mainly due to slower regional demand.

MANAGEMENT DISCUSSION AND ANALYSIS

GROUP FINANCIAL PERFORMANCE (CONT'D)

Statement of Profit or Loss and Comprehensive Income (Cont'd)

Profit before taxation ("PBT")

The Group's PBT has increased by RM5.73 million from RM4.07 million in FYE 2025 to RM9.80 million in FYE 2026. This strong earnings performance was primarily driven by improved sales across all business segments, lower average raw material costs and positive contributions from the FMCG segment, which collectively bolstered overall profitability.

PROFIT BEFORE TAXATION



RM9.80 million

Increased RM5.73 million year-on-year

Statement of Financial Position

In FYE 2026, the Group's total assets increased to RM163.12 million, representing an increase from RM129.82 million in FYE 2025. The increase was attributable to the acquisition of property and warehouse capacity to support regional distribution growth, as well as higher trade receivables and inventory holdings aligned with expanded FMCG sales volume.

TOTAL ASSETS



RM163.12 million

+25.65% year-on-year

The Group's net current assets increased to RM53.03 million as at FYE 2026 compared to RM50.34 million in FYE 2025. The Group maintained a healthy liquidity profile with a current ratio of 2.17 times as at FYE 2026 (FYE 2025 – 2.52 times). The current ratio remained broadly stable compared with the previous year, underscoring our strong capacity to meet short-term operational obligations promptly while preserving financial flexibility for ongoing business needs.

NET CURRENT ASSETS



RM53.03 million

+5.35% year-on-year,
healthy liquidity maintained

The cash and bank balances of the Group comprising cash, fixed deposits, short-term investments and overdraft amounted to RM29.55 million as at FYE 2026, an increase of RM6.35 million from RM23.20 million in FYE 2025. The Group continues to operate in a net cash position with minimal gearing, ensuring adequate financial headroom to fund strategic growth initiatives and sustain value creation for shareholders.

CASH AND BANK BALANCES



RM29.55 million

Increased RM6.35 million year-on-year

Group Cash Flow

In FYE 2026, the Group achieved a net operating cash flow turnaround to RM13.49 million, supported by enhanced working capital efficiency. Net cash outflow from investing activities, amounted to RM19.66 million during the FYE 2026, was mainly due to the acquisition of property and warehouse capacity.

CASH FLOW TURNAROUND



RM13.49 million

Net operating cash flow in FYE 2026

MANAGEMENT DISCUSSION AND ANALYSIS

KEY RISKS AND MITIGATION

Risk Management

The Group is exposed to operational, financial and external market risks arising from evolving global and domestic economic conditions. The Board and Management maintain a proactive risk management framework to safeguard operational resilience, protect operating margins, and drive sustainable long-term value.

To safeguard business continuity, the Group regularly assesses its enterprise risk profile, evaluating external variables alongside operational metrics. Our strategy focuses on diversifying suppliers, utilising natural currency hedges, keeping debt levels manageable, and closely monitoring our cash flow and credit risk.

The following outlines the principal risks that may affect the Group's business and the corresponding mitigation measures implemented to manage these risks. While these measures cannot eliminate all risks, they are intended to minimise potential adverse impacts and support the Group's ability to achieve its strategic objectives.



1. Political, economic and regulatory risks

Heightened geopolitical tensions in key global regions continue to drive volatility in commodity markets, leading to higher raw material prices, elevated freight costs and foreign exchange fluctuations exerting pressure on the Group's cost structure.

To mitigate these uncertainties, the Group closely monitors global market trends and diversifies its procurement channels while maintaining prudent financial management. The Group also leverages its diversified business portfolio, together with its broad customer base across domestic and export markets to enhance operational resilience and reduce market concentration risk.

The Group also closely monitors fuel price movements, plans procurement strategically, optimises delivery routes and fleet utilisation and incorporates fuel cost considerations into strategic pricing where commercially feasible. These measures help mitigate the impact of fuel price volatility while supporting the Group's operational efficiency and profitability.



2. Foreign Currency risk

The Group is exposed to foreign currency risk from overseas procurement of packaging and raw materials as well as export sales, primarily denominated in US Dollar, Singapore Dollar, New Zealand Dollar and Japanese Yen. Unfavourable foreign exchange movements can compress operating margins and distort cash flow projections. The Group manages its currency exposure through the following methods:

- The Group closely monitors foreign exchange movements and regularly reviews its currency exposures;
- Procurement planning is undertaken to optimise the timing of purchases where appropriate, while the Group also diversifies its supplier base to reduce dependence on any single market or currency;
- Transactions conducted in the same foreign currency denomination provide a natural hedge against any exchange rate fluctuations of such foreign currency;
- Maintaining multi-currency bank accounts to hold foreign currency balances for upcoming obligations, avoiding unnecessary conversion losses; and
- Periodically reviewing its pricing strategies where commercially feasible to preserve competitiveness and protect profit margins.

3. Cost Volatility of Raw Materials

Fluctuations in raw material costs continue to be a key factor influencing the Group's cost of sales and gross profit margins. Global supply chain pressures and inflation continue to create pricing volatility.

To mitigate these risks, the Group maintains strategic buffer inventories of critical raw materials to support production continuity and minimise the risk of supply disruptions. By sustaining long-standing relationships with suppliers and actively monitoring market trends, the Group is able to optimise procurement schedules and periodically review its product pricing to maintain target gross margin.

MANAGEMENT DISCUSSION AND ANALYSIS

KEY RISKS AND MITIGATION (CONT'D)

Risk Management (Cont'd)

4. Interest rate risk

The Group is exposed to interest rate risk arising from borrowings with floating-rate credit facilities, including term loans and overdrafts, where upward shifts in prevailing rates can increase finance costs and impact net cash flows.

To mitigate this risk, the Group continuously monitors interest rate movements and regularly reviews its financing structure to ensure an optimal balance between fixed and variable-rate borrowings. The Group also exercises prudent cash flow management and maintains a healthy liquidity position to ensure that all debt servicing obligations are fulfilled promptly while retaining sufficient working capital reserves.



5. Trade Credit risk

The Group is exposed to trade credit risk arising from potential customer defaults or extended payment delays, which could necessitate expected credit loss (ECL) provisions and have adverse impacts on the Group's liquidity and operating cash flows.

To mitigate this risk, the Group enforces stringent credit control policies, which include conducting credit assessments prior to granting credit terms and establishing strict credit limits based on customers' financial standing and payment history. Trade receivables are monitored on an ongoing basis through regular aging reviews and prompt follow-up actions are taken on overdue balances by the sales personnel. Furthermore, the Group minimises concentration risk by maintaining a well-diversified customer portfolio and periodically reviewing the adequacy of impairment allowances in accordance with applicable accounting standards.

OUTLOOK AND FUTURE PROSPECTS

Malaysia's economic outlook remains resilient, underpinned by healthy domestic demand, sustained private investment and the Government's ongoing structural reform agenda. The implementation of the 13th Malaysia Plan (2026–2030), together with continued investments in high-value industries and infrastructure development is expected to support long-term economic growth and create new business opportunities across various sectors.

The Group remains cautiously optimistic about its prospects while recognising continued uncertainties arising from geopolitical developments, commodity price volatility, and foreign exchange fluctuations. We will prioritise disciplined execution and capital allocation across the Group's two core businesses. Key strategic priorities include:

Aerosol & Solvent Manufacturing: Margin & Capability Development

Strengthen manufacturing efficiency through automation, formulation upgrades, and process optimisation. Focus on expanding high-margin OBM lines and pursuing select overseas OEM opportunities.

FMCG Distribution: East Malaysia Platform Expansion

Deepen market coverage across East Malaysia, systematically pacing network expansion against route economics, working capital requirements, and logistics capacity.

Cross-Division Synergies: Product & Channel Alignment

Develop DPI consumer products tailored specifically for EF Group's established retail network, allowing the Group to capture both manufacturing margins and distribution reach.

Strategic Mergers & Acquisitions: Strengthening Capabilities & Portfolio

Continue to evaluate potential acquisition opportunities that enhance manufacturing capabilities, broaden proprietary brand portfolios, or extend distribution channels across Malaysia to drive long-term value.

With these strategic initiatives, the Group aims to enhance resilience, capture growth opportunities, and deliver long-term value to stakeholders.

SUSTAINABILITY STATEMENT

About this Statement

DPI Holdings Berhad ("DPI Holdings" or "the Company"), together with its subsidiaries (collectively, "the Group" or "DPI Group"), presents its Sustainability Statement for the financial year ended 31 May 2026 ("FYE 2026").

This Statement provides an overview of the sustainability matters identified as material to the Group, together with the approaches, initiatives and performance reported during FYE 2026. The reporting scope covers the Group's principal manufacturing, regional trading and fast-moving consumer goods ("FMCG") distribution operations.



COMPANY OVERVIEW

DPI Group's principal activities span aerosol and chemical manufacturing, plastic injection moulding, regional trading and fast-moving consumer goods ("FMCG") distribution. Its manufacturing operations are based in Malaysia, while DPI Alliance Pte. Ltd. supports the Group's regional trading activities from Singapore.

The Group's aerosol products are manufactured without the use of chlorofluorocarbons ("CFCs"), consistent with its established product formulation and manufacturing practices.

Following the acquisition of Eastern Forever Sdn. Bhd. and its subsidiaries ("EF Group") in FYE 2025, the Group expanded into FMCG distribution, with operations across Sarawak.



REPORTING SCOPE AND BASIS

Management reviewed the Group's sustainability reporting boundary for FYE 2026 to reflect its expanded operations and the availability of sustainability data across its operating entities.

The Sustainability Statement covers the Group's entities in Malaysia and Singapore, spanning its investment holding, manufacturing, trading and FMCG distribution activities. The scope of individual sustainability indicators may vary depending on the relevance and availability of data for the respective entities. Where comparative information is affected by changes in reporting scope or data availability, this is explained within the relevant disclosures.

SUSTAINABILITY STATEMENT

REPORTING SCOPE AND BASIS (CONT'D)

Investment Holding



- **DPI Holdings Berhad**
Malaysia

Trading



- **DPI Alliance Pte. Ltd.**
Singapore
- **DPI Chemicals Sdn. Bhd.**
Tangkak (Johor), Perai (Penang), Ipoh (Perak)

Manufacturing



- **DPI Sdn. Bhd.** – Aerosol manufacturing
Tangkak (Johor), Malaysia
- **DPI Chemicals Sdn. Bhd.** – Chemical products
Shah Alam (Selangor) and Kuching (Sarawak), Malaysia
- **DPI Plastics Sdn. Bhd.** – Plastic injection moulding
Tangkak (Johor), Malaysia

FMCG Distribution



- **Eastern Forever Sdn. Bhd.**
Kuching (Sarawak), Malaysia
- **Eastern Forever (Miri) Sdn. Bhd.**
Miri (Sarawak), Malaysia
- **Eastern Forever (Sibu) Sdn. Bhd.**
Sibu (Sarawak), Malaysia

REPORTING FRAMEWORK AND STANDARDS

This Statement has been prepared with reference to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, Bursa Malaysia's Sustainability Reporting Guide (3rd Edition) and accompanying Toolkits, the Global Reporting Initiative ("GRI") Standards, and the United Nations Sustainable Development Goals ("UN SDGs").



STATEMENT QUALITY AND ASSURANCE

This Statement has not been subject to independent external assurance or review by the Group's Internal Audit function. Information disclosed in this Statement has been compiled and reviewed internally by the respective departments and business units responsible for the underlying data and information.

The Group intends to progressively strengthen its sustainability data collection and validation processes as its reporting practices continue to develop.

FEEDBACK ON THE REPORT

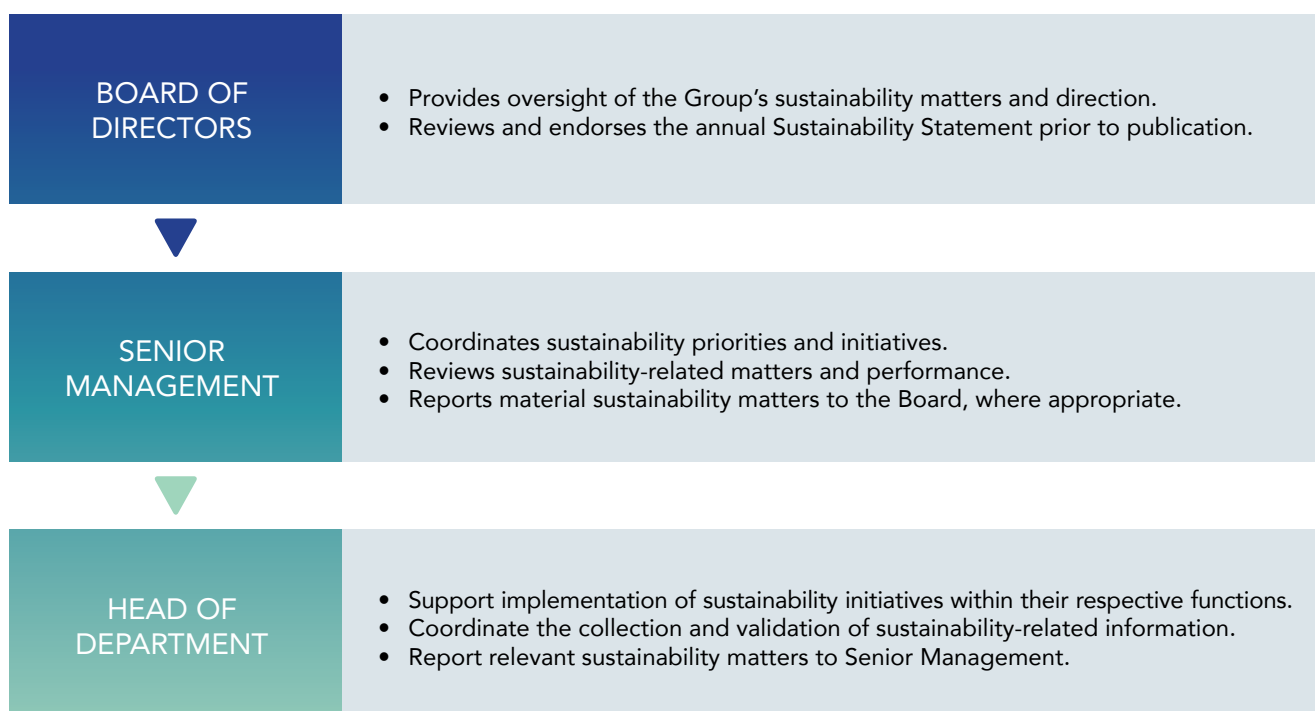
Stakeholder feedback on this Sustainability Statement is welcomed and may be directed to ir@dpi aerosol.com.

SUSTAINABILITY STATEMENT

Sustainability Governance

Sustainability matters are overseen by the Board of Directors, with Senior Management responsible for coordinating the Group's sustainability priorities and Heads of Department supporting implementation within their respective functions.

Material sustainability matters and related initiatives are communicated through the management structure, where appropriate, to support oversight and implementation across the Group's operations.



Engaging with Stakeholders

The Group engages with stakeholders through various channels as part of its day-to-day business activities. These interactions provide the Group with an understanding of matters relevant to its employees, customers, shareholders and investors, suppliers and business partners, government and regulatory authorities, and local communities.

The nature and frequency of engagement vary depending on the stakeholder group and the matters concerned. Feedback and matters raised through these interactions may also inform the Group's business decisions and assessment of its sustainability priorities.



SUSTAINABILITY STATEMENT

**CUSTOMERS**

Customers are important to the Group's business continuity and growth. Ongoing engagement provides feedback on product requirements, service expectations and other matters relevant to the customer relationship.

ENGAGEMENT METHOD

- Regular communications and meetings
- Customer visits
- Participation in industry networking events
- Company website and social media

FREQUENCY

Ongoing/ As required

KEY CONCERNS

- Product quality and product range
- Competitive pricing
- Customer service and relationship management
- Business ethics and responsible business practices
- Data privacy and protection

**EMPLOYEES**

Employees support the Group's day-to-day operations and the delivery of its products and services. Engagement provides channels for communication, feedback and discussion on workplace matters.

ENGAGEMENT METHOD

- Internal communications and corporate memoranda
- Training and development programmes
- Meetings and discussions
- Employee and company activities
- Whistleblowing channel
- Performance appraisals

FREQUENCY

Ongoing/ As required

Annually

KEY CONCERNS

- Career development
- Employee welfare and well-being
- Occupational health and safety
- Remuneration and employee benefits
- Workplace conduct and employment practices

**SHAREHOLDERS & INVESTORS**

Shareholders and investors have an interest in the Group's financial performance, governance, business strategy and long-term prospects. The Group communicates relevant corporate and financial information through established reporting and disclosure channels.

ENGAGEMENT METHOD

- Annual reports
- Annual General Meeting ("AGM")
- Financial results announcements
- Extraordinary General Meeting ("EGM")
- Announcements on Bursa Securities website
- Company website

FREQUENCY

Annually

Quarterly

As required

Ongoing/ As required

KEY CONCERNS

- Financial performance
- Investment risks and returns
- Business strategy and growth
- Corporate governance and business ethics
- Regulatory compliance
- Sustainability matters

SUSTAINABILITY STATEMENT

**CONTRACTORS, CONSULTANTS & SUPPLIERS**

Suppliers, contractors and business partners support the Group's procurement, manufacturing, distribution and other operational requirements.

Regular engagement supports coordination on commercial, quality, delivery and other operational matters.

ENGAGEMENT METHOD	FREQUENCY
• Regular communications and meetings	Ongoing
• Commercial negotiations and discussions	As required
• Supplier reviews and evaluations	Periodic/ As required

KEY CONCERNS

- Product and service quality
- Pricing and payment terms
- Delivery and supply continuity
- Business ethics and responsible procurement
- Regulatory and contractual requirements

**GOVERNMENT & REGULATORS**

The Group is subject to regulatory requirements across its manufacturing, distribution and corporate activities. Engagement with government and regulatory authorities supports the Group in keeping informed of applicable requirements and addressing regulatory matters arising in the ordinary course of business.

ENGAGEMENT METHOD	FREQUENCY
• Regulatory communications and meetings	As required
• Regulatory inspections	
• Submission of statutory and regulatory reports	In accordance with applicable requirements

KEY CONCERNS

- Permits and licences
- Compliance with applicable laws and regulations
- Occupational health and safety
- Environmental requirements
- Employment and labour requirements

**LOCAL COMMUNITIES**

The Group recognises that its operations form part of the communities in which it operates, particularly around its manufacturing and distribution locations.

Matters relevant to local communities may include the environmental and social effects associated with the Group's operations.

ENGAGEMENT METHOD	FREQUENCY
• Community events and contributions	As required
• Corporate social responsibility ("CSR")	

KEY CONCERNS

- Community well-being
- Environmental matters associated with operations
- Other matters affecting surrounding communities, where applicable

SUSTAINABILITY STATEMENT

Material Sustainability Matters

The Group's materiality assessment considers sustainability matters based on the significance of their economic, environmental and social impacts and their relevance to stakeholder assessments and decisions. The assessment takes into consideration the Group's operating environment, stakeholder inputs and the significance of identified sustainability matters to the Group.



The Group reviewed the material sustainability matters identified in FYE 2025 to assess their continued relevance in the context of its current operations and reporting scope. As part of this review, Water Management was identified as an additional material matter for FYE 2026, reflecting the use of water across the Group's manufacturing and distribution operations and the progressive expansion of its environmental disclosures.

Accordingly, the Group reports on twelve (12) material sustainability matters in FYE 2026, compared with eleven (11) in FYE 2025. The remaining material matters were retained following Management's review, as they continue to be relevant to the Group's operations and stakeholders.

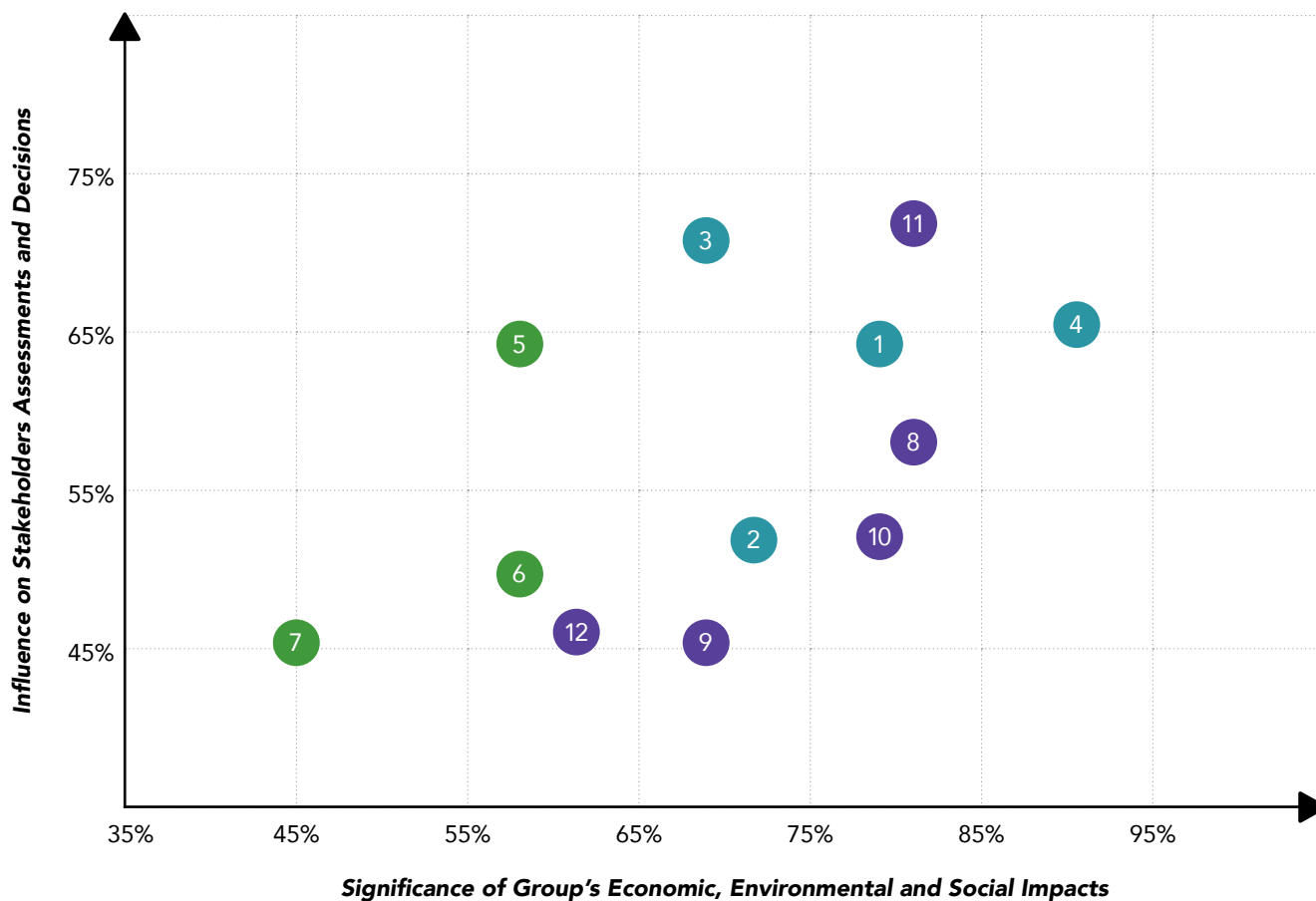
The Group intends to periodically review its materiality assessment to take into account changes in its operations, stakeholder considerations and sustainability reporting requirements.

Looking ahead, the Group is monitoring developments under Malaysia's National Sustainability Reporting Framework ("NSRF"), including the phased adoption of the IFRS Sustainability Disclosure Standards. The Group intends to progressively assess the requirements applicable to its reporting timeline and consider the necessary preparatory measures towards future compliance.

As part of this preparation, the Group intends to review its sustainability reporting practices and identify areas that may require further development to support the applicable disclosure requirements.

SUSTAINABILITY STATEMENT

Materiality Matrix



Economic



- 1 Local Hiring
- 2 Supply Chain Management
- 3 Ethics and Integrity
- 4 Compliance with Laws and Regulations

Environmental



- 5 Waste and Resource Productivity
- 6 Energy Efficiency
- 7 Water Management

Social



- 8 Diversity and Equal Opportunity
- 9 Talent Engagement and Retention
- 10 Training and Development
- 11 Occupational Health and Safety
- 12 Engaging the Communities

SUSTAINABILITY STATEMENT

Material Matters and Their Relevance, Risks and Opportunities to the Group and Impacts on Stakeholders

Governance and Economic

1 Local Hiring

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Local hiring supports the Group's workforce requirements by providing access to talent familiar with the local operating environment. Limited availability of suitably skilled local candidates may affect recruitment and workforce capacity, while developing and retaining local talent supports the Group's long-term workforce needs.

IMPACTS ON STAKEHOLDERS

Local hiring provides employment and income opportunities within the communities where the Group operates, while supporting the development of local workforce capabilities.

2 Supply Chain Management

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Effective supply chain management supports the availability, quality and timely delivery of materials and products for the Group's operations. Supply disruptions, quality issues and cost fluctuations may affect operational continuity and costs, while effective sourcing and supplier management may improve supply reliability and procurement efficiency.

IMPACTS ON STAKEHOLDERS

Procurement practices affect suppliers through sourcing and business relationships, while supply reliability and product quality affect the availability and quality of products delivered to customers.

3 Ethics and Integrity

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Ethical business practices support sound governance and responsible business conduct. Bribery, corruption, conflicts of interest or other misconduct may expose the Group to legal, financial and reputational consequences, while appropriate ethical standards and controls support accountability and stakeholder confidence.

IMPACTS ON STAKEHOLDERS

Clear standards of business conduct support fair and transparent dealings with employees, customers, suppliers and other business partners, and provide channels for concerns regarding misconduct to be raised and addressed.

SUSTAINABILITY STATEMENT

Material Matters and Their Relevance, Risks and Opportunities to the Group and Impacts on Stakeholders (Cont'd)

Governance and Economic

4 Compliance with Laws and Regulations

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Compliance with applicable laws and regulations supports the Group's ability to operate across its manufacturing, distribution and corporate activities. Non-compliance may result in regulatory action, financial penalties, operational disruption or reputational consequences, while effective compliance practices support operational continuity and responsiveness to regulatory changes.

IMPACTS ON STAKEHOLDERS

Compliance with environmental, occupational safety, employment, product and other applicable requirements helps manage potential adverse impacts on employees, customers, communities and other stakeholders arising from the Group's operations.

Environmental

5 Waste and Resource Productivity

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

The Group's manufacturing and distribution activities generate scheduled and non-scheduled waste and consume materials and other operational resources. Responsible waste management supports regulatory compliance and helps manage the environmental impact of its operations. Inadequate waste management may result in regulatory, environmental and cost implications.

IMPACTS ON STAKEHOLDERS

Appropriate handling, storage and disposal of waste help reduce potential environmental and health impacts on employees, surrounding communities and the environment. More efficient use of resources may also reduce the volume of waste generated from the Group's activities.

6 Energy Efficiency

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Electricity is an important operational input across the Group's manufacturing and distribution activities. Efficient energy use can support operational efficiency and help manage exposure to changes in electricity costs. Inefficient energy use and changes in electricity costs may increase operating costs.

IMPACTS ON STAKEHOLDERS

More efficient use of electricity can contribute to reducing greenhouse gas emissions associated with purchased electricity and supports the responsible use of energy resources.

SUSTAINABILITY STATEMENT

Material Matters and Their Relevance, Risks and Opportunities to the Group and Impacts on Stakeholders (Cont'd)

Environmental

7 Water Management

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Water is used in the Group's manufacturing processes and general facility operations. Efficient water use helps manage consumption and supports operational needs. Inefficient water use, leakage or supply interruptions may increase operating costs or affect operations, while monitoring and efficiency measures may help reduce unnecessary consumption.

IMPACTS ON STAKEHOLDERS

Responsible water management can contribute to the prudent use of shared water resources and reduce unnecessary consumption across the Group's operating locations. The Group's consumption contributes to demand for local water resources.

Social

8 Diversity and Equal Opportunity

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Fair and inclusive employment practices support the Group's ability to attract and retain employees from different backgrounds. Discriminatory or inequitable practices may affect employee morale and the Group's reputation as an employer, while equal employment opportunities may support workforce diversity and employee engagement.

IMPACTS ON STAKEHOLDERS

Equal employment opportunities support fair access to recruitment, development and career opportunities based on relevant qualifications, experience and job requirements.

9 Talent Engagement and Retention

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Employee engagement and retention support workforce continuity and help the Group retain operational experience and knowledge across its manufacturing and distribution activities. Employee turnover, particularly in roles requiring technical or operational experience, may result in loss of knowledge, additional recruitment costs and operational disruption, while effective engagement and retention practices may support workforce stability.

IMPACTS ON STAKEHOLDERS

Fair employment practices, employee benefits and workplace engagement initiatives can support employee well-being, job satisfaction and longer-term employment relationships.

SUSTAINABILITY STATEMENT

Material Matters and Their Relevance, Risks and Opportunities to the Group and Impacts on Stakeholders (Cont'd)

Social

10 Training and Development

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Training and development support employees in maintaining and developing the knowledge and competencies required for their roles. Skills or competency gaps may affect job performance and the Group's operational, safety or regulatory requirements, while relevant training may strengthen workforce capabilities and readiness for changing business needs.

IMPACTS ON STAKEHOLDERS

Access to relevant training supports employees in developing the skills and competencies required for their roles, while contributing to professional development and career progression.

11 Occupational Health and Safety ("OHS")

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Given the nature of the Group's manufacturing and distribution activities, OHS is an important operational consideration. Effective safety practices help manage workplace hazards and protect employees. Workplace incidents may result in injury or illness, regulatory consequences and operational disruption, while preventive measures and employee awareness may help reduce safety risks and support operational continuity.

IMPACTS ON STAKEHOLDERS

Occupational health and safety practices support the protection of employees and others present at the Group's workplaces from work-related injury and occupational health risks. Effective preventive measures help reduce exposure to workplace hazards and the risk of work-related injury and occupational illness.

12 Engaging the Communities

RELEVANCE, RISK & OPPORTUNITY TO THE GROUP

Engagement with local communities supports communication and helps the Group understand community related matters that may arise from its operations. Limited engagement may reduce awareness of local concerns, while ongoing communication may support constructive relationships with the communities where the Group operates.

IMPACTS ON STAKEHOLDERS

The Group's operations may affect surrounding communities through matters such as employment, traffic, noise, environmental impacts and other local considerations. Appropriate engagement provides a channel for communities and the Group to communicate on matters of mutual interest or concern.

SUSTAINABILITY STATEMENT

Looking Ahead: Sustainability Reporting Roadmap

Looking ahead, the Group intends to progressively strengthen its sustainability reporting practices in preparation for the phased implementation of Malaysia's National Sustainability Reporting Framework ("NSRF"). With the applicable reporting requirements expected to commence from FYE 2028, the Group will focus on strengthening its reporting processes, data availability and internal readiness during the transition period.

The roadmap below is indicative and may be refined in response to applicable regulatory requirements, reporting developments and the Group's readiness.

FYE 2027 NSRF PREPARATION

Assessing readiness and building the data foundation

- Assess existing disclosures against NSRF requirements and identify data gaps
- Clarify internal responsibilities and strengthen data collection processes
- Begin preparing relevant climate-related information



FYE 2028 INITIAL NSRF REPORTING

First disclosures under the NSRF

- Prepare disclosures under NSRF requirements, taking transition reliefs into account
- Develop climate-related disclosures covering governance, strategy, risk and targets



FYE 2029 STRENGTHENING REPORTING PRACTICES

Building on the first reporting cycle

- Improve the quality, consistency and completeness of sustainability information
- Strengthen internal review processes and prepare for broader disclosures



FYE 2030 PROGRESSIVE ENHANCEMENT & ASSURANCE READINESS

Maturing practices and preparing for assurance

- Continue enhancing reporting practices and data governance
- Assess readiness for applicable assurance requirements

SUSTAINABILITY STATEMENT



This section presents the Group's performance across its twelve (12) material sustainability matters, organised under three (3) pillars: Governance & Economic, Environmental, and Social. For each material matter, this section sets out why it matters to the Group, how the Group approaches it, and the relevant data recorded during FYE 2026.

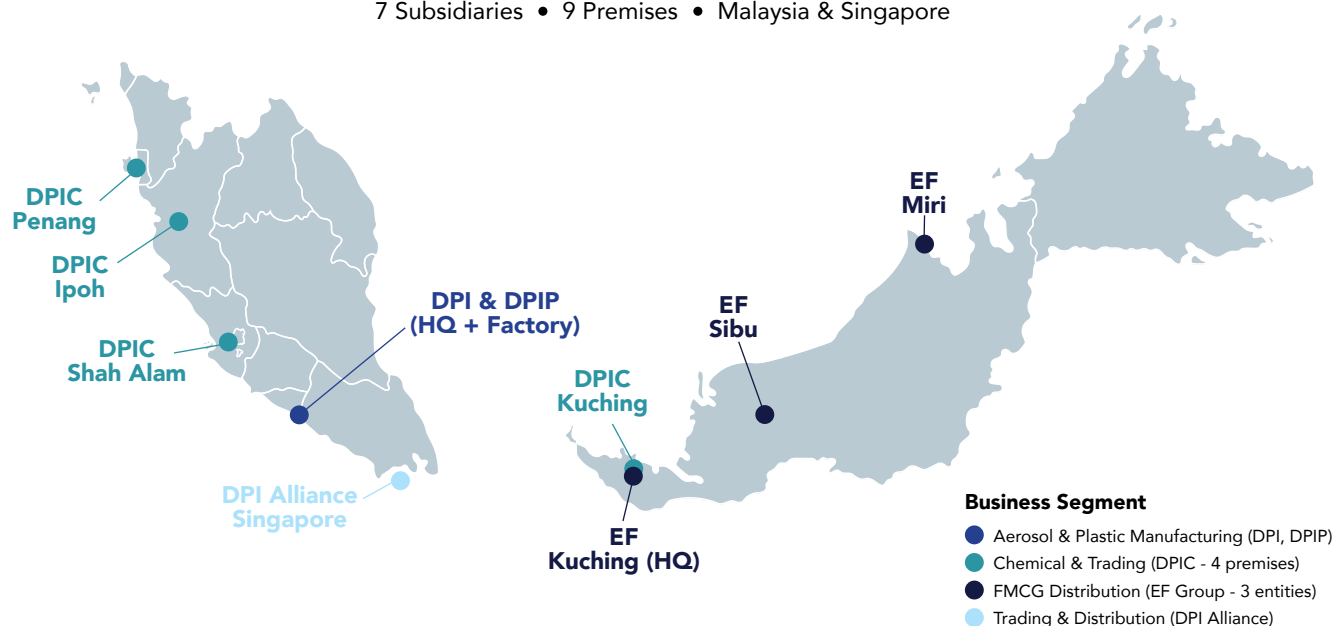
Governance and Economic

Responsible economic conduct underpins the Group's relationships with its employees, suppliers, and the wider business community. The four (4) material matters within this pillar together reflect how the Group aims to create economic value in a fair and transparent manner while managing associated risks.

Local Hiring	Supply Chain Management	Ethics and Integrity	Compliance with Laws and Regulations
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DPI Holdings Berhad - Operational Footprint (FYE 2026)

7 Subsidiaries • 9 Premises • Malaysia & Singapore



SUSTAINABILITY STATEMENT

1. Local Hiring

Why It Matters

The Group operates across multiple locations in Malaysia and Singapore, reflecting the geographical footprint of its manufacturing, distribution and trading activities. Its operations are located in Perai (Penang), Ipoh (Perak), Shah Alam (Selangor), Tangkak (Johor), Kuching, Miri and Sibu (Sarawak), as well as Singapore.

Local hiring supports the Group's workforce requirements across these locations while providing employment opportunities within the communities where it operates.

Our Approach

The Group gives consideration to local candidates across different levels of recruitment, from operational roles to management positions. Recruitment is based on the requirements of each position, including relevant qualifications, experience and skills. Where suitable expertise or technical capabilities are not readily available locally, the Group may recruit from outside the respective local market.

Progress (FYE 2026)

During FYE 2026, the Group had 322 employees across the eight entities within the reporting scope. Of these, 321 employees (99.7% of 322 employees) were locally hired within their respective jurisdictions. This comprised Malaysian employees across the Group's Malaysia-based entities and Singapore citizens at its Singapore entity. One employee was a foreign national.

2. Supply Chain Management

Why It Matters

The Group's supply chain reflects the distinct operating models of its two business segments. For its manufacturing operations, the supply chain is primarily upstream, relying on suppliers of raw materials, propellants and packaging materials that support the production of aerosol, chemical and plastics products. For its FMCG distribution business, EF Group operates primarily as a distributor, with supply chain activities focused on sourcing products from principals and brand owners and distributing them efficiently to approximately 2,800 retail outlets across Sarawak. Managing both upstream procurement and downstream distribution enables the Group to support product quality, operational continuity and reliable product availability across its businesses.

Where commercially viable and where suppliers meet the Group's quality, cost and delivery requirements, preference is given to local sourcing. Besides supporting procurement efficiency through shorter supply chains, this approach contributes to local economic activity by engaging domestic suppliers and business partners.

Our Approach

For manufacturing operations, suppliers are evaluated and periodically reviewed based on key criteria, including product quality, safety, pricing competitiveness, reliability of supply and delivery performance. These procurement practices, together with long-standing supplier relationships developed over decades of operation, support continuity of raw material supply and contribute to consistent product quality and operational efficiency.

Following the acquisition of EF Group, the Group's supply chain has expanded to include FMCG distribution alongside its manufacturing operations. EF Group sources products predominantly from established domestic principals and brand owners, complementing the Group's manufacturing business by broadening its market reach while maintaining a strong emphasis on domestic sourcing.

Across distribution operations, the Group maintains general quality control and product handling practices, including routine inspection of product condition and inventory management, to help ensure products are stored, handled and delivered in satisfactory condition. These practices support product quality and operational reliability throughout the distribution process.

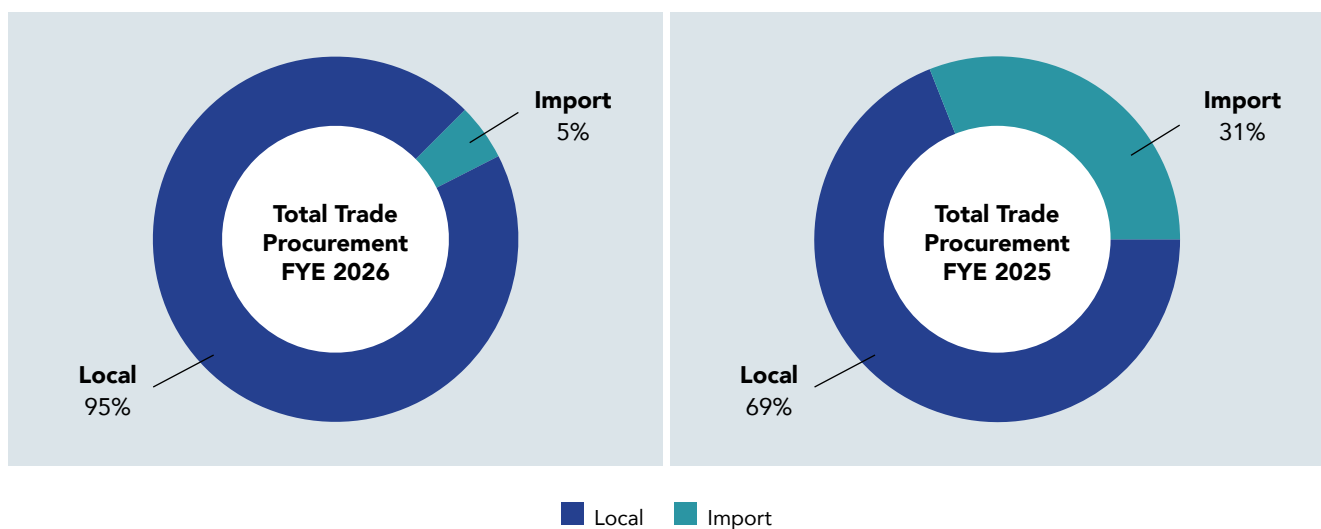
The Group will continue to strengthen supplier relationships and maintain procurement and distribution practices that support business continuity and operational efficiency over the long term.

SUSTAINABILITY STATEMENT

Progress (FYE 2026)

During FYE 2026, approximately 95% of the Group's trade procurement expenditure was attributable to local suppliers, compared with 69% in FYE 2025. The higher proportion of local trade procurement was mainly due to the inclusion of EF Group in the reporting scope for the first time in FYE 2026. EF Group accounted for approximately 77.7% of the Group's total trade procurement expenditure, with approximately 99.0% of its purchases sourced locally.

The Group continues to source locally where it is commercially viable and where suppliers are able to meet the Group's requirements for quality, safety, cost competitiveness and delivery reliability. Procurement decisions are made based on business requirements to ensure continuity of supply while maintaining operational efficiency.



Note: The FYE 2026 reporting scope includes EF Group, which was not included in the FYE 2025 procurement data. Accordingly, the year-on-year figures are not directly comparable.



3. Ethics and Integrity

Why It Matters

The Group recognises that maintaining high standards of ethics and integrity is fundamental to building trust with stakeholders and supporting sustainable business growth. Operating across manufacturing, distribution and trading activities exposes the Group to various business interactions involving employees, customers, suppliers, principals, business partners and regulatory authorities.

A strong ethical culture supports responsible decision-making, promotes accountability and helps safeguard the Group's reputation while maintaining stakeholder confidence across the markets in which it operates.

SUSTAINABILITY STATEMENT

Our Approach

The Group is committed to conducting its business in accordance with applicable laws, regulations and ethical standards. The Group's ethical framework is supported by key policies and guidelines that establish expectations for Directors, employees and relevant business partners.

The following policies form part of the Group's governance framework:

CODE OF CONDUCT AND ETHICS

- Sets out the principles and standards expected of Directors and employees when carrying out their responsibilities.
- Provides guidance on areas including professional conduct, conflict of interest, responsible business practices and maintaining integrity in business dealings.

ANTI-BRIBERY & ANTI-CORRUPTION POLICY

- Zero tolerance approach towards bribery and corruption.
- Establishes requirements applicable to Directors, employees and relevant external parties, including suppliers and business associates, to promote ethical conduct and responsible business practices

WHISTLEBLOWING POLICY

- Confidential reporting channels (email, secure reporting box) to raise concerns.
- Non-retaliation for whistleblowers.
- All reported concerns are processed through the formal reporting hierarchy and escalated to the Board of Directors.

CONFLICT OF INTEREST POLICY

- Framework to identify, disclose and manage actual, potential and perceived conflicts of interest to ensure transparency and integrity in the business dealings.
- Annual declarations are mandatory for Directors and Key Senior Management, while employees must declare as and when a conflict of interest arises.

Data Privacy and Cybersecurity

The Group handles personal data relating to employees, customers and business partners as part of its daily operations.

The Group maintains a Personal Data Protection Policy that governs the handling of personal and sensitive data, in accordance with the requirements of the Personal Data Protection Act 2010 ("PDPA").

The Group has implemented internal measures to manage and protect personal and business information, as set out below:

KEY PRACTICES

- IT security protocols including firewalls, encryption, password requirements and multi-factor authentication
- Access control systems limiting sensitive data to authorised personnel
- Routine data backups
- General staff awareness on information security practices



SUSTAINABILITY STATEMENT

Progress (FYE 2026)

During FYE 2026, there were no reported incidents of bribery or corruption and no whistleblowing cases received through the Group's established reporting channels.



During the year, 31 employees attended a one-hour briefing on the updated Anti-Bribery & Anti-Corruption Policy and Whistleblowing Policy. The briefing covered the key requirements of the updated policies and reinforced awareness of the Group's expectations on anti-bribery, anti-corruption and whistleblowing.

The updated policies were also communicated to all employees through the Group's internal communication platform. All employees were required to read and acknowledge the updated policies, and acknowledgement was received from all employees.

Separately, the Group's Personal Data Protection Policy has not been substantively reviewed since 2021. The Group intends to review the policy to take into account relevant changes introduced under the Personal Data Protection (Amendment) Act 2024.

4. Compliance with Laws and Regulations

Why It Matters

As an ACE Market-listed group operating chemical manufacturing, aerosol production, plastics manufacturing and FMCG distribution businesses, the Group is subject to a wide range of regulatory requirements across environmental protection, occupational safety and health, product quality, employment, data protection and corporate governance. Maintaining compliance with applicable laws and regulations is essential to protecting the Group's licence to operate, safeguarding stakeholder confidence and supporting sustainable business operations.

Non-compliance may expose the Group to financial penalties, operational disruptions, legal liabilities and reputational risks.

Our Approach

The Group adopts a structured governance approach to managing regulatory compliance across its operations. Compliance responsibilities are embedded within the respective business functions, supported by management oversight and periodic reporting to ensure applicable regulatory requirements are identified, implemented and monitored.

Compliance obligations are supported by internal policies, standard operating procedures ("SOPs"), recognised management systems and operational controls that guide employees in performing their responsibilities in accordance with applicable legal and regulatory requirements.

To support ongoing compliance, the Group undertakes various monitoring activities, including:

- Periodic internal audits and inspections;
- monitoring of regulatory and legislative developments;
- review and updating of policies and procedures;
- maintenance of statutory records, permits and regulatory submissions;
- corrective actions where compliance gaps are identified.

Following the acquisition of EF Group, the Group's compliance framework expanded to include regulatory requirements applicable to FMCG distribution and warehousing operations.

SUSTAINABILITY STATEMENT

These include compliance with food safety and labelling regulations, consumer protection legislation and local licensing requirements governing distribution activities. The Group continues to progressively align Eastern Forever's operational procedures with the broader compliance monitoring framework to promote consistent governance across the enlarged Group.

Progress (FYE 2026)

There were no material incidents of non-compliance with applicable laws and regulations were identified during the reporting period, and no fines or non-monetary sanctions were imposed on any Group entity arising from regulatory breaches.

FYE 2024
0 Cases
0 Fines

FYE 2025
0 Cases
0 Fines

FYE 2026
0 Cases
0 Fines

Environmental

The Group's manufacturing and distribution activities involve the use of materials, energy and water and generate waste and greenhouse gas emissions. Managing these environmental considerations forms part of the Group's operational practices and regulatory responsibilities.

The three material matters under this pillar reflect the Group's focus on Waste and Resource Productivity, Energy Efficiency and Water Management.

Waste and Resource Productivity

Energy Efficiency

Water Management

5. Waste and Resource Productivity

Why It Matters

The Group's manufacturing and distribution operations consume raw materials, packaging materials and other operational resources while generating different waste streams through their activities. Managing these resources efficiently and ensuring the appropriate handling and disposal of waste support operational efficiency, regulatory compliance and environmental considerations across the Group.

Our Approach

Responsible Waste Management



The Group's waste management approach reflects the different operating characteristics of its manufacturing and distribution businesses.

The manufacturing operations primarily generate scheduled waste and production-related waste, while EF Group's distribution operations generate a different waste profile, comprising mainly packaging materials such as cardboard cartons, shrink wrap and wooden pallets, together with damaged or expired commercial waste arising from warehousing and distribution activities. As a distribution business, EF Group does not generate scheduled waste.

For the manufacturing operations, scheduled waste is collected, transported and treated by contractors licensed by the Department of Environment ("DOE"), namely Pentas Flora Sdn. Bhd. Waste is removed periodically, generally on a six-monthly basis, with consignment notes maintained in accordance with applicable regulatory requirements to support traceability.

Non-scheduled waste generated across the Group is managed through appropriate municipal or commercial waste disposal channels.

SUSTAINABILITY STATEMENT

Resource Productivity



Across its manufacturing operations, the Group seeks to make efficient use of raw materials, packaging materials and other production inputs through its production planning, inventory management and operating practices. These practices are intended to minimise unnecessary material losses while maintaining product quality and operational requirements.

Within EF Group's distribution operations, resource management is primarily associated with inventory and product handling. Stock movement and product condition are monitored as part of routine warehousing and distribution activities to manage damaged or expired products and associated waste.

Progress (FYE 2026)

During FYE 2026, the Group's manufacturing operations generated 6.94 metric tonnes of scheduled waste, compared with 8.2 metric tonnes in FYE 2025 and 9.0 metric tonnes in FYE 2024. This represents a decrease of approximately 15.4% from FYE 2025 and 22.9% from FYE 2024.

The Group continues to manage scheduled waste through licensed contractors and to explore opportunities to reduce waste generation through process optimisation and material recovery, where practicable.

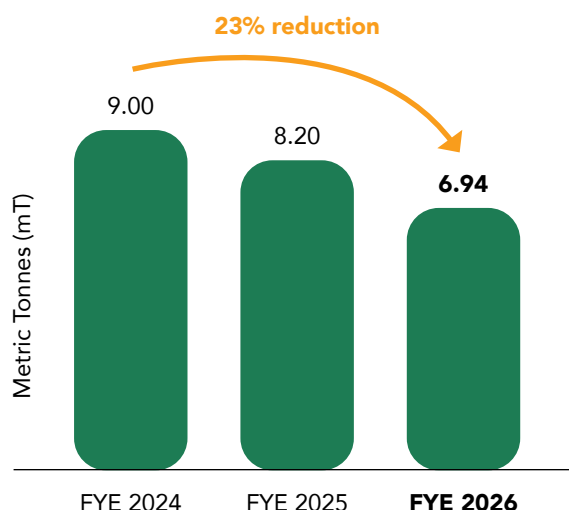
KEY INITIATIVE – SOLVENT RECOVERY

During FYE 2026, the Group invested in and commissioned a solvent recovery machine at its manufacturing facility to support the recovery and reuse of suitable organic solvents generated from selected manufacturing processes.

The recovery system uses a closed-loop distillation process to recover reusable solvents, thereby reducing the volume of spent solvent requiring scheduled waste disposal. Recovered solvents are subject to internal quality verification before being reused in production. Based on the Group's experience to date, the use of recovered solvents has not affected the quality of the finished products.

The initiative provides an additional means of managing solvent waste and supporting the more efficient use of materials within the relevant manufacturing processes.

Scheduled Waste Transferred to Designated Centre



As part of the ongoing integration of EF Group into the Group's sustainability reporting framework, the Group intends to progressively enhance environmental data collection for its distribution operations, including information relating to waste generation and resource consumption. This is intended to support more consistent environmental reporting across the Group over time.

SUSTAINABILITY STATEMENT

6. Energy Efficiency

Why It Matters

Electricity is an important operational input across the Group's manufacturing and distribution activities. Manufacturing facilities use electricity for production equipment, compressors, chemical mixing systems, plastic injection moulding machinery and other facility requirements, while distribution centres primarily consume electricity for warehouse lighting, refrigeration, office operations and other general facility requirements.

More efficient use of energy can support operational efficiency and help manage electricity costs and greenhouse gas ("GHG") emissions associated with purchased electricity. As the Group's environmental reporting practices continue to develop, energy management remains an area of operational and environmental consideration.



1,249,685 kWh

Group Total Electricity Consumption, FYE 2026
+46.8% vs FYE 2025 (851,442kWh)



Our Approach

The Group seeks to promote the efficient use of electricity across its manufacturing facilities and distribution centres through practical operational measures and equipment improvements, where appropriate. These measures are intended to support efficient energy use across the Group's operations.

Energy management measures implemented across the Group include:



Lighting efficiency — progressive replacement of conventional lighting with light-emitting diode ("LED") lighting, where practicable, and optimisation of warehouse lighting based on operational requirements.



Air-conditioning efficiency — use of inverter type air-conditioning systems at selected facilities, together with management of operating temperatures and hours.



Equipment maintenance & leak prevention — preventive maintenance of production equipment, refrigeration and cooling equipment, and prompt repair of compressed-air and water leaks.



Employee awareness & good practice — switching off lighting and equipment when not in use and promoting responsible electricity use among employees.

SUSTAINABILITY STATEMENT

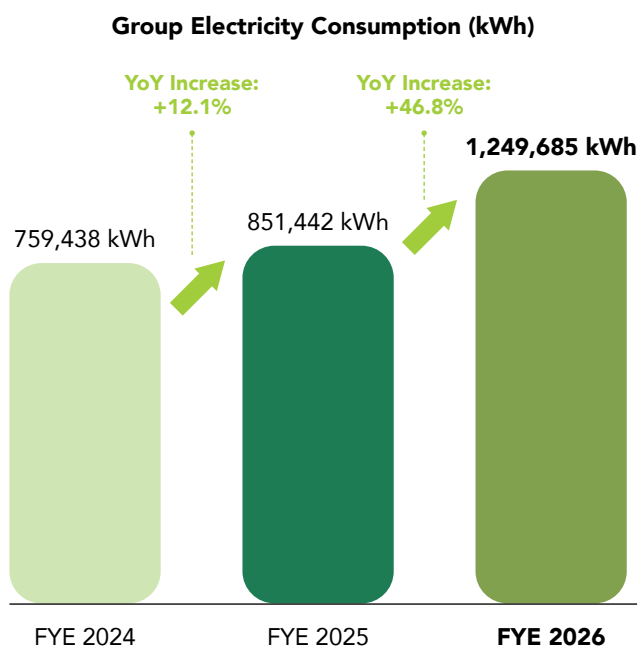
Progress (FYE 2026)

Electricity Consumption

The Group recorded total electricity consumption of 1,249,685 kWh in FYE 2026, compared with 851,442 kWh in FYE 2025, representing an increase of 46.8%.

The increase was mainly due to a higher level of operational activity during the year, including increased production activities and the new warehouse facilities operated by DPI Sdn. Bhd., and EF Group. Higher production activities resulted in greater use of production machinery and related equipment, while the new warehouse facilities contributed additional electricity consumption from lighting, refrigeration and other facility operations.

The year-on-year comparison should also be considered in the context of changes in the Group's operating footprint. The Group continues to monitor electricity consumption across its operations and explore practical measures to improve energy efficiency.



Scope 2 Emissions

Scope 2 GHG emissions are calculated based on purchased electricity consumption using the applicable grid emission factor for the jurisdiction in which the Group operates.

For FYE 2026, electricity consumed by the Group's operations in Peninsular Malaysia was calculated using the applicable grid emission factor published by Suruhanjaya Tenaga. Electricity consumed by the Group's operations in Sarawak and Singapore was calculated using the applicable emission factors published by Sarawak Energy Berhad and the Energy Market Authority of Singapore, respectively.

The Group's Scope 2 emissions reflect its electricity consumption across the respective operating locations, as well as differences in the emission factors of the respective electricity grids. The higher level of operational activity and additional facilities in use during FYE 2026 also contributed to the Group's electricity consumption and associated Scope 2 emissions.

Looking ahead, the Group intends to continue reviewing opportunities to improve energy management through equipment upgrades, preventive maintenance and operational practices, where appropriate. As its sustainability reporting practices develop, the Group will also consider opportunities to strengthen energy data collection and monitoring to support future assessment of energy performance and associated GHG emissions.

Region	Electricity (kWh)	Emission Factor ¹²	Scope 2 (tCO ₂ e)
Peninsular Malaysia	842,474	0.740 tCO ₂ /MWh	623.4
Sarawak	400,857	0.199 tCO ₂ /MWh	79.8
Singapore	6,354	0.402 tCO ₂ /MWh	2.6
Group Total	1,249,685	-	705.8

Note: Scope 2 emissions (tCO₂e) are rounded to one decimal place.

¹ Official reference for Malaysia Grid Emission Factor 2022-2024 published by Energy Commission (Suruhanjaya Tenaga) - <https://myenergystats.st.gov.my/documents/d/guest/grid-emission-factor-gef-in-malaysia-2022-2024-provisional>

² Official reference for Singapore Energy Statistics published by Energy Market Authority - <https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2>

SUSTAINABILITY STATEMENT

7. Water Management

Why It Matters

Water is used across the Group's manufacturing and distribution activities. Within the manufacturing facilities, water is primarily used for production-related processes, equipment cleaning and general facility operations. At the distribution centres and warehouses, water consumption is largely associated with domestic use, housekeeping and general facility maintenance.

Responsible water management supports operational requirements while encouraging the prudent use of water resources.

Our Approach

The Group seeks to promote responsible water use across its manufacturing facilities and distribution centres through practical operational controls and good housekeeping practices.

Water management measures implemented across the Group include:



Water reuse & recycling — rainwater harvesting and recirculation of cooling water for non-process applications, and closed-loop water recycling in chemical mixing and formulation processes.



Efficient water use practices — good housekeeping to minimise unnecessary usage, and use of high-pressure, low-volume nozzles for equipment and floor washdown.



Equipment maintenance & leak prevention — routine inspection, preventive maintenance of water supply infrastructure and plumbing systems and prompt repair of water leaks.



Employee awareness & good practice — Awareness on responsible water use, periodic review of operational practices to identify opportunities for more efficient water utilisation, where appropriate.

Progress (FYE 2026)

During FYE 2026, the Group expanded its environmental data collection to consolidate water consumption information across its manufacturing and distribution operations.

The Group recorded total water consumption of approximately 8,744 m³ for the entities within the reporting scope for which data was available. FYE 2026 represents the first year in which water consumption has been consolidated at this level. Accordingly, the reported data serves as an initial baseline, and year-on-year comparison is not presently available.

Water Consumption Summary

Entity	Water Consumption (m ³)
DPI Sdn. Bhd.	3,677
DPI Chemicals Sdn. Bhd. (Shah Alam)	1,563
Eastern Forever Sdn. Bhd. (Kuching)	1,459
DPI Plastics Sdn. Bhd.	738
Eastern Forever (Sibu) Sdn. Bhd.	640
Eastern Forever (Miri) Sdn. Bhd.	219
DPI Chemicals Sdn. Bhd. (Kuching)	301
DPI Chemicals Sdn. Bhd. (Ipoh)	99
DPI Chemicals Sdn. Bhd. (Penang)	25
DPI Alliance Pte. Ltd. (Singapore)	23
Group Total	8,744

Looking Ahead

As its environmental reporting practices continue to develop, the Group will consider opportunities to strengthen water consumption monitoring and data collection across its operations. This may support more consistent assessment of water use and the identification of opportunities for improved water efficiency over time.

SUSTAINABILITY STATEMENT

Social

The Group's workforce supports its manufacturing and distribution activities across its operating locations. Its approach to people management covers equal employment opportunities, employee engagement and retention, training and development, occupational health and safety, and engagement with local communities. These areas reflect the Group's focus on maintaining a capable and appropriately supported workforce while managing workplace and community-related considerations arising from its operations.

Diversity and Equal Opportunity

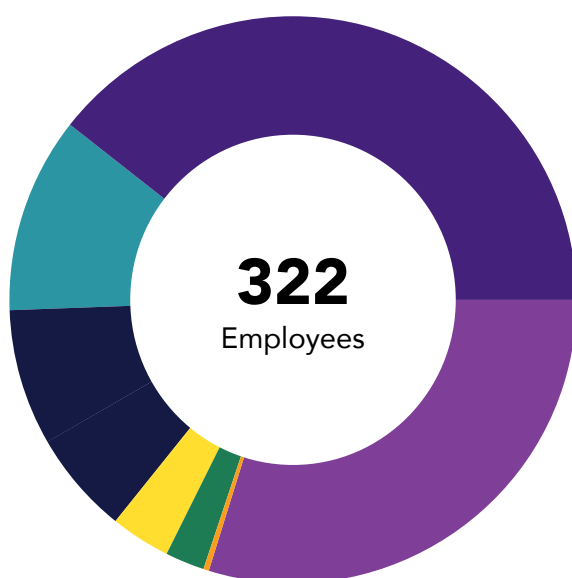
Talent Engagement and Retention

Training and Development

Occupational Health and Safety

Engaging the Communities

Workforce Distribution by Entity



- Eastern Forever SB (127)
- DPI Sdn. Bhd. (96)
- DPI Chemicals (37)
- Eastern Forever (Sibu) (25)
- Eastern Forever (Miri) (19)
- DPI Plastics (11)
- DPI Holdings (6)
- DPI Alliance (SG) (1)

8. Diversity and Equal Opportunity

Why It Matters

The Group's operations require employees with different skills, experience and competencies across its manufacturing, distribution and corporate functions. Providing fair and equal employment opportunities supports the Group in accessing a broader pool of talent while maintaining a workplace where employment decisions are based on relevant qualifications, competencies and business requirements.

As the Group operates across Peninsular Malaysia, Sarawak and Singapore, its workforce also reflects the different labour markets and communities in which its operations are located. The Group recognises the importance of fair employment practices and providing employees with opportunities to contribute and develop within the organisation.

SUSTAINABILITY STATEMENT

Our Approach

The Group is committed to providing equal employment opportunities throughout the employee lifecycle, including recruitment, development and career progression. Employment decisions are based on qualifications, competencies, experience and business requirements, without discrimination on the basis of gender, age, ethnicity or nationality.

While the Group does not currently maintain a standalone Diversity and Inclusion Policy, principles of fairness and equal opportunity are incorporated into its recruitment and people management practices. Recruitment processes are intended to identify candidates based on their suitability for the relevant roles and operational requirements.

The Group also maintains a zero-tolerance approach towards workplace harassment and discrimination. Employees are encouraged to raise concerns through established reporting channels, including the Group's Whistleblowing Policy and direct reporting to the Human Resources Department, allowing concerns to be reviewed and addressed in accordance with the Group's internal procedures.

Progress (FYE 2026)

As at 31 May 2026, the Group employed **322 employees** across its operations, comprising employees of different genders, age groups and ethnic backgrounds.

Gender Diversity



Male employees represented 60.2% of the Group's workforce in FYE 2026, while female employees accounted for 39.8%, compared with 61.9% and 38.1%, respectively, in FYE 2025. The gender composition remained relatively stable year on year, with a slight increase in female representation.

The higher proportion of male employees is largely associated with the Group's workforce profile, which includes a significant number of operational and production-related positions across its manufacturing and distribution activities. These include roles supporting production, warehousing, logistics and other operational functions, where the Group's existing workforce is predominantly male.

Female employees are represented across various functions and levels of the organisation, including management, executive, administrative and operational roles. Recruitment and employment decisions continue to be based on the requirements of each position, including relevant qualifications, competencies and experience, irrespective of gender.

Age Diversity



Employees aged between 30 and 50 years represented the largest workforce segment at 56.8% in FYE 2026, compared with 59.7% in FYE 2025. Employees below 30 years accounted for 24.9%, while employees above 50 years represented 18.3% of the workforce.

The Group's workforce therefore continues to comprise employees across different age groups, with those aged between 30 and 50 years forming the majority. This workforce mix provides a combination of employees at different stages of their careers, supporting the continuity of operational knowledge and the development of capabilities across the Group's manufacturing and distribution operations.



Ethnic Diversity

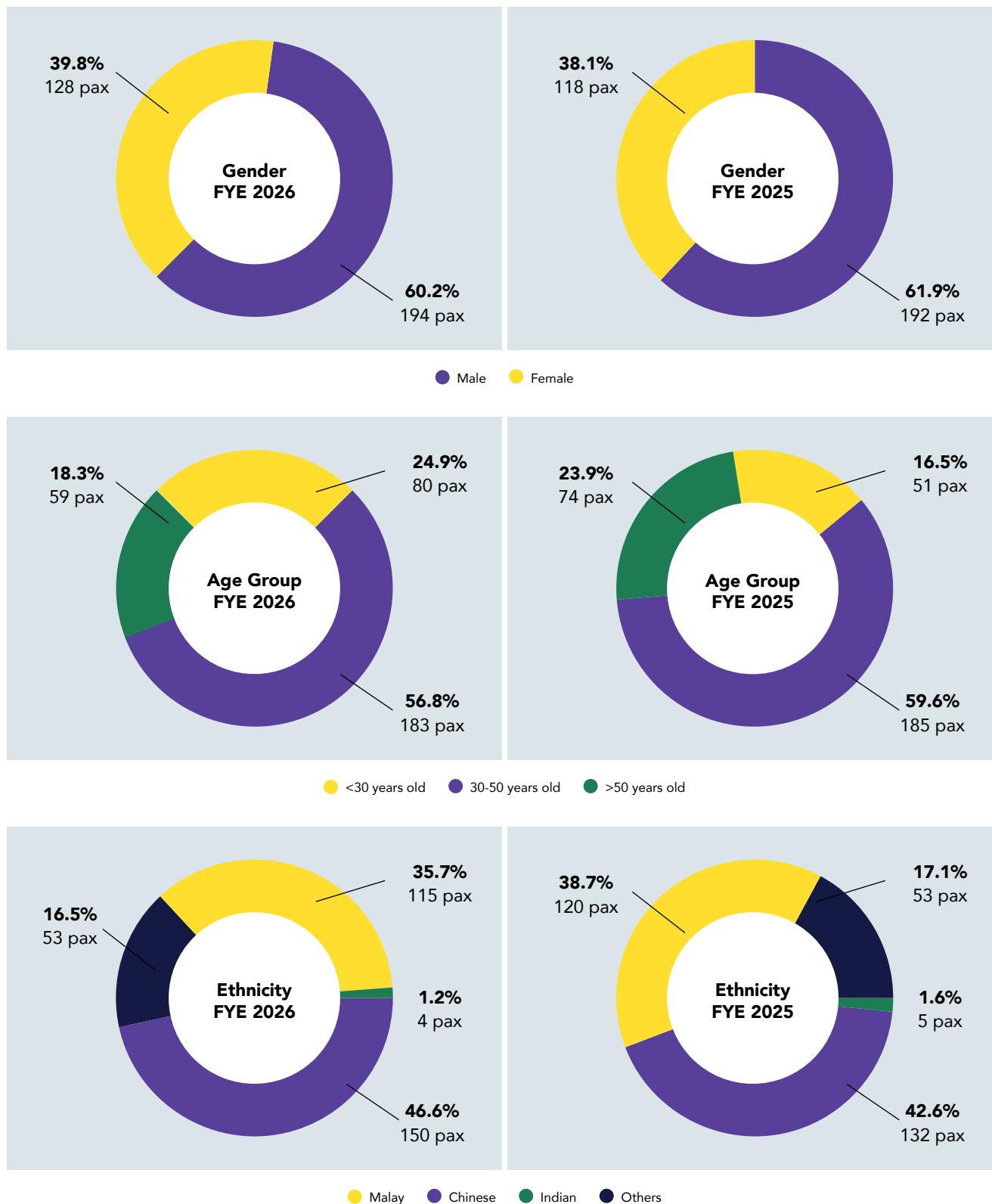


The Group's workforce comprises employees from a range of ethnic backgrounds, reflecting in part the different locations in which the Group operates and recruits. In FYE 2026, Chinese employees represented the largest segment of the workforce at 46.6%, followed by Malay employees at 35.7%, employees classified under "Others" at 16.5%, and Indian employees at 1.2%.

The "Others" category mainly comprises employees from Bumiputera communities in Sarawak, including Iban, Bidayuh and Melanau, as well as other ethnicities represented within the Group's workforce.

The Group continues to base employment decisions on relevant qualifications, competencies, experience and business requirements, without regard to ethnicity or background.

SUSTAINABILITY STATEMENT



During FYE 2026, the Group recorded zero (0) reported incidents of workplace harassment through its established reporting channels.

SUSTAINABILITY STATEMENT

9. Talent Engagement and Retention

Why It Matters

The Group's ability to maintain its operations depends in part on attracting and retaining employees with the skills and experience required across its manufacturing, distribution and corporate functions. Employee turnover may result in the loss of operational knowledge and additional recruitment and training requirements, particularly for technical and operational roles where familiarity with production processes is developed over time.

Employee engagement and retention are therefore relevant to workforce continuity and the Group's ability to maintain its operational requirements.

Our Approach

The Group seeks to foster a supportive workplace through fair employment practices, competitive remuneration, employee benefits and employee engagement initiatives. These practices are intended to support employee well-being, teamwork and longer-term employee engagement.

Employment Benefits

- Competitive remuneration
- Performance bonus
- Medical benefits
- Group insurance coverage, where applicable
- Paid annual, medical, maternity, paternity
- Flexible Working Arrangements



Employee Engagement Initiatives

- Weekly Zumba sessions
- Badminton sessions
- Team building programmes
- Off-site hikes
- Festive celebrations
- Annual dinner
- Bowling session



Progress (FYE 2026)

During FYE 2026, the Group recorded 38 employee resignations and 24 new hires across its operations. Non-executive employees accounted for 31 of the 38 resignations and 16 of the 24 new hires.

The Group continues to monitor workforce movements as part of its manpower planning and employee retention efforts. Where available, employee feedback obtained through employee satisfaction surveys, exit interviews and other engagement channels is considered in identifying areas for improvement.

Category	Resigned	New Hires
Management	2	2
Executive	5	6
Non-executive	31	16
Total	38	24



SUSTAINABILITY STATEMENT

10. Training and Development

Why It Matters

The Group recognises that a competent and appropriately trained workforce is important to maintaining operational requirements, product quality and workplace safety. Employees across the Group's manufacturing, distribution and corporate functions are required to keep abreast of relevant regulatory requirements, industry practices and operational standards.

Training and development also support employees in maintaining and developing the competencies required for their respective roles.

Our Approach

The Group adopts a structured approach to employee learning and development through an annual training programme covering regulatory compliance, technical and operational competencies, occupational health and safety, and employee well-being.

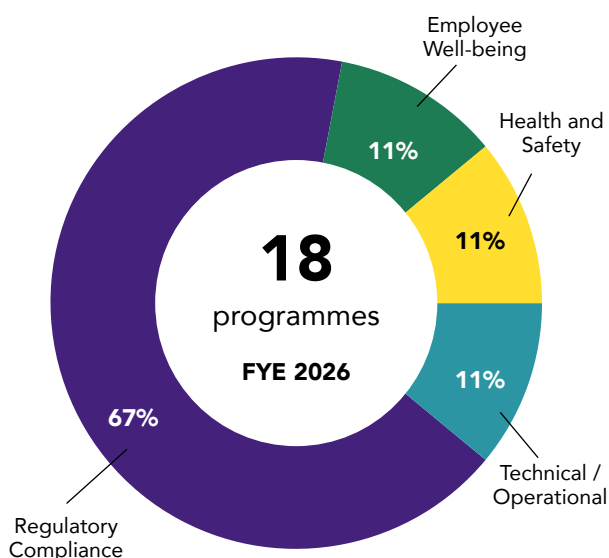
Training requirements are identified with reference to operational requirements, regulatory developments and departmental priorities. Programmes may be delivered through internal knowledge-sharing sessions or by external training providers, depending on the subject matter and training requirements. Training records and attendance are maintained to support monitoring and reporting.

Progress (FYE 2026)

During FYE 2026, the Group conducted 18 training programmes, recording 786 total training hours, equivalent to an average of 2.4 training hours per employee.

The Group will continue to review its annual training programmes to ensure employees are equipped with the knowledge and competencies required to support safe operations, regulatory compliance and business performance.

The programmes covered four broad areas: regulatory compliance, technical and operational competencies, occupational health and safety, and employee well-being:



Regulatory Compliance

- Malaysia E-Invoice
- Forum Khas 2025 (LHDN/KWSP/PERKESO/JTK)
- HRD Corp E-Latih Platform Briefing
- Program Jelajah Daerah Johor
- ESG Training for Malaysia Business
- Tax Talks & Fiscal Shocks: Budget 2026
- Employer's Tax Obligation (Mandarin)
- Finance and Tax Strategy
- HRD Corp Training Grant & Claim Discovery
- PDPA Amendment 2024
- Domestic Inquiry & Disciplinary Management
- Master Employment Act 2022 Amendments

Technical / Operational

- ISO 9001:2015 Interpretation & Internal Audit
- Cost Control & Profit Improvement for Manufacturing

Health and Safety

- Operation & Basic Safety – Refrigerated Bath Circulator
- Safety in Handling Gas

Employee Well-Being

- Mental Health Awareness
- Team Building: Amazing Team

SUSTAINABILITY STATEMENT

11. Occupational Health and Safety

Why It Matters

The Group recognises that occupational health and safety ("OHS") is an important consideration across its operations. This is particularly relevant to its manufacturing activities, where employees may work with chemicals, flammable propellants, industrial gases, production machinery and plastic injection moulding equipment.

Appropriate safety procedures, employee awareness and preventive measures are therefore important in managing workplace hazards and maintaining safe working conditions.



Our Approach

The Group manages OHS according to the nature of its operations. Within the Manufacturing operations, OHS is managed through the Occupational Safety and Health Committee ("OHSC"), supported by internal policies, standard operating procedures ("SOPs") and workplace safety practices.

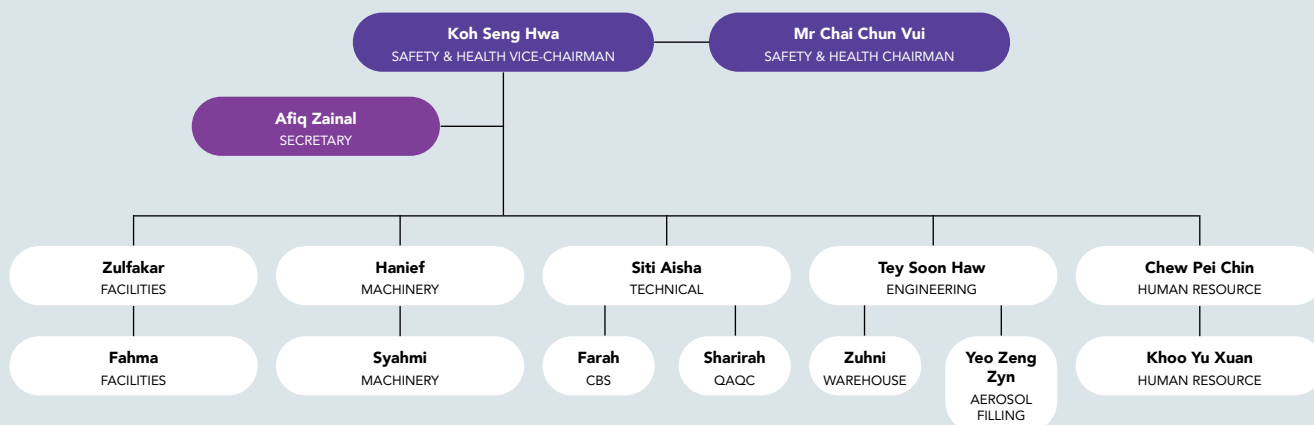
For the Group's distribution operations under EF Group, workplace health and safety matters are currently managed at the operational level. EF Group is in the process of recruiting dedicated OHS personnel to strengthen the oversight and coordination of health and safety matters across its operations.

Occupational Health and Safety Governance

The OHSC for the Group's manufacturing operations comprises representatives from relevant functions and meets quarterly to review workplace health and safety matters, monitor safety performance and recommend improvements where necessary.

The manufacturing operations' OHS framework is supported by internal policies, SOPs and safety guidelines that set out responsibilities and operating requirements to support compliance with applicable occupational safety and health requirements.

OCCUPATIONAL SAFETY AND HEALTH COMMITTEE (OSH-C)



SUSTAINABILITY STATEMENT

Safety Management Practices

The Group implements a range of preventive measures to minimise workplace risks and promote a safe working environment. These include:

- Safety induction programmes for new employees and contractors;
- Provision and mandatory use of appropriate Personal Protective Equipment ("PPE");
- Regular workplace safety inspections and internal safety audits;
- Hazard identification and risk assessment;
- Safety signage and communication of workplace safety requirements;
- Emergency preparedness activities, including fire drills and evacuation exercises;
- Maintenance of incident records and investigation of workplace incidents, where applicable; and
- Recognition programmes to reward and encourage positive safety practices.

Employees are encouraged to participate in workplace safety discussions and provide feedback on safety-related matters, supporting ongoing awareness and improvement of workplace safety practices.

Internal Safety Training

The Group conducts internal OHS and safety training to reinforce employee awareness of workplace hazards, safe working practices and relevant operational requirements. Training topics are determined based on employees' job functions and the nature of the activities undertaken at the respective workplaces.

- Workplace Safety Induction
- PPE Awareness and Proper Usage
- Hazard Identification and Incident Reporting
- Chemical Handling and Storage
- Safe Handling of Industrial Gases / Aerosol Propellants
- Fire Safety and Emergency Evacuation
- Good Housekeeping (5S)
- Machine Safety Awareness
- Chemical Spill Response
- Manual Handling and Ergonomics



Induction & Training



PPE Compliance



Inspections & Risk Assessment



Communication & Emergency Preparedness



Incident Reporting & Investigation

Progress (FYE 2026)

The Group recorded the following OHS performance throughout FYE 2026:

- **Zero (0) workplace accidents**
- **Zero (0) workplace fatalities**
- **Zero (0) reported cases of occupational diseases**

During the year, the Group also conducted safety-related training and awareness activities, including Safety in Handling Gas training (16 participants) and a Mental Health Awareness session (100% office attendance).

The Group will continue to maintain its workplace safety practices, employee training and awareness activities, and compliance monitoring in accordance with applicable occupational safety and health requirements.



SUSTAINABILITY STATEMENT

12. Engaging the Communities

Why It Matters

The Group recognises the importance of maintaining constructive relationships with the communities surrounding its operations. As its manufacturing facilities and distribution operations are located within or near local communities, maintaining appropriate engagement with nearby residents, educational institutions, local authorities and other stakeholders forms part of the Group's broader stakeholder relationships.

Progress (FYE 2026)

The Group did not undertake any formal community engagement or corporate social responsibility ("CSR") programmes during FYE 2026.

During the reporting period, management's focus was primarily directed towards operational priorities and the continued integration of EF Group following its acquisition. Consequently, no community investment activities were carried out during the year.

Looking Ahead

The Group will consider opportunities for community engagement activities that are relevant to its business activities and the communities in which it operates, where appropriate.

SUSTAINABILITY STATEMENT

PRESCRIBED TABLE

DPI HOLDINGS BERHAD
BMLR Transition PeriodDate & Time: 2026-09-24_19:45:06
Ace Market | Group 3 | FYE 31/05/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Local Hiring	Local Employee	Percentage	99.7%	99.7%	N/A	No assurance	
Local Hiring	Overseas Employee	Percentage	0.3%	0.3%	N/A	No assurance	
Supply Chain Management	Local Suppliers	Percentage	69.0%	95.0%	N/A	No assurance	The higher proportion of local trade procurement was mainly due to the inclusion of EF Group in the reporting scope for the first time in FYE 2026.
Supply Chain Management	Oversea Suppliers	Percentage	31.0%	5.0%	N/A	No assurance	
Corruption Cases	Number of Incidents and Report arises	Number	0	0	0	No assurance	
Whistleblowing Cases	Number of Incidents and Report arises	Number	0	0	0	No assurance	
Data Privacy and Cybersecurity Incidents	Number of Incidents and Report arises	Number	0	0	0	No assurance	
Waste Management	Metric Tonnes	mT	8.2	6.9	N/A	No assurance	
Energy Management	Total Electricity Consumption	kWh	851,442	1,249,685	N/A	No assurance	
Water Management	Total Water Consumption	m3	-	8,744	N/A	No assurance	The reported data serves as an initial baseline, and year-on-year comparison is not presently available.
Diversity and Equal Opportunity	Gender Diversity - Male	Percentage	61.9%	60.3%	N/A	No assurance	
Diversity and Equal Opportunity	Gender Diversity - Female	Percentage	38.1%	39.7%	N/A	No assurance	
Diversity and Equal Opportunity	Age Diversity - Below 30	Percentage	23.9%	24.9%	N/A	No assurance	

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SUSTAINABILITY STATEMENT

PRESCRIBED TABLE (CONT'D)

DPI HOLDINGS BERHAD

BMLR Transition Period

Date & Time: 2026-09-24_19:45:06

Ace Market | Group 3 | FYE 31/05/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Diversity and Equal Opportunity	Age Diversity - 30 to 50 years	Percentage	59.6%	56.8%	N/A	No assurance	
Diversity and Equal Opportunity	Age Diversity - Above 50 years	Percentage	16.5%	18.3%	N/A	No assurance	
Diversity and Equal Opportunity	Ethnic Diversity - Malay	Percentage	38.7%	35.7%	N/A	No assurance	
Diversity and Equal Opportunity	Ethnic Diversity - Chinese	Percentage	42.6%	46.6%	N/A	No assurance	
Diversity and Equal Opportunity	Ethnic Diversity - Indian	Percentage	1.6%	1.2%	N/A	No assurance	
Diversity and Equal Opportunity	Ethnic Diversity - Others	Percentage	171%	16.5%	N/A	No assurance	
Talent Engagement and Retention	Employee Turnover	Number of employee	21	38	N/A	No assurance	
Talent Engagement and Retention	New Hires	Number of employee	18	24	N/A	No assurance	
Training and Development	Employees Trainings	Number of Trainings	13	18	N/A	No assurance	
Occupational Health and Safety	Number of work accidents, fatalities and occupational diseases	Number	0	0	<2	No assurance	
Engaging the Communities	Number of Engagement	Total Investment	0	0	N/A	No assurance	No community investment activities were carried out during the year.

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CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("Board") of DPI Holdings Berhad ("DPI Holdings" or "Company") is pleased to present an overview of the Company's corporate governance practices during the financial year ended FYE 2026 guided by the three (3) key principles of good corporate governance set out in the Malaysian Code on Corporate Governance 2021 ("MCCG"). The Board has taken steps to align its governance framework with both the intended practices and Step-Up recommendations of the MCCG, including measures to reinforce Board independence, strengthen oversight, and enhance transparency. Full details of our application of each MCCG practice are disclosed in our Corporate Governance Report ("CG Report"), which is available on the Company's website at www.dpiaerosol.com and via the announcement made to Bursa Malaysia Securities Berhad ("Bursa Securities").

This statement is prepared in compliance with Bursa Securities' ACE Market Listing Requirements ("ACE LR") and it is to be read together with the CG Report.

The Board recognises the importance of good corporate governance and is committed to ensuring that good corporate governance is practised throughout the Group to safeguard stakeholders' interests as well as enhance shareholders' value.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

The Board assumes overall responsibility for the stewardship, governance and oversight of the Group, with the objective of creating sustainable long-term value for shareholders while considering the interests of other stakeholders. To facilitate the effective discharge of its responsibilities, the Board has established a governance framework that delegates specific authorities to the Board Committees, the Managing Director, Executive Directors and Senior Management of the Company and its subsidiaries, while retaining ultimate responsibility for matters reserved for the Board.

The Board is responsible for setting the Group's strategic direction. It reviews, deliberates and approves the Group's strategic plans and annual business plan as recommended by Senior Management. In fulfilling its fiduciary duties, the Board has direct and unrestricted access to Senior Management, as well as immediate access to all relevant information concerning the Group's business and operations. Senior Management is also invited to attend Board meetings to present updates and reports on matters within their respective areas of responsibility.

The Board oversees the Group's financial and operational performance and ensures that appropriate systems are in place for risk management, internal control, legal and regulatory compliance and ethical business conduct. It also reviews the adequacy and effectiveness of the Group's internal control framework and management information systems. In addition, the Board oversees succession planning for the Board and Senior Management and ensures that effective shareholder engagement and investor relations practices are maintained.

To enhance the effectiveness and efficiency of its oversight, the Board has established three principal committees namely the Audit and Risk Committee, the Nomination Committee, and the Remuneration Committee. These Committees are entrusted with specific mandates as set out in their respective Terms of Reference ("ToR") approved by the Board and assists the Board in the discharge of its responsibilities within its respective areas of oversight. At each Board meeting, minutes of the Committee meetings are circulated to all Directors and the respective Committee Chairs report to the Board on key deliberations, significant matters and recommendations arising from their meetings.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. Board Responsibilities (Cont'd)

Roles of Executive Chairman and Managing Director

The Executive Chairman and Managing Director positions are held by Peter Chai. This is a deviation from paragraph 1.3 of Principle A of the MCCG which states that the positions of the Chairman and Chief Executive Officer (or in the case of DPI Holdings Berhad, the Managing Director) are held by different individuals. The Board is of the view that Peter Chai's position as both Executive Chairman and Managing Director of the Group will not diminish the Board's role in providing leadership and responsibility to meet the Group's objectives and goals in view of the following measures and practices that have been put in place to ensure consistency with the objectives of the MCCG:

- (i) Independent Directors make up the majority of the Board, fulfilling the requirement under paragraph 5.2 of Principle A of the MCCG for at least half of the Board to comprise Independent Directors. This lends greater objectivity to the oversight function of the Board and to curtail undue influence of executive power within the Board;
- (ii) We have appointed Datuk Seri Nurmala Binti Abd. Rahim as the Senior Independent Non-Executive Director of the Board. She serves as a sounding board to our Executive Chairman and will lead the performance evaluation of our Executive Chairman in exercising objectivity in boardroom matters. Her appointment is meant to diminish any concentration of powers vested in our Executive Chairman and Managing Director; and
- (iii) The ToR of the Executive Chairman, Managing Director and Senior Independent Non-Executive Director have been established to clearly set out the respective functions and to demarcate the roles and boundaries of these positions in the board charter. The demarcation of the roles will ensure effective discharge of duties by Peter Chai in his capacity as Executive Chairman or Managing Director of the Board.

Company Secretary

The Company Secretary of the Company has legal credentials and is qualified to act as a company secretary under Section 235(2) of the Companies Act 2016.

The Board formally deliberated, noted and accepted the resignation of Ms. Lee Chin Wen as Joint Company Secretary of the Company effective 30 April 2026.

Access to Information and Advice

The Board has full and unrestricted access to timely and relevant information relating to the Group's business and affairs to enable them to discharge their duties and responsibilities effectively. All Directors have direct access to the Senior Management and may interact directly with the Management or request further explanation, information or updates on any areas of the Group's operations or business.

All Directors also have full and unrestricted access to the advice and dedicated support services of the Company Secretaries and may obtain independent professional advice to discharge their duties effectively and to ensure the effective functioning of the Board.

To facilitate productive and meaningful deliberations during Board and/or Board Committee Meetings, the agenda together with comprehensive management reports and proposal papers are furnished to the Directors at least five (5) days prior to the Meetings.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. Board Responsibilities (Cont'd)

Board Charter

The Board Charter sets out the roles and responsibilities of the Board and Board Committees and the processes and procedures for convening Board Meetings. It serves as a reference and is the primary induction literature providing prospective and existing Board members and Management with insights into the fiduciary and leadership function of the Directors.

The Board reviews this charter periodically, at least once a year to ensure it is updated with the latest changes in regulations and best practices and to ensure its effectiveness and relevance to the Boards' objectives.

Code of Ethics and Conduct

The Company's Code of Conduct and Ethics is based on principles of sincerity, integrity, responsibility and corporate social responsibility. The Code of Ethics and Conduct is formulated to enhance the standards of corporate governance and corporate behaviour with the intention of achieving the following aims:

- To establish a standard of ethical behaviour for Directors based on trustworthiness and values that can be accepted, held or upheld by any one person.
- To uphold the spirit of responsibility and social responsibility in line with the legislation, regulations and guidelines for administering the Group.

Whistleblowing Policy

DPI Holdings has in place a Whistleblowing Policy to foster an environment in which integrity and ethical behaviour are upheld to the highest standards. The Board acknowledges that misconduct and any illegal or improper actions within the Group are usually known first by people who work in or with the Group. As such, the Board views the whistleblowing policy and procedure as a good early warning system to help the Group detect any wrongdoings and to take corrective actions before the problem escalates.

Anti-Bribery and Anti-Corruption Policy ("ABAC Policy")

The Board had adopted the ABAC Policy to incorporate the policies and procedures on anti-corruption as guided by the "Guidelines on Adequate Procedures" issued by the Prime Minister's Department to promote better governance culture and ethical behaviour within the Group and to prevent the occurrence of corrupt practices in accordance with the new Section 17A of the Malaysian Anti-Corruption Commission Act 2018 on corporate liability for corruption which came into force on 1 June 2020 and to include the corruption risks in the annual risk assessment of the Group.

Further details pertaining to the respective ToR of the Board Committees, Board Charter, Code of Conduct and Ethics, Whistleblowing Policy and ABAC Policy are available at DPI Holdings' website at <http://www.dpiaerosol.com>.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. Board Composition

The Board currently comprises five (5) members, of which we have one (1) Senior Independent Non-Executive Director, two (2) Executive Directors and two (2) Independent Non-Executive Directors. This composition complies with Rule 15.02 of the ACE LR whereby at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, shall be Independent Directors. In the event that any vacancy on the Board results in a non-compliance with the above, the Company must fill that vacancy within three (3) months.

Currently, 60% of the directors are independent while the female representation is 20% with one (1) woman director out of five (5) directors while all four (4) Key Senior Management in the Group are females. This shows that the Group practices non-discrimination in any form especially in terms of gender and provides equal opportunity to everyone throughout the Group. Although it is a departure from Practice 5.9 of the Code which recommends the Board to have at least 30% woman directors. The Board review that its members have the necessary knowledge, experience, requisite range of skills and competency to enable them to discharge their fiduciary duties and responsibilities effectively.

Gender Diversity Policy will be implemented in the Board expansion plan in the future. The right female candidate may be considered according to the nomination process. The Board recognises the benefits of having a diverse Board with a mix of suitably qualified and experienced professionals with a wide spectrum of expertise, as well as profiles of the Board members in terms of age, ethnicity and gender which provide the necessary range of perspectives, experience and expertise required to achieve effective stewardship and management.

The presence of the 3 Independent Non-Executive Directors is essential in providing guidance through unbiased, fully balanced and independent views, advice and judgement to many aspects of the Group's strategy to safeguard the interests of minority shareholders and to ensure that high standards of conduct and integrity are maintained by the Group.

The Board has nominated a Senior Independent Non-Executive Director to serve as a sounding board to our Executive Chairman and will lead the performance evaluation of our Executive Chairman to exercise objectivity in boardroom matters. Her appointment and Board position are meant to diminish any concentration of powers vested in our Executive Chairman and Managing Director.

The Board is of the opinion that the interests of shareholders of the Company are fairly represented by the current Board composition and its size constitutes an effective Board of the Company.

Nomination Committee ("NC")

The membership of the NC is as follows:

Chairwoman:

Datuk Seri Nurmala Binti Abd. Rahim (*Senior Independent Non-Executive Director*)

Members:

Fong Yoo Kaw @ Fong Yee Kow (*Independent Non-Executive Director*)

Lua Kok Hiyong (*Independent Non-Executive Director*)

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. Board Composition (Cont'd)

Nomination Committee ("NC") (Cont'd)

The NC of DPI Holdings assumes the following core responsibilities:

- recommend to the Board, candidates for all directorships to be filled by the shareholders or the Board. In making its recommendations, the NC considers the candidates' skills, knowledge, expertise and experience, professionalism, integrity, and in the case of candidates for the position of Independent Non-Executive Directors, the NC also evaluates the candidates' ability to discharge such responsibilities/functions expected from Independent Non-Executive Directors;
- consider in making its recommendations, candidates for directorship proposed by the Executive Chairman/Managing Director and, within the bounds of practicability, by any other senior executive or any Director or shareholder;
- recommend to the Board, Directors to fill seats on Board Committees;
- assess the effectiveness of the Board as a whole;
- assess the effectiveness of the committees of the Board;
- assess the contribution of each individual Director;
- review and recommend to the Board the required mix of skills and experience and other qualities the Board may require in order to function completely and efficiently;
- assess the performance and contribution of Directors who stand for re-election as to whether they meet the established performance evaluation criteria based on fit and proper policy;
- develop criteria to assess the independence of Directors;
- review Board's succession plan;
- facilitate Board induction and training for newly appointed Directors;
- review training programs for the Board;
- facilitate achievement of Board gender diversity policies and targets; and
- review the tenure of each independent director does not exceed a term limit of nine (9) years without further extension. Upon completion of the nine (9) years, if the extension of tenure of an independent director is required, the board should provide justification and seek annual shareholders' approval through a two-tier voting process.

The recommendations of the Nomination Committee are subject to the approval of the Board.

Details of the ToR for NC of DPI Holdings are available at the corporate website at <http://www.dpiaerosol.com>.

In line with the ToR of the NC, one (1) meeting was held by NC during the FYE 2026. The activities carried out by the NC during the FYE 2026 in discharging its functions are, amongst others, as follows:

- Reviewed the structure, size and diversity (including without limitation, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of services) of the Board;
- Undertaken an independence assessment of its Independent Directors;
- Recommended to the Board, Directors who retire pursuant to Article 95 of the Constitution that are eligible to seek re-election during the Company's forthcoming Annual General Meeting ("AGM"); and
- Reviewed the training needs of the Directors.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. Board Composition (Cont'd)

Appointment of New Directors to the Board

The Company has in place procedures and criteria for the appointment of new Directors. The NC is to carry out an interview with the candidate prior to his/her appointment as a Director of the Company. All candidates for the appointment are first considered by the NC, who will take into the account the mix of skills, knowledge, expertise, competencies, experience, professionalism, integrity and other relevant qualities required to well manage the business, with the aim of meeting the current and future needs of the Board. The NC also evaluates the candidates' character and ability to commit sufficient time to the Group. Other factors considered for the appointment of Independent Directors include the level of independence of the candidate and the candidates' ability to discharge such responsibilities required of them.

The NC leads the process of identifying candidates and making recommendations on their suitability to be appointed for directorship on the Board and as members to the Board Committees for the Board's approval. The Board will then, based on the recommendations of the NC, evaluate and decide on the appointment of the proposed candidate(s). The Company Secretaries will ensure that all appointments are properly conducted and that legal and regulatory obligations are met.

The NC will assess the potential candidate's suitability and the candidates are required to declare and confirm in writing their independence based on the criteria on independence as set out in the ACE LR.

The NC will also review the composition of the respective Board Committees of the Company to ensure they are functioning effectively.

Board Evaluation

The NC has also established a set of quantitative and qualitative performance criteria to evaluate the performance of each member of the Board, each Board Committee and review the performance of the Board as a whole. The criteria for assessment of Directors shall include attendance record, intensity of participation at meetings, quality of interventions and special contributions.

The NC has reviewed the required mix of skills, experience and other qualities of the Board and Board Committees and agreed that it has the necessary mix of skill, experience and other qualities to serve effectively.

Notwithstanding the recommendation of the MCCG, the Company does not practise any form of gender, ethnicity and age group biasness and all candidates shall be given fair and equal treatment. The Board believes that there is no detriment to the Company in not adopting a formal gender, ethnicity and age group diversity policy as the Company is committed to providing fair and equal opportunities to nurture diversity within the Company. The Board is of the view that the appointment of any Board member or management should be determined based on objective criteria, merit and with due regard for diversity in skills, experience and other qualities regardless of gender but will nevertheless consider appointing more female directors, where suitable, to be in line with MCCG's recommendation.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. Board Composition (Cont'd)

Annual Assessment of Independence

The NC plays an important role in assisting the Board to assess the independence of the Non-Executive Directors of the Company on an annual basis. Based on the assessment conducted by the NC, the Board is generally satisfied with the level of independence demonstrated by all the Independent Directors of the Company and their ability to act in the best interest of the Group.

The NC develops the criteria used to assess independence of the Independent Directors, which includes, but are not limited to, the directors' background, family relationships, shareholdings in the Company and related party transactions with the Group (if any).

Time Commitment

The Board meets on a quarterly basis with additional meetings held whenever necessary. The Board met five (5) times during the financial year under review. The attendance record of the Directors at Board meetings is as follows:

	Attendance
Choy Mui Seng @ Chai Mui Seng	5/5
Chai Chun Vui	5/5
Datuk Seri Nurmala Binti Abd. Rahim	5/5
Fong Yoo Kaw @ Fong Yee Kow	5/5
Lua Kok Hiyong	5/5

Even though the Company does not set a policy for Directors to notify the Chairman and/or Management prior to accepting new appointments, in line with the ACE LR, a Director of DPI Holdings must not hold directorships in more than five (5) Public Listed Companies and must be able to commit sufficient time to DPI Holdings. This is to ensure that the Directors are able to commit sufficient time and focus to discharging their roles and responsibilities within the Company adequately.

The Directors are required to submit an update on their other directorships from time to time for the Company to monitor the number of directorships held by the Directors of DPI Holdings and to notify the Companies Commission of Malaysia accordingly.

To facilitate the Directors' planning, an annual meeting calendar is prepared and circulated to all Directors before the beginning of every calendar year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. Board Composition (Cont'd)

Continuing Training Programme

The Directors are mindful that they should continue to attend relevant training programs to enhance their skills and knowledge, as well as to keep abreast with the changing regulatory and corporate governance developments to assist them in discharging their duties as Directors.

The details of trainings attended by the Directors during the financial year are as follows:

Directors	Date	Description
Choy Mui Seng @ Chai Mui Seng	30 th – 31 st July 2025	MAP Part II: Leading for Impact Programme
	29 th May 2026	Protecting Margins: Cost Control & Profit Improvement for Manufacturing Industry
Chai Chun Vui	29 th May 2026	Protecting Margins: Cost Control & Profit Improvement for Manufacturing Industry
Datuk Seri Nurmala Binti Abd. Rahim	25 th June 2025	Pre IPO Dialogue, Securities Commission
	12 th February 2026	IPO Dialogue with Securities Commission
	13 th February 2026	PLC Leadership Engagement session with Bursa Malaysia
	29 th May 2026	Protecting Margins: Cost Control & Profit Improvement for Manufacturing Industry
Fong Yoo Kaw @ Fong Yee Kow	9 th June 2025	IPO Dialogue with Securities Commission
	20 th June 2025	Thannees Tax Consulting Services Sdn Bhd
	24 th June 2025	Sales and Services Tax (SST) Expansion 2025 - What's new and how it will affect your business
	28 th October 2025	2026 Budget and Tax Conference
	28 th – 29 th October 2025	Sarawak International Conference on Ageing Ministry of Women, Wellbeing
	29 th May 2026	Protecting Margins: Cost Control & Profit Improvement for Manufacturing Industry
Lua Kok Hiyong	29 th May 2026	Protecting Margins: Cost Control & Profit Improvement for Manufacturing Industry

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. Remuneration Committee ("RC")

The membership of the RC is as follows:

Chairman:

Lua Kok Hiyong (*Independent Non-Executive Director*)

Members:

Datuk Seri Nurmala Binti Abd. Rahim (*Senior Independent Non-Executive Director*)

Fong Yoo Kaw @ Fong Yee Kow (*Independent Non-Executive Director*)

The Company's remuneration policy for Directors is formulated to attract and retain individuals of the necessary calibre needed to run the business of the Group successfully. The remuneration is structured to link experience, expertise and level of responsibility undertaken by the Directors. The Directors play no part in deciding their own remuneration and shall abstain from discussing or voting on their own remuneration.

The details of the Company's Directors' remuneration comprising remuneration received/receivable from the Company and its subsidiaries during the FYE 2026 are as follows:

(a) Company

Name of Directors	Fees (RM)	Salary (RM)	Bonus (RM)	Other Emoluments # (RM)	Total (RM)
Non-Executive					
Datuk Seri Nurmala Binti Abd. Rahim	60,000	-	-	7,000	67,000
Fong Yoo Kaw @ Fong Yee Kow	60,000	-	-	8,250	68,250
Lua Kok Hiyong	60,000	-	-	7,000	67,000
Executive					
Choy Mui Seng @ Chai Mui Seng	60,000	-	-	-	60,000
Chai Chun Vui	60,000	-	-	-	60,000
Received/receivable from the Company	300,000	-	-	22,250	322,250

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. Remuneration Committee ("RC") (Cont'd)

The details of the Company's Directors' remuneration comprising remuneration received/receivable from the Company and its subsidiaries during the FYE 2026 are as follows: (Cont'd)

(b) Subsidiaries

Name of Directors	Fees (RM)	Salary (RM)	Bonus (RM)	Other Emoluments # (RM)	Total (RM)
Executive					
Choy Mui Seng @ Chai Mui Seng	60,000	1,058,400	140,000	893	1,259,293
Chai Chun Vui	-	420,000	80,000	69,293	569,293
Received/receivable from the subsidiaries	60,000	1,478,400	220,000	70,186	1,828,586
Total Group Remuneration	360,000	1,478,400	220,000	92,436	2,150,836

Note:

Other emoluments include the Allowances, Employees Provident Fund (EPF), Social Security Organisation (SOCSO) and Employment Insurance System (EIS)

The remuneration of the top four (4) Key Senior Management of the Group is as follows:

Range of Remuneration	No. of Senior Management
RM50,000 to RM100,000	1
RM100,001 to RM150,000	-
RM150,001 to RM200,000	-
RM200,001 to RM250,000	1
RM250,001 to RM300,000	1
RM300,001 to RM350,000	-
RM350,001 to RM400,000	-
RM400,001 to RM450,000	1

Note:

One (1) of the Key Senior Managements of our Group had resigned on 31 October 2025.

The MCCG recommends that the Company should disclose on a named basis, the detailed remuneration of the top four (4) Key Senior Management. The Board opts not to disclose the top four (4) Key Senior Management's remuneration components on a named basis and instead, in bands of RM50,000 as it is imperative for the Company to maintain the privacy and confidentiality of its employees' remuneration. It is also commercially disadvantageous to reveal the remuneration of the Key Senior Management in this competitive environment.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit and Risk Committee ("ARC")

The ARC wholly comprises three (3) Independent Directors. The ARC is chaired by an Independent Director, Mr. Fong Yoo Kaw @ Fong Yee Kow, a Chartered Accountant of the Malaysian Institute of Accountants, which is in compliance with Rule 15.09(1)(c) of the ACE LR of Bursa Securities.

The composition of ARC is reviewed by the NC and recommended to the Board for its approval annually. With the view to maintain an independent and effective ARC, the NC ensures that only an Independent Non-Executive Director who is financially literate, possess the appropriate level of expertise and experience, and has strong understanding of the Group's business would be considered for membership in ARC.

The roles and responsibilities of the ARC are spelt out in the Terms of Reference of the ARC, a copy of which is available on the Company's website at <http://www.dpiaerosol.com>.

II. Risk Management and Internal Control Framework

The Board fulfils its responsibilities in the risk governance and oversight functions through its Risk Management Working Group ("RMWG") in order to manage the overall risk exposure of the Group. The RMWG assessed and monitored the efficacy of the risk management controls and measures taken, whilst the adequacy and effectiveness of the internal controls were reviewed by the ARC in relation to the internal audit function for the Group. The RMWG comprises the Managing Director, Executive Directors and Senior Management who are familiar with the businesses of the Group. The Board is satisfied with the performance of the RMWG and ARC, and their respective Chairmen in discharging their responsibilities, based on the results of the Board Committees Effectiveness Evaluation 2026.

The Board is of the view that the internal control and risk management system in place during the FYE 2026, is sound and sufficient to safeguard the Group's assets, shareholders' investments, and the interests of customers, regulators, employees and other stakeholders. The details of the Risk Management and Internal Control Framework are set out in the Statement on Risk Management and Internal Control of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. Communication with Stakeholders

The Board recognises the importance and need for shareholders to be informed of all material development and performance of the Group. The information relating to the performance of the Group is disseminated through annual reports, circulars to shareholders, press releases, quarterly reports and announcements made from time to time to Bursa Securities.

In addition, the Company's website at <http://www.dpiaerosol.com> provides information on the Group's business, corporate development and announcements to Bursa Securities. Other information relevant to shareholders and investors such as share price, volume history, technical charting, annual reports, circulars and quarterly reports are available for download at the Company's website.

II. Conduct of General Meetings

The Annual General Meeting serves as an important means for shareholders communication. Notice of the Annual General Meeting together with the Annual Reports are sent to shareholders 28 days prior to the meeting in line with the best practices as recommended by the MCGG and in accordance with the Company's Constitution and the provision in the Companies Act 2016.

At each Annual General Meeting, the Board presents the progress and performance of the Group's business and encourages participation of shareholders during questions and answers sessions. The Chairman and the Board will respond to all questions raised by the shareholders during the Annual General Meeting.

Shareholders who are unable to attend the AGM are advised that they can appoint proxies to attend and vote on their behalf.

Explanation for each proposed resolution set out in the Notice of AGM will be provided, if needed during AGM to assist shareholders in making their decisions and exercising their voting rights. In line with Paragraph 8.31A(1) of the ACE LR and Clause 72 of the Company's Constitution, all resolutions set out in the Notice of AGM will be put to vote by poll. The Company will also appoint an independent scrutineer to validate the vote cast in the AGM. The outcome of the AGM will be announced to Bursa Securities on the same meeting day while the summary of key matters discussed during the AGM will be posted on the Company website.

The statement is made in accordance with a resolution of the Board dated 24 September 2026.

ADDITIONAL DISCLOSURE REQUIREMENTS

PURSUANT TO THE ACE MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD

1. Audit and Non-Audit Fees

The audit fees payable to the External Auditors for the services rendered to the Group and the Company for the FYE 2026 amounted to RM243,485 and RM58,000, respectively.

The non-audit fees paid/payable to the External Auditors, or a firm or corporation affiliated to the External Auditors for the services rendered to the Group and the Company for the FYE 2026 amounted to RM55,600 and RM13,600, respectively. The non-audit fees paid were in relation to the provision of tax advisory and XBRL conversion services.

2. Material Contracts

There were no material contracts entered into by the Group involving Directors' or major shareholders' interests, either still subsisting at the end of the financial year or entered into since the end of the of the previous financial year.

3. Disclosure of Financial Data for Shariah Screening

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

(a) Group Total Income and Total Assets

Total Income	Remarks	The Group	
		2026 RM	2025 RM
Revenue		160,753,360	93,273,177
Other income		1,740,308	1,330,204
Total		162,493,668	94,603,381
Total Assets		163,122,229	129,819,373

(b) Business Activities

Shariah Non-Compliant Activities	Remarks	The Group	
		2026 RM	2025 RM
Total		-	-

ADDITIONAL DISCLOSURE REQUIREMENTS

PURSUANT TO THE ACE MARKET LISTING REQUIREMENTS OF BURSA MALAYSIA SECURITIES BERHAD

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

(c) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remarks	The Group	
		2026 RM	2025 RM
Cash at bank		104,251	69,812
Fixed deposits with licensed bank		621,723	400,000
Total		725,974	469,812

Conventional Account/Instruments

Cash at bank	13,902,973	10,727,052
Fixed deposits with licensed bank	9,155,991	8,221,487
Short-term investments	10,011,219	6,097,675
Total	33,070,183	25,046,214

(ii) Debt Component

Islamic Financing	Remarks	The Group	
		2026 RM	2025 RM
Current			
Bank overdraft		2,638,593	2,318,261
Banker acceptances		571,000	324,810
Total		3,209,593	2,643,071

Conventional Borrowing

Non-Current

Hire purchase payables	922,442	735,405
Term loans	15,374,965	384,795

Current

Bank overdrafts	1,611,067	-
Banker acceptances	11,321,000	11,262,794
Hire purchase payables	372,973	531,148
Term loans	927,528	629,692
Total	30,529,975	13,543,834

AUDIT AND RISK COMMITTEE REPORT

The Audit and Risk Committee ("ARC") was established on 5 November 2018 by our Board with the primary objective of assisting our Board in fulfilling its fiduciary responsibilities relating to accounting and reporting practices, and internal control system of our Company and our Group. Our Board is pleased to present the Audit and Risk Committee Report for the financial year ended 31 May 2026.

COMPOSITION AND MEETINGS

The ARC presently comprises the following members:

Chairman:

Fong Yoo Kaw @ Fong Yee Kow (Independent Non-Executive Director)

Members:

Datuk Seri Nurmala Binti Abd. Rahim (Senior Independent Non-Executive Director)

Lua Kok Hiyong (Independent Non-Executive Director)

Mr. Fong Yoo Kaw @ Fong Yee Kow, the Chairperson of the ARC is a Chartered Accountant of the Malaysian Institute of Accountants, which is in compliance with Rule 15.09(1) of the ACE LR of Bursa Securities. All members of the ARC are financially literate and are able to understand and interpret financial statements to effectively discharge their duties and responsibilities as members of the ARC. The details of the members of the ARC are contained in the Profile of Directors as set out in pages 8 to 10 of this Annual Report.

During the financial year, a total of five (5) ARC meetings were held and the details of the attendance are as follows:

	Meeting Attendance
Fong Yoo Kaw @ Fong Yee Kow	5/5
Datuk Seri Nurmala Binti Abd. Rahim	5/5
Lua Kok Hiyong	5/5

The Senior Management, External Auditors and persons carrying out the internal audit function or activity, or both are invited to attend the meeting to facilitate direct communication and to provide clarification on any audit issues whenever necessary. Our Company Secretaries are responsible for distributing the agenda of the meetings and relevant information to the ARC members in advance, and for recording the proceedings of the ARC meetings.

The Minutes of the ARC meetings were recorded and tabled for confirmation at the next ARC meeting and subsequently presented to our Board for notation. For the FYE 2026, the ARC Chairman presented to our Board the Committee's recommendations to approve the annual and quarterly financial statements, Internal Audit Plan, Internal Audit Report, Audit Planning Memorandum, Audit Review Memorandum and Risk Management Report. The ARC Chairman also reported to our Board matters of significant concern as and when raised by the External Auditors or Internal Auditors in the respective quarterly presentations.

The ARC complies with the Term of Reference which is available on our Company's website at <http://www.dpiaerosol.com>. It was created to oversee the Board's financial duties, ensuring they comply with company guidelines and to help the Board assess the quality and reliability of the Group's financial management, reporting, and internal controls.

AUDIT AND RISK COMMITTEE REPORT

SUMMARY OF WORK OF THE ARC

During the FYE 2026, the ARC has carried out the following works in accordance with its terms of reference to meet its responsibilities:

Ensuring Financial Statements Comply with Applicable Financial Reporting Standards:

- a. Reviewed the unaudited quarterly financial results, annual audited financial statements and annual report of our Company and of our Group to ensure adherence to the regulatory reporting requirements and passing appropriate resolution prior to Board's consideration and approval. The ARC focus particularly on:
 - compliance with accounting standards and regulatory requirements.
 - monitor the relationship between the company and its independent auditors.
 - evaluate the quality of the audit work performed.
- b. Discussed and reviewed with the External Auditors, the applicability and the impact of the new accounting standards and new financial reporting regime issued by the Malaysian Accounting Standards Board.

Reviewing the Audit Findings of the External Auditors and Assessing their Performance, Suitability and Independence:

- a. Discussed and reviewed the audit plan of the External Auditors in terms of their scope of audit prior to their commencement of their annual audit.
- b. Reviewed the External Auditors' findings arising from audits and in particular, responses and appropriate action taken by our Management.
- c. Reviewed, together with the External Auditors, the annual report including the Statement on Risk Management and Internal Control of our Group for inclusion in the annual report.
- d. Discussed and reviewed the re-appointment of the External Auditors and their audit fees, after taking into consideration the independence and objectivity of the External Auditors and the cost effectiveness of their audit, before recommending to our Board for approval.
- e. Conducted private meetings with the External Auditors on 29 July 2026 and 24 September 2026 without the presence of the Executive Directors and Management during the ARC meeting to enquire on significant findings, fraud consideration, if any, and/or management corporation level.

Overseeing the Governance Practices in our Group:

- a. Reviewed and confirmed the minutes of the ARC meetings, and also distributed the minutes to other members of our Board.
- b. Reviewed Risk Management Framework to ensure that organisational capabilities and resources are employed in an efficient and effective manner to manage both opportunities and threats.
- c. Reviewed the Terms of Reference of the ARC.
- d. Reported on the proceedings of each ARC Meeting (through the ARC Chairman).
- e. Ensure that framework is aligned with best practices and applicable regulations.

Reviewing the Audit Findings of the Internal Auditors and Assisting the Board in Reviewing the Effectiveness and Adequacy of Systems of Internal Control in the Key Operation Processes:

- a. Reviewed and approved the annual risk-based audit plan to ensure adequate scope and comprehensive coverage of our Group's activities.
- b. Reviewed the internal audit report prepared by the Internal Auditors and the action plans taken by the Management to resolve the issues to ensure adequacy of the internal control system.
- c. Reviewed the internal audit function of our Group.
- d. Reviewed the effectiveness and efficiency of the internal controls system in place and risk factors affecting our Company.
- e. Conducted private meeting with the Internal Auditors on 28 January 2026 without the presence of the Executive Directors and Management during the ARC meeting to enquire on significant findings, fraud consideration, if any, and/or management corporation level.

AUDIT AND RISK COMMITTEE REPORT

INTERNAL AUDIT FUNCTION

Our Company recognises that an internal audit function is essential to ensuring the effectiveness of our Group's systems of internal control and is an integral part of the risk management process. The internal audit function for our Group has been outsourced to a professional service firm, Resolve IR Sdn. Bhd. ("Resolve") who conducts an independent review of our Group's key processes and control systems. Our Board had via the ARC evaluated their effectiveness by reviewing the results of the work done in ARC meetings.

The Engagement Managing Directors overseeing the internal audit reviews possess extensive expertise in internal audit, risk management, corporate governance, performance and business management, taxation, due diligence and corporate finance. The Engagement Managing Director is a Certified Internal Auditors and registered member of the Malaysian Institute of Accountants. Detailed profiles of the Engagement Managing Directors is available in Practice 11.2 of the Corporate Governance Report.

The number of staff deployed for the internal audit reviews range from 3 to 4 staff per visit including the Engagement Managing Director. The staff involved in the internal audit reviews possess professional qualifications and/or a university degree. Certain staff are members of the Institute of Internal Auditors Malaysia. The internal audit staff on the engagement are free from any relationships or conflict of interest, which could impair their objectivity and independence. The internal audit was conducted using a risk-based approach and was guided by the International Professional Practice Framework ("IPPF").

During the financial year ended 31 May 2026, the internal audit activities were carried out according to the risk based internal audit plan resolved and approved by the ARC. The entities and business processes reviewed were as follows:

Entity	Business Processes
Eastern Forever Group	Organisation Governance & Management Control
Eastern Forever Sdn. Bhd.	Supply chain management – Warehousing & Logistics

The results of the audit reviews and the recommendations for improvement were discussed with Senior Management and subsequently presented to the ARC at their scheduled meetings. In addition, follow-up visits were also conducted to ascertain the status of implementation of agreed management action plans. The results of the follow-up reviews were also reported to the ARC. Based on the results of the internal audits conducted, none of the weaknesses noted have resulted in any material losses, contingencies or uncertainties that would require a separate disclosure in this annual report.

The total professional fees paid for the outsourcing of internal audit functions for the year ended 31 May 2026 amounted to RM48,375.46 with SST.

This report is made in accordance with the resolution of the Board dated 24 September 2026.

STATEMENT ON DIRECTORS' RESPONSIBILITIES

The Directors are required under the Companies Act 2016 to prepare the financial statements for each financial year. These financial statements are to be drawn up in accordance with applicable approved accounting standards other than private entities as issued by Malaysian Accounting Standards Board so as to 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 financial performance and cash flows for the financial year then ended.

In preparing these financial statements, the Directors have considered the following:

- That our Group and our Company have used appropriate accounting policies and are consistently applied;
- That reasonable and prudent judgements and estimates were made;
- That the applicable approved accounting standards in Malaysia have been applied; and
- That the preparation of the financial statements was on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company maintain proper accounting records which disclose, with reasonable accuracy, the financial positions of the Group and of the Company, which will enable them to ensure that the financial statements comply with the Companies Act 2016.

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

This statement is made in accordance with a resolution of the Board dated 24 September 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Introduction

Pursuant to Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("ACE LR") and Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("SORMIC Guide 2025"), our Board of Directors ("Board") is pleased to present the Statement on Risk Management and Internal Control (the "Statement") which outlines the governance policies, key elements, nature and scope of risk management and internal control of our Group for the financial year ended 31 May 2026.

Board's Responsibility

The Board acknowledges its responsibility and re-affirms its commitment in maintaining sound systems of risk management and internal control within the Group to safeguard shareholders' interests and the Group's assets as well as continuously reviewing the adequacy and effectiveness of these systems.

In evaluating the adequacy of the Group's risk management and internal control system, the Board is assisted by the Audit and Risk Committee ("ARC") which comprises Independent Directors in discharging the roles and responsibilities guided by Malaysian Code on Corporate Governance 2021 ("MCCG") and Rules 15.11 and 15.12 of the ACE Market Listing Requirements ("ACE LR"). The ARC meets and holds at least four (4) meetings in a year. In addition, the Chairman of the ARC may call for additional meetings at any time at his/her discretion. Notwithstanding the delegated responsibilities, the Board acknowledges its overall responsibility in the establishment and oversight of the Group's risk management and internal control system.

However, as with any system of risk management and internal control, there are inherent limitations. The Board notes that systems implemented by our Management are designed to manage or mitigate risks, rather than completely eliminate them. As such, they can only provide reasonable, rather than absolute, assurance against material misstatements, operational failures, fraud, or losses that may hinder the achievement of the Group's business objectives.

Governance Structure

The Group adopts the Three Lines Model, advocated by the Institute of Internal Auditors to support a robust governance, risk management and internal control framework. This model delineates accountability and responsibilities across the Group to ensure effective oversight across all operations:

- **Governing Body (Board of Directors):** The Board provides overall governance and oversight, sets the Group's risk appetite, provides strategic direction, and holds ultimate accountability for Group's governance, risk management and internal control systems and oversight Group's activities.
- **First Line (Operation Management):** Departmental heads and operational management who directly manage, execute, and maintain internal controls within their respective operating units and are responsible for managing risks associated with the achievement of the Group's objectives.
- **Second Line (Risk Oversight & Compliance):** Risk Management Working Group ("RMWG") consists of Managing Director and four (4) Key Senior Management personnel, who provide ongoing risk management expertise, support, monitoring and challenge to the first line, establish risk management and control frameworks, guide operational units, and monitor risk profiles on a regular basis.
- **Third Line (Independent Assurance):** The outsource Internal Audit Function (Resolve IR Sdn. Bhd.), reporting directly to the Audit and Risk Committee ("ARC"), providing independent and objective assurance and advice on the adequacy and effectiveness of the overall risk management and internal control processes.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management Framework

The Board has established a Risk Management Framework ("RMF"), aligned with the principles of the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") Enterprise Risk Management Framework. This framework provides a structured and continuous process for the Group to identify, evaluate, monitor and manage significant risk exposures arising from its business operations.

The Board has defined and approved acceptable risk appetite and tolerance levels, ensuring that operational and strategic decision-making aligns with the Group's overall strategy and risk tolerance. Day-to-day risk management is driven by respective Heads of Department. Significant risks and corresponding controls are monitored by the RMWG. The RMWG reviews significant risk profiles annually, including any significant failings or weaknesses identified and the corresponding corrective actions, and escalates critical risks to the ARC and Board.

In line with SORMIC Guide 2025, the Group has enhanced its risk identification and assessment process to explicitly consider ESG, sustainability and other emerging risks within the Group's overall risk management and internal control framework, including:

- **Environmental, Social, and Governance (ESG) & Sustainability Risks:** Integrating climate resilience, resource efficiency, and sustainability governance into strategic planning.
- **Emerging & Technological Risks:** Assessing risks related to cybersecurity, information technology infrastructure, and digital disruption.

The abovementioned risk management practices of our Group serve as the on-going process used to identify, evaluate and manage significant risks for the financial year under review and up to the date of approval of this Statement. Our Board shall re-evaluate the existing risk management practices, and where appropriate and necessary, revise such practices accordingly.

Internal Audit Function

The Board has outsourced its internal audit function to Resolve IR Sdn. Bhd. ("Resolve"), an independent professional firm. Resolve assists the Board and ARC by conducting independent assessments of the adequacy and operational effectiveness of the Group's internal control system.

The outsourced Internal Audit Function operates independently, free from any relationships or conflicts of interest, and executes its reviews in accordance with recognised international internal auditing standards.

Further details of the Internal Audit Function are set out in the Audit and Risk Committee Report on pages 68 to 70 of this Annual Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Other Key Features of Internal Control

Other key features of our group's internal control are as follows:

Culture and Conduct

- The vision and mission set the tone from the Board to employees and shape the culture for the Group;
- Code of conduct and ethics are in place to set out standards of ethics and conduct expected from its employees;
- Anti-Bribery and Anti-Corruption Policy to prohibit bribery and corruption in the business conduct of the Group;
- Whistleblowing Policy and Procedures are in place to enable individuals to raise genuine concerns without fear of retaliation; and
- The Group has established a Conflict of Interest Policy to safeguard our corporate culture and uphold the highest standards of employee conduct ensuring that personal interests do not compromise the best interests of the Company.

Authority and Responsibilities

- The group has in place an organisation structure with clearly defined authority limit matrix, review and approval procedures within the various operational segmental; and
- The group conducts annual planning and budgetary exercise for the upcoming year.

Policies and Procedures

- Policies and procedures for key processes are documented and communicated to employees for application across our group; and
- Continuous quality improvement initiatives to ensure accreditation such as ISO certification.

People

- Employee handbook outlines the employment terms and conditions, including compensation, leaves, benefits and other matters related to their employment; and
- Annual performance management is conducted to better align employee's interests with the business objectives.

Communication and Reporting

- An effective reporting system which ensures the timely generation of financial information for management review has been put in place. Financial results are reviewed and approved on a quarterly basis by the ARC and the Board respectively, before it is released to shareholders and stakeholders;
- Related party transactions policies and procedures to govern the identification, evaluation and monitoring of any transactions between our Group with any significant shareholder and director for compliance and disclosure purposes at the management's best endeavours. A summary of related party transactions, new transactions and its significance level, if any, to be presented to the ARC and the Board at their quarterly meetings; and
- Internal corporate disclosure policies and procedures are in place to govern the disclosure of material information to shareholders and stakeholders.

Security Safeguards

- Network security and firewalls are implemented to protect the Group's IT infrastructure from unauthorised access and external cyber threats. Firewall configurations and security rules are subject to periodic review.
- Access to systems and information is restricted based on user roles and business requirements. User access is managed through appropriate authorisation processes, with periodic review of access rights to minimise the risk of unauthorised access.
- Routine backups of critical systems and data are performed to support business continuity and recovery in the event of system failure, cyber incidents or data loss. Backup processes should be periodically tested to confirm recoverability.
- Staff are provided with IT security awareness and guidance to strengthen understanding of cybersecurity risks, including phishing, password protection, appropriate system usage and handling of sensitive information.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Group Scope

This Statement encompasses the parent company and all active operational subsidiaries within the Group. The risk management procedures and internal control mechanisms described herein apply uniformly across the Group's core operating entities.

Adequacy and Effectiveness of our Group's Risk Management and Internal Control System

Our Board has received assurance from our Deputy Managing Director and Chief Financial Officer that the Group's risk management and internal control system are operating adequately and effectively, in all material aspects. Our Board is of the view that the risk management and internal control system is satisfactory and no material control failures nor have any of the reported weaknesses resulted in material losses or contingencies during the financial year under review and up to the date of approval of this statement.

Review of the Statement by External Auditors

In accordance with Rule 15.23 of the ACE LR, our Company's External Auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in 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 our Company's Annual Report for the financial year ended 31 May 2026, and reported to our Board that nothing has come to their attention that would cause them to believe that the Statement intended to be included in this Annual Report, in all material respects:

- (i) has not been prepared in all material respects, in accordance with the disclosures required by section 7 of the SORMIC Guide 2025,
- (ii) is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Statement on Risk Management and Internal Control cover all risks and controls, or to form an opinion on the adequacy and effectiveness of our Group's risk management and internal control system including the assessment and opinion by our Board and Management.

This Statement was approved by the Board of Directors on 24 September 2026.

DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 May 2026.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding.

Details of the names, places of incorporation, principal activities and percentages of issued share capital held by the holding company in each subsidiary company are set out in the "Subsidiaries" section of this report.

There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	The Group RM	The Company RM
Profit after taxation for the financial year	7,104,486	532,965
Attributable to:-		
Owners of the Company	6,547,018	532,965
Non-controlling interests	557,468	-
	7,104,486	532,965

DIVIDENDS

Dividends paid or declared by the Company since 31 May 2025 are as follows:-

	RM
Ordinary Share	
<u>In respect of the financial year 31 May 2026</u>	
A first interim single-tier dividend of 0.10 sen per ordinary share, paid on 28 November 2025	730,096
A second interim single-tier dividend of 0.10 sen per ordinary share, paid on 9 March 2026	730,096
	1,460,192

RESERVES AND PROVISIONS

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

DIRECTORS' REPORT

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

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

OPTIONS GRANTED OVER UNISSUED SHARES

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

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for impairment losses on receivables.

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

CURRENT ASSETS

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

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

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

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

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

DIRECTORS' REPORT

ITEMS OF AN UNUSUAL NATURE

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

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

DIRECTORS

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

Choy Mui Seng @ Chai Mui Seng
 Chai Chun Vui
 Datuk Seri Nurmala Binti Abd. Rahim
 Fong Yoo Kaw @ Fong Yee Kow
 Lua Kok Hiyong

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

Chieng Ging How
 Ho Swee Boon
 Janelle Lee Yi Wen
 Lim Shee En
 Masaki Matsueda
 Ng Wee Ling
 Siew Chiew Choung
 Lee Leong Kiun (Appointed on 27.4.2026)
 Ilsa Lai Nyun Yee (Appointed on 27.4.2026)

DIRECTORS' INTERESTS

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

	Number of Ordinary Shares			
	At 1.6.2025	Bought	Sold	At 31.5.2026

The Company

Direct Interests

Choy Mui Seng @ Chai Mui Seng	415,997,508	-	-	415,997,508
Chai Chun Vui	124,258,992	-	-	124,258,992
Datuk Seri Nurmala Binti Abd. Rahim	300,000	-	-	300,000
Fong Yoo Kaw @ Fong Yee Kow	700,000	-	-	700,000
Lua Kok Hiyong	250,000	-	-	250,000

By virtue of his shareholdings in the Company, Choy Mui Seng @ Chai Mui Seng is deemed to have interests in shares in its related corporations during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

DIRECTORS' REPORT

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from the following transactions:-

	The Group RM
Rental of premise paid or payable to a company in which a director of the Company has a substantial financial interest	781,620
Staff costs paid or payable to a spouse of the Company's director	404,529
Acquisition of a warehouse from a company in which a director of the Company has a substantial financial interest	<u>18,000,000</u>

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

DIRECTORS' REMUNERATION

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

	From the Company RM	From the Subsidiaries RM
Fees	300,000	60,000
Salaries, bonuses and other benefits	22,250	1,700,686
Contributions to defined contribution benefits	<u>-</u>	<u>67,900</u>
	<u>322,250</u>	<u>1,828,586</u>

INDEMNITY AND INSURANCE COST

No indemnities were given to, nor insurance effected for, the directors, officers or auditors of the Company.

DIRECTORS' REPORT

SUBSIDIARIES

The details of the Company's subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2026 %	2025 %	
Subsidiaries of the Company				
DPI Sdn. Bhd.	Malaysia	100	100	Engaged in the business of development, manufacturing and distribution of aerosol products.
DPI Chemicals Sdn. Bhd. ("DPIC")	Malaysia	100	100	Engaged in the business of distributing aerosol products and trading of solvents and thinner blending.
DPI Resources Sdn. Bhd.	Malaysia	100	100	Dormant.
Dimethyl Ether Sdn. Bhd. *	Malaysia	100	100	Dormant.
DPI Plastics Sdn. Bhd. ("DPIP")	Malaysia	80	80	Engaged in the business of manufacturing and trading of plastics products.
DPI Alliance Pte. Ltd. ("DPIA") ^	Republic of Singapore	100	100	Engaged in the business of development and distribution of aerosol products.
Eastern Forever Sdn. Bhd. ("EF")	Malaysia	65	65	Engaged in the business of agent and distributorship for consumer goods.
Eastern Forever (Sabah) Sdn. Bhd. ("EFSAB")	Malaysia	-	100	Dormant.
Subsidiary of DPIA				
DPI Japan Co. Ltd. ("DPIJ")	Japan	90	90	Dormant.
Subsidiary of EF				
Eastern Forever (Miri) Sdn. Bhd. ("EFMIR")	Malaysia	51	51	Engaged in the business of agency and distribution of consumer goods.
Eastern Forever (Sibu) Sdn. Bhd. ("EFSIB")	Malaysia	55	55	Engaged in the business of agency and distribution of consumer goods.
Eastern Forever (Sabah) Sdn. Bhd. ("EFSAB")	Malaysia	70	-	Dormant.
Eastern Forever (Bintulu) Sdn. Bhd. ("EFBIN") *	Malaysia	100	-	Dormant.

* The auditors' report on the financial statements of these subsidiaries included a "Material Uncertainty Related to Going Concern" regarding the ability of the subsidiaries to continue as going concerns in view of their capital deficiency positions as at the end of the current reporting period. The financial statements were prepared on a going concern basis as the Company has undertaken to provide continuous financial support to these subsidiaries.

^ This subsidiary was audited by other firm of chartered accountants.

DIRECTORS' REPORT

SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 26 September 2024, the Group's subsidiary, EF entered into a Sale and Purchase Agreement with PCA Venture Sdn. Bhd. to acquire an industrial property for a total purchase consideration of RM18.00 million. The acquisition was completed on 31 December 2025.

SIGNIFICANT EVENT AFTER THE FINANCIAL YEAR

On 29 July 2026, the Company declared a first interim single tier dividend of 0.10 sen per ordinary share in respect of the next financial year, payable on 26 August 2026, to shareholders whose names appeared in the record of depositors on 13 August 2026. The financial statements for the current financial year do not reflect this first interim single tier dividend. Such a dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 May 2027.

AUDITORS

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

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

	The Group RM	The Company RM
Audit fees	243,485	58,000
Non-audit fees	5,000	5,000
	<u>248,485</u>	<u>63,000</u>

Signed in accordance with a resolution of the directors dated 24 September 2026.

Choy Mui Seng @ Chai Mui Seng

Chai Chun Vui

STATEMENT BY DIRECTORS

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

We, Choy Mui Seng @ Chai Mui Seng and Chai Chun Vui, being two of the directors of DPI Holdings Berhad, state that, in the opinion of the directors, the financial statements set out on pages 87 to 158 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 May 2026 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 24 September 2026.

Choy Mui Seng @ Chai Mui Seng

Chai Chun Vui

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, Neo Li Jing, MIA Membership Number: 36872, being the officer primarily responsible for the financial management of DPI Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 87 to 158 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Neo Li Jing,
at Kuala Lumpur
in the Federal Territory
on this 24 September 2026

Before me

Neo Li Jing

Shaiful Hilmi Bin Halim
Commissioner for Oaths
No. W804

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DPI HOLDINGS BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of DPI Holdings Berhad, which comprise the statements of financial position of the Group and of the Company as at 31 May 2026, 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 financial year then ended, and notes to financial statements, including material accounting policy information, as set out on pages 87 to 158.

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 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

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

Impairment of goodwill Refer to Note 9 to the financial statements	
Key Audit Matter	How our audit addressed the Key Audit Matter
The Group carries significant goodwill as disclosed in Note 9 to the financial statements. Irrespective of whether there is any indication of impairment, goodwill is tested for impairment annually. The impairment test involved significant judgements and estimation uncertainty in making key assumptions about future market and economic conditions, growth rates, profit margins, discount rate, etc.	Our audit procedures included:- • Evaluated whether the method used by the Group in measuring the recoverable amount is appropriate in the circumstances. • Enquired of and challenged management on the key assumptions and inputs used in the measurement method. • Evaluated whether the key assumptions and inputs used are reasonable and consistent by taking into consideration the past performance, future growth, market development and etc. • Performed stress tests and sensitivity analysis to assess the impacts of those key assumptions and inputs on the measurement of recoverable amount.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DPI HOLDINGS BERHAD

Key Audit Matters (Cont'd)

We have determined the matters described below to be the key audit matters to be communicated in our report (Cont'd).

Valuation of inventories Refer to Note 11 to the financial statements	
Key Audit Matter The carrying amount of inventories held by the Group is approximately RM29.1 million. We focused on this area as the assessment of net realisable value is an area of significant judgement particularly in relation to the estimation of allowances for obsolete and slow-moving inventories.	How our audit addressed the Key Audit Matter Our audit procedures included:- • Obtained an understanding of the Group's process for measuring the amount of inventories write down. • Reviewed the ageing analysis of inventories and tested its reliability. • Reviewed the net realisable value of inventories. • Evaluated the reasonableness and adequacy of the allowance for obsolete and slow-moving inventories recognised for identified exposures.
Recoverability of trade receivables Refer to Note 13 to the financial statements	
Key Audit Matter The trade receivables of the Group amounted to approximately RM32.2 million of which RM12.1 million are past due or exceeded credit terms granted by the Group. Management recognised the allowance for impairment losses on trade receivables based on specific known facts or customers' ability to pay. We focused on this area as determination of whether trade receivables are recoverable involves significant management judgement.	How our audit addressed the Key Audit Matter Our audit procedures included:- • Reviewed the ageing of trade receivables and tested its reliability. • Reviewed subsequent cash collections for major trade receivables and overdue amounts. • Evaluated the reasonableness and adequacy of the allowance for impairment loss recognised for identified exposures. • Tested the adequacy of the Group's impairment of trade receivables by assessing the relevant assumptions and historical data from the Group's previous collection experience.

There are no key audit matters to report for the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DPI HOLDINGS BERHAD

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF DPI 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 (Cont'd):-

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

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 5 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.

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

Lee Kui Lui
03832/05/2028 J
Chartered Accountant

Kuala Lumpur

24 September 2026

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MAY 2026

		The Group		The Company	
	Note	2026 RM	2025 RM	2026 RM	2025 RM
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	58,172,783	58,172,785
Property, plant and equipment	6	39,122,345	27,130,712	-	-
Right-of-use assets	7	22,109,847	15,736,683	-	-
Intangible asset	8	192,292	224,792	-	-
Goodwill	9	3,130,234	3,130,234	-	-
Deferred tax assets	10	323,519	161,859	-	-
		64,878,237	46,384,280	58,172,783	58,172,785
CURRENT ASSETS					
Inventories	11	29,107,148	24,914,495	-	-
Trade receivables	13	32,162,909	27,947,194	-	-
Other receivables, deposits and prepayments	14	2,011,418	1,850,283	22,705	13,028
Amount owing by subsidiaries	15	-	-	6,102,761	4,882,485
Current tax assets		1,166,360	3,207,095	286,336	578,107
Short-term investments	16	10,011,219	6,097,675	985,557	3,026,807
Fixed deposits with licensed banks	17	9,777,714	8,621,487	5,752	5,629
Cash and bank balances		14,007,224	10,796,864	212,150	159,648
		98,243,992	83,435,093	7,615,261	8,665,704
TOTAL ASSETS		163,122,229	129,819,373	65,788,044	66,838,489

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

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MAY 2026

		The Group		The Company	
	Note	2026 RM	2025 RM	2026 RM	2025 RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	18	66,257,198	66,257,198	66,257,198	66,257,198
Merger deficit	19	(28,697,540)	(28,697,540)	-	-
Foreign exchange translation reserve	20	13,581	49,370	-	-
Retained profits/(Accumulated losses)		57,908,780	52,821,954	(632,704)	294,523
Equity attributable to owners of the Company		95,482,019	90,430,982	65,624,494	66,551,721
Non-controlling interests		5,350,880	4,789,411	-	-
TOTAL EQUITY		100,832,899	95,220,393	65,624,494	66,551,721
NON-CURRENT LIABILITIES					
Deferred tax liabilities	10	132,165	97,267	-	-
Lease liabilities	21	646,755	286,132	-	-
Bank borrowings	22	16,297,407	1,120,200	-	-
		17,076,327	1,503,599	-	-
CURRENT LIABILITIES					
Trade payables	24	13,814,988	11,869,037	-	-
Other payables and accruals	25	8,489,589	5,295,733	161,794	215,535
Amount owing to a subsidiary	15	-	-	1,756	71,233
Amount owing to a related party	26	5,104,620	659,000	-	-
Lease liabilities	21	361,645	204,906	-	-
Bank borrowings	22	17,442,161	15,066,705	-	-
		45,213,003	33,095,381	163,550	286,768
TOTAL LIABILITIES		62,289,330	34,598,980	163,550	286,768
TOTAL EQUITY AND LIABILITIES		163,122,229	129,819,373	65,788,044	66,838,489

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

	Note	The Group		The Company	
		2026 RM	2025 RM	2026 RM	2025 RM
REVENUE	27	160,753,360	93,273,177	1,560,000	1,612,000
COST OF SALES	28	(127,967,637)	(73,545,734)	-	-
GROSS PROFIT		32,785,723	19,727,443	1,560,000	1,612,000
OTHER INCOME	29	1,740,308	1,330,204	251,812	769,459
		34,526,031	21,057,647	1,811,812	2,381,459
SELLING AND MARKETING EXPENSES	30	(10,670,626)	(5,108,188)	-	-
ADMINISTRATIVE EXPENSES	31	(12,499,571)	(10,599,453)	(1,233,828)	(2,156,014)
OTHER EXPENSES	32	(436,068)	(902,787)	(38,948)	(38,617)
FINANCE COSTS	33	(1,089,995)	(373,000)	-	-
NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS	34	(27,636)	-	-	-
PROFIT BEFORE TAXATION		9,802,135	4,074,219	539,036	186,828
INCOME TAX EXPENSE	35	(2,697,649)	(1,174,856)	(6,071)	-
PROFIT AFTER TAXATION		7,104,486	2,899,363	532,965	186,828
OTHER COMPREHENSIVE INCOME					
<u>Items that Will be Reclassified</u> <u>Subsequently to Profit or Loss</u>					
Foreign currency translation differences		(34,788)	(20,235)	-	-
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		7,069,698	2,879,128	532,965	186,828

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

		The Group		The Company	
	Note	2026 RM	2025 RM	2026 RM	2025 RM
PROFIT AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		6,547,018	2,606,343	532,965	186,828
Non-controlling interests		557,468	293,020	-	-
		7,104,486	2,899,363	532,965	186,828
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:-					
Owners of the Company		6,511,229	2,586,076	532,965	186,828
Non-controlling interests		558,469	293,052	-	-
		7,069,698	2,879,128	532,965	186,828
EARNINGS PER SHARE (SEN)					
Basic	36	0.90	0.36		
Diluted	36	0.90	0.36		

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

	← Non-Distributable → Distributable					Total Equity RM
	Share Capital RM	Merger Deficit RM	Foreign Exchange Translation Reserve RM	Retained Profits RM	Attributable to Owners of the Company RM	Non- controlling Interests RM
The Group						
Balance at 1.6.2024	66,257,198	(28,697,540)	69,637	50,945,707	88,575,002	77,362
Profit after taxation for the financial year	-	-	-	2,606,343	2,606,343	293,020
Other comprehensive (expenses)/income for the financial year:	-	-	(20,267)	-	(20,267)	32
- Foreign currency translation differences	-	-	(20,267)	-	(20,267)	32
Total comprehensive (expenses)/income for the financial year	-	-	(20,267)	2,606,343	2,586,076	293,052
Distributions to owners of the Company:	-	-	-	(730,096)	(730,096)	-
- Dividends	-	-	-	(730,096)	(730,096)	-
Changes in ownership interests in subsidiaries	-	-	-	-	-	4,418,997
- Acquisition of a subsidiary	-	-	-	-	-	4,418,997
Balance at 31.5.2025	66,257,198	(28,697,540)	49,370	52,821,954	90,430,982	4,789,411
Balance at 1.6.2025	66,257,198	(28,697,540)	49,370	52,821,954	90,430,982	4,789,411
Profit after taxation for the financial year	-	-	-	6,547,018	6,547,018	557,468
Other comprehensive (expenses)/income for the financial year:	-	-	(35,789)	-	(35,789)	1,001
- Foreign currency translation differences	-	-	(35,789)	-	(35,789)	1,001
Total comprehensive (expenses)/income for the financial year	-	-	(35,789)	6,547,018	6,511,229	558,469
Distributions to owners of the Company:	-	-	-	(1,460,192)	(1,460,192)	-
- Dividends	-	-	-	(1,460,192)	(1,460,192)	-
Changes in ownership interests in subsidiary	-	-	-	-	-	3,000
- Dilution of interest in a subsidiary	-	-	-	-	-	3,000
Balance at 31.5.2026	66,257,198	(28,697,540)	13,581	57,908,780	95,482,019	5,350,880
						100,832,899

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

	Note	Share Capital RM	Distributable Retained Profits/ (Accumulated Losses) RM	Total Equity RM
The Company				
Balance at 1.6.2024		66,257,198	837,791	67,094,989
Profit after taxation/Total comprehensive income for the financial year		-	186,828	186,828
Distributions to owners of the Company:				
- Dividends	37	-	(730,096)	(730,096)
Balance at 31.5.2025/1.6.2025		66,257,198	294,523	66,551,721
Profit after taxation/Total comprehensive income for the financial year		-	532,965	532,965
Distributions to owners of the Company:				
- Dividends	37	-	(1,460,192)	(1,460,192)
Balance at 31.5.2026		66,257,198	(632,704)	65,624,494

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

		The Group		The Company	
	Note	2026 RM	2025 RM	2026 RM	2025 RM
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES					
Profit before taxation		9,802,135	4,074,219	539,036	186,828
Adjustments for:-					
Amortisation of trademark		32,500	32,500	-	-
Bad debts written off		2,493	21,374	-	-
Depreciation of property, plant and equipment		2,164,121	1,386,362	-	-
Depreciation of right-of-use assets		725,463	452,571	-	-
Impairment losses on trade receivables		27,636	-	-	-
Interest expense on:					
- bank overdrafts		177,372	59,794	-	-
- term loans		223,019	20,099	-	-
- bankers' acceptances		524,664	197,230	-	-
- hire purchase payables		67,825	35,503	-	-
- lease liabilities		42,915	18,270	-	-
Property, plant and equipment written off		1,862	4,997	-	-
Unrealised loss on foreign exchange		102,576	794,297	38,948	38,617
Dividend income		-	-	(1,560,000)	(1,612,000)
Interest income		(588,497)	(936,640)	(251,812)	(769,459)
Gain on disposal of property, plant and equipment		(21,999)	(11,999)	-	-
Gain on written off of trade payables		(619)	-	-	-
Operating profit/(loss) before working capital changes		13,283,466	6,148,577	(1,233,828)	(2,156,014)
(Increase)/Decrease in inventories		(4,192,653)	1,468,077	-	-
Increase in trade and other receivables		(4,407,027)	(5,539,903)	(9,677)	(11,312)
(Increase)/Decrease in amount owing by subsidiaries		-	-	(1,259,222)	284,986
(Decrease)/Increase in amount owing to a subsidiary		-	-	(69,477)	71,233
Increase in amount owing to a related party		4,445,620	509,000	-	-
Increase/(Decrease) in trade and other payables		4,340,426	(4,652,784)	(53,741)	143,367
Increase/(Decrease) in amount owing to a director		800,000	(1,040,259)	-	-
CASH FROM/(FOR) OPERATIONS		14,269,832	(3,107,292)	(2,625,945)	(1,667,740)
Income tax paid		(2,930,127)	(2,021,211)	(40,000)	(114,750)
Tax refunded		2,146,451	119,075	325,700	-
NET CASH FROM/(FOR) OPERATING ACTIVITIES		13,486,156	(5,009,428)	(2,340,245)	(1,782,490)

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

		The Group		The Company	
	Note	2026 RM	2025 RM	2026 RM	2025 RM
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Acquisition of subsidiaries, net of cash and cash equivalents acquired	38	-	(4,977,747)	-	(7,540,002)
Additional investment in an existing subsidiary		-	-	-	(13,050,000)
Advances to a subsidiary		-	-	-	(4,000,000)
Dividend received		-	-	1,560,000	1,612,000
Interest income received		588,497	936,640	251,812	769,459
Increase in pledged fixed deposits with licensed bank		(329,572)	(493,337)	-	-
Increase in fixed deposit with tenure more than 3 months		(1,678)	(45,088)	-	-
Purchase of property, plant and equipment	39(a)	(13,591,175)	(7,892,416)	-	-
Purchase of right-of-use assets	39(a)	(6,347,353)	(10,633,015)	-	-
Proceeds from disposal of property, plant and equipment		22,000	11,999	-	-
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(19,659,281)	(23,092,964)	1,811,812	(22,208,543)
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES					
Dividend paid		(1,460,192)	(730,096)	(1,460,192)	(730,096)
Proceeds from issue of shares by a subsidiary to non-controlling interests		3,000	-	-	-
Repayment of lease liabilities	39(b)	(296,185)	(152,127)	-	-
Interest paid		(1,035,795)	(328,327)	-	-
Repayment of hire purchase payables	39(b)	(549,038)	(224,580)	-	-
Net proceeds/(repayments) of term loans	39(b)	15,288,006	(301,767)	-	-
Net proceeds from bankers' acceptances	39(b)	304,396	2,115,311	-	-
NET CASH FROM/(FOR) FINANCING ACTIVITIES		12,254,192	378,414	(1,460,192)	(730,096)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		6,081,067	(27,723,978)	(1,988,625)	(24,721,129)
EFFECTS OF FOREIGN EXCHANGE TRANSLATION		(63,585)	63,189	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		19,576,920	47,237,709	3,192,084	27,913,213
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	39(d)	25,594,402	19,576,920	1,203,459	3,192,084

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

1. GENERAL INFORMATION

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

Registered office	:	B-25-2, Block B, Jaya One, No. 72A, Jalan Prof. Diraja Ungku Aziz, 46200 Petaling Jaya, Selangor.
Principal place of business	:	K69, Jalan Perindustrian 6, Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor Darul Takzim.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as "the Group".

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

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 24 September 2026.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

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

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

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

Amendments to MFRS 121: Lack of Exchangeability

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

3. BASIS OF PREPARATION (CONT'D)

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

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
MFRS 20 Regulatory Assets and Regulatory Liabilities	1 January 2029
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 128: Amendments to the Fair Value Option for Investments in Associates and Joint Ventures	1 January 2027
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026

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

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statement of financial position and the statement of cash flows will also be affected. The Group and the Company are currently evaluating the impact of implementing this new standard.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

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

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for property, plant and equipment are based on commercial factors that could change significantly due to technical innovations and competitors' actions in response to market conditions. The Group anticipates that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in expected usage levels and technological development could affect the economic useful lives and residual values of these assets; therefore, future depreciation charges may be revised. The carrying amount of property, plant and equipment as at the reporting date is disclosed in Note 6 to the financial statements.

(b) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value in use of the cash-generating unit to which the goodwill is allocated. Estimating a value in use amount requires management to estimate the expected future cash flows from the cash-generating unit and to choose a suitable discount rate to calculate the present value of those cash flows. The carrying amount of goodwill as at the reporting date and the key assumptions are disclosed in Note 9 to the financial statements.

(c) Impairment of Investments in Subsidiaries, Property, Plant and Equipment and Right-of-use Assets

The Group and the Company determine whether its investments in subsidiaries, property, plant and equipment and right-of-use assets are impaired by evaluating the extent to which the recoverable amounts of these assets are less than their carrying amounts. This evaluation is subject to changes such as the market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. For discounted cash flows, significant judgement is required in the estimation of the present value of future cash flows generated by the assets, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The carrying amounts of investments in subsidiaries, property, plant and equipment and right-of-use assets as at the reporting date are disclosed in Note 5, Note 6 and Note 7 to the financial statements respectively.

(d) Write-down of Inventories

Management periodically reviews damaged, obsolete and slow-moving inventory. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 11 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(e) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts them for qualitative and quantitative, reasonable and supportable, forward-looking information, where applicable. If the expectation is different from the estimation, such a difference will impact the carrying value of trade receivables. The carrying amount of trade receivables as at the reporting date is disclosed in Note 13 to the financial statements.

(f) Impairment of Non-Trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about the risk of default (probability of default) and the expected loss if a default happens (loss given default). It also requires the Group to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group uses judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables and amount owing by subsidiaries as at the reporting date are disclosed in Note 14 and Note 15 to the financial statements respectively.

(g) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise tax liabilities based on their understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made. The carrying amounts of current tax assets of the Group and of the Company as at the reporting date are RM1,166,360 and RM286,336 (2025 - RM3,207,095 and RM578,107) respectively.

(h) Discount Rates used in Leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

(a) Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances, including past practice and any cost that will be incurred to change the asset if an option to extend is not exercised. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

(b) Contingent Liabilities

The recognition and measurement of contingent liabilities are based on management's view of the expected outcome on contingencies after consulting legal counsel for litigation cases and experts, for matters in the ordinary course of business. Furthermore, management is of the view that the chances of the financial institutions to call upon the corporate guarantees issued by the Company are remote.

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Financial Assets at Amortised Cost

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

(b) Financial Liabilities

Financial Liabilities Through Profit or Loss

The financial liabilities are initially measured at fair value. Subsequent to the initial recognition, the financial liabilities are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest expense.

Financial Liabilities at Amortised Cost

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

(c) Equity

Ordinary Shares

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.3 BASIS OF CONSOLIDATION

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

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

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

4.4 GOODWILL

Goodwill is initially measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

4.5 INVESTMENTS IN SUBSIDIARIES

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

4.6 PROPERTY, PLANT AND EQUIPMENT

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

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

Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Long-term leasehold land	Over remaining lease-term
Factory buildings	2%
Machinery, factory and laboratory equipment	10%
Renovation, office equipment, electrical, furniture and fittings	10% - 33.33%
Motor vehicles	20%

Capital work-in-progress represents factory buildings under construction. They are not depreciated until such time when the asset is available for use.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group applies the "short-term lease" and "lease of low-value assets" recognition exemption. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

(b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, lease liabilities are measured at amortised cost and are adjusted for any lease reassessment or modifications.

4.8 INTANGIBLE ASSET

Intangible assets are initially measured at cost. Subsequent to the initial recognition, the intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

The trademark is amortised using the straight-line method to allocate their depreciable amounts over 10 years.

4.9 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out method and comprises all costs of purchase, cost of conversion plus other costs incurred in bringing the inventories to their present location and condition.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2026 RM	2025 RM
Unquoted shares, at cost	58,647,460	58,647,462
Accumulated impairment losses	(474,677)	(474,677)
	58,172,783	58,172,785

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2026 %	2025 %	
Subsidiaries of the Company				
DPI Sdn. Bhd.	Malaysia	100	100	Engaged in the business of development, manufacturing and distribution of aerosol products.
DPI Chemicals Sdn. Bhd. ("DPIC")	Malaysia	100	100	Engaged in the business of distributing aerosol products and trading of solvents and thinner blending.
DPI Resources Sdn. Bhd.	Malaysia	100	100	Dormant.
Dimethyl Ether Sdn. Bhd.*	Malaysia	100	100	Dormant.
DPI Plastics Sdn. Bhd. ("DPIP")	Malaysia	80	80	Engaged in the business of manufacturing and trading of plastics products.
DPI Alliance Pte. Ltd. ("DPIA") ^	Republic of Singapore	100	100	Engaged in the business of development and distribution of aerosol products.
Eastern Forever Sdn. Bhd. ("EF")	Malaysia	65	65	Engaged in the business of agency and distribution of consumer goods.
Eastern Forever (Sabah) Sdn. Bhd. ("EFSAB")	Malaysia	-	100	Dormant.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2026 %	2025 %	
Subsidiary of DPIA				
DPI Japan Co. Ltd. ("DPIJ")	Japan	90	90	Dormant.
Subsidiary of EF				
Eastern Forever (Miri) Sdn. Bhd. ("EFMIR")	Malaysia	51	51	Engaged in the business of agency and distribution of consumer goods.
Eastern Forever (Sibu) Sdn. Bhd. ("EFSIB")	Malaysia	55	55	Engaged in the business of agency and distribution of consumer goods.
Eastern Forever (Sabah) Sdn. Bhd. ("EFSAB")	Malaysia	70	-	Dormant.
Eastern Forever (Bintulu) Sdn. Bhd. ("EFBIN") *	Malaysia	100	-	Dormant.

* The auditors' report on the financial statements of these subsidiaries included a "Material Uncertainty Related to Going Concern" regarding the ability of the subsidiaries to continue as going concerns in view of their capital deficiency positions as at the end of the current reporting period. The financial statements were prepared on a going concern basis as the Company has undertaken to provide continuous financial support to these subsidiaries.

^ This subsidiary was audited by other firm of chartered accountants.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

- (a) During the current financial year:
- (i) the Company disposed of its entire equity interest in EFSAB to EF for a cash consideration of RM2 as part of an internal group reorganisation.
 - (ii) subsequently, EFSAB allotted 9,998 new ordinary shares for a cash consideration of RM9,998, of which EF subscribed for 6,998 shares. As a result, EF's equity interest in EFSAB was diluted from 100% to 70%.
 - (iii) EF has incorporated a wholly-owned subsidiary, EFBIN with a total issued and paid-up capital of RM2.
- (b) In the previous financial year,
- (i) the Company had acquired 65% equity interests in EF. The details of the acquisition are disclosed in Note 38 to the financial statements;
 - (ii) the Company had incorporated a wholly-owned subsidiary, EFSAB with a total issued and paid-up capital of RM2; and
 - (iii) the Company had subscribed additional RM13,050,000 new ordinary shares in DPIC by way of capitalising part of amount owing from DPIC of RM13,050,000 on 30 May 2025 to retain its 100% equity interest.
- (c) The non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest		The Group	
	2026 %	2025 %	2026 RM	2025 RM
EF	35	35	5,257,821	4,707,887
Other individually immaterial subsidiaries	10 - 20	10 - 20	93,059	81,524
			<u>5,350,880</u>	<u>4,789,411</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

- (d) The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests that are material to the Group is as follows:-

	2026 RM	EF 2025 RM
At 31 May		
Non-current assets	23,758,359	4,581,414
Current assets	46,536,372	37,409,322
Non-current liabilities	(16,876,662)	(1,354,829)
Current liabilities	(42,451,782)	(30,892,314)
Net assets	10,966,287	9,743,593

	1.6.2025 to 31.5.2026 RM	1.1.2025 to 31.5.2025 RM
<u>Financial Year</u>		
Revenue	105,576,243	39,887,583
Profit for the financial year	1,216,653	531,734
Total comprehensive income	1,216,653	531,734
Total comprehensive income attributable to non-controlling interests	185,916	288,265
Net cash flows from/(for) operating activities	2,279,747	(2,496,065)
Net cash flows for investing activities	(19,166,117)	(824,496)
Net cash flows from financial activities	14,709,485	1,205,712

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

6. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.6.2025 RM	Additions RM	Disposal RM	Write Off RM	Depreciation Charges RM	Translation Differences RM	At 31.5.2026 RM
2026							
Carrying Amount							
Factory buildings	8,082,454	12,247,647	-	-	(290,487)	-	20,039,614
Machinery, factory and laboratory equipment	4,737,107	494,898	-	(1)	(670,467)	-	4,561,537
Renovation, office equipment, electrical, furniture and fittings	3,986,333	373,239	-	(1,861)	(760,235)	(11,458)	3,586,018
Motor vehicles	1,367,448	658,972	(1)	-	(442,932)	-	1,583,487
Capital work-in-progress	8,957,370	394,319	-	-	-	-	9,351,689
	27,130,712	14,169,075	(1)	(1,862)	(2,164,121)	(11,458)	39,122,345

The Group	At 1.6.2024 RM	Additions RM	Write Off RM	Depreciation Charges RM	Acquisition of a Subsidiary (Note 38) RM	Translation Differences RM	At 31.5.2025 RM
2025							
Carrying Amount							
Factory buildings	2,652,915	4,510,000	-	(80,462)	1,000,001	-	8,082,454
Machinery, factory and laboratory equipment	4,040,256	1,283,552	-	(586,701)	-	-	4,737,107
Renovation, office equipment, electrical, furniture and fittings	1,931,539	1,369,600	(4,996)	(478,871)	1,183,181	(14,120)	3,986,333
Motor vehicles	266,164	259,573	(1)	(240,328)	1,082,040	-	1,367,448
Capital work-in-progress	8,487,679	469,691	-	-	-	-	8,957,370
	17,378,553	7,892,416	(4,997)	(1,386,362)	3,265,222	(14,120)	27,130,712

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

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

The Group	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
2026			
Factory buildings	21,668,833	(1,629,219)	20,039,614
Machinery, factory and laboratory equipment	9,722,884	(5,161,347)	4,561,537
Renovation, office equipment, electrical, furniture and fittings	7,094,562	(3,508,544)	3,586,018
Motor vehicles	6,101,550	(4,518,063)	1,583,487
Capital work-in-progress	9,351,689	-	9,351,689
	53,939,518	(14,817,173)	39,122,345
2025			
Factory buildings	9,421,186	(1,338,732)	8,082,454
Machinery, factory and laboratory equipment	9,232,936	(4,495,829)	4,737,107
Renovation, office equipment, electrical, furniture and fittings	6,739,374	(2,753,041)	3,986,333
Motor vehicles	5,518,483	(4,151,035)	1,367,448
Capital work-in-progress	8,957,370	-	8,957,370
	39,869,349	(12,738,637)	27,130,712

- (a) Included in property, plant and equipment of the Group are factory buildings with a total carrying amount of RM13,119,099 (2025 - RM959,639) which have been charged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 22 to the financial statements.
- (b) Included in property, plant and equipment of the Group are office equipment and motor vehicles held under hire purchase arrangements with a total carrying amount of RM1,348,176 (2025 - RM1,210,298). These assets have been secured against the hire purchase payables of the Group as disclosed in Note 23 of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

7. RIGHT-OF-USE ASSETS

The Group	At 1.6.2025 RM	Additions RM	Modification of Lease Liabilities RM	Depreciation Charges RM	Translation Differences RM	At 31.5.2026 RM
2026						
<i>Carrying Amount</i>						
Leasehold land	14,123,233	6,347,353	-	(358,977)	-	20,111,609
Buildings and office equipment	1,613,450	548,403	265,144	(366,486)	(62,273)	1,998,238
	15,736,683	6,895,756	265,144	(725,463)	(62,273)	22,109,847

The Group	At 1.6.2024 RM	Addition RM	Modification of Lease Liabilities RM	Depreciation Charges RM	Acquisition of a Subsidiary (Note 38) RM	Translation Differences RM	At 31.5.2025 RM
2025							
<i>Carrying Amount</i>							
Leasehold land	3,163,060	10,633,015	-	(172,864)	500,022	-	14,123,233
Buildings and office equipment	1,424,924	-	253,160	(279,707)	284,377	(69,304)	1,613,450
	4,587,984	10,633,015	253,160	(452,571)	784,399	(69,304)	15,736,683

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

7. RIGHT-OF-USE ASSETS (CONT'D)

- (a) The Group leases several pieces of leasehold land, various buildings and office equipment of which the leasing activities are summarised below:-
- (i) Leasehold land The Group has entered into 9 (2025 - 8) non-cancellable operating lease agreements for the use of land. The leases are for a period ranging from 29 to 80 years (2025 - 29 to 80 years) with no renewal or purchase option included in the agreements.
 - (ii) Buildings The Group has leased various buildings for office and warehouse that run between 2 years to 21 years (2025 - 2 years to 21 years) with an option to renew the lease after that date. The Group is not allowed to sublease these buildings.
 - (iii) Office equipment The Group has leased office equipment that runs for a period of 5 years (2025 - 5 years) with an option to renew the lease after that date.
- (b) The Group also has leases with lease terms of 12 months or less. The Group has applied the "short-term lease" recognition exemptions for these leases.

8. INTANGIBLE ASSET

The Group	At 1.6.2025 RM	Amortisation RM	At 31.5.2026 RM
2026			
<i>Carrying Amount</i>			
Trademark	224,792	(32,500)	192,292

The Group	At 1.6.2024 RM	Amortisation RM	At 31.5.2025 RM
2025			
<i>Carrying Amount</i>			
Trademark	257,292	(32,500)	224,792

The Group	At Cost RM	Accumulated Amortisation RM	Carrying Amount RM
2026			
Trademark	325,000	(132,708)	192,292
2025			
Trademark	325,000	(100,208)	224,792

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

9. GOODWILL

	2026 RM	2025 RM
Cost:-		
At 1 June	3,130,234	-
Acquisition of a subsidiary (Note 38)	-	3,130,234
At 31 May	3,130,234	3,130,234

The carrying amount of goodwill allocated to the cash-generating unit is EF.

The Group has assessed its recoverable amount which is determined using the value in use approach. Cash flow projections are based on 5 years of financial budgets approved by directors. The key assumptions used in the determination of the recoverable amount are as follows:-

- Projected revenue growth rates - The projected revenue growth rates used ranged from 22% to 30.16% (2025 - 13.52% to 31.85%) taking into consideration past business performance and management's expectations of current and future market conditions.
- Projected gross profit margins - The projected gross profit margin used is 14.40% (2025 - ranged from 14.34% to 16.02%), based on historical margins achieved or predetermined profits margins for relevant products.
- Discount rate is based on the average pre-tax Weighted Average Cost of Capital ("WACC") rate of the consumer goods business of 5.30% (2025 - 7.10%).

The value assigned to the key assumptions above reflect management's past experience and its assessment of future trends in the cash-generating unit, based on both external sources and internal historical data.

Based on the assessment, no impairment on goodwill was required as the recoverable amount of the goodwill exceeded its carrying amount.

Management believes that any reasonably possible change in any of these key assumptions would not cause the carrying amount of the cash-generating unit to exceed its recoverable amount.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

10. DEFERRED TAX ASSETS/(LIABILITIES)

The Group	At 1.6.2025 RM	Recognised in Profit or Loss RM	At 31.5.2026 RM
2026			
<i>Deferred Tax Assets/(Liabilities)</i>			
Provisions	502,860	7,000	509,860
Property, plant and equipment	(458,398)	(49,399)	(507,797)
Right-of-use assets	(93,173)	(37,755)	(130,928)
Hire purchase payables	28,512	-	28,512
Lease liabilities	65,414	38,111	103,525
Refunded liabilities	-	524,337	524,337
Right to recover returned goods	-	(385,532)	(385,532)
Others	19,377	30,000	49,377
	64,592	126,762	191,354

The Group	At 1.6.2024 RM	Acquisition of a Subsidiary (Note 38) RM	Recognised in Profit or Loss RM	At 31.5.2025 RM
2025				
Provisions	65,004	194,520	243,336	502,860
Property, plant and equipment	(57,500)	(22,378)	(378,520)	(458,398)
Right-of-use assets	-	(30,806)	(62,367)	(93,173)
Hire purchase payables	-	-	28,512	28,512
Lease liabilities	-	-	65,414	65,414
Others	-	-	19,377	19,377
	7,504	141,336	(84,248)	64,592

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

10. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The deferred tax assets/(liabilities) are attributable to the following:-

	The Group	
	2026 RM	2025 RM
<i>Deferred Tax Assets</i>		
Provisions	194,520	194,520
Property, plant and equipment	(5,492)	(33,414)
Right-of-use assets	(93,173)	(93,173)
Hire purchase payables	28,512	28,512
Lease liabilities	65,414	65,414
Refunded liabilities	501,385	-
Right to recover returned goods	(367,647)	-
	<u>323,519</u>	<u>161,859</u>
<i>Deferred Tax Liabilities</i>		
Provisions	315,340	308,340
Property, plant and equipment	(502,305)	(424,984)
Right-of-use assets	(37,755)	-
Lease liabilities	38,111	-
Refunded liabilities	22,952	-
Right to recover returned goods	(17,885)	-
Others	49,377	19,377
	<u>(132,165)</u>	<u>(97,267)</u>
	<u>191,354</u>	<u>64,592</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

11. INVENTORIES

	The Group	
	2026 RM	2025 RM
Raw materials	6,392,704	5,532,397
Work-in-progress	660,491	1,051,075
Packing materials	2,285,780	2,192,886
Goods-in-transit	-	308,086
Finished goods	5,223,996	5,553,149
Consumable goods	12,748,947	10,052,242
	27,311,918	24,689,835
Right to recover returned goods (Note 12)	1,795,230	224,660
	29,107,148	24,914,495

The amount of inventories recognised as an expense in cost of sales was RM127,365,939 (2025 - RM73,545,734).

12. RIGHT TO RECOVER RETURNED GOODS/(REFUNDED LIABILITIES)

	The Group	
	2026 RM	2025 RM
Right to recover returned goods (Note 11)	1,795,230	224,660
Refunded liabilities (Note 25)	(2,397,752)	(255,200)

An asset for a right to recover returned goods and the corresponding refund liabilities are recognised in relation to consumables goods sold. These are measured by reference to the carrying amounts of finished goods sold less any expected costs to recover those inventories and any expected decrease in value.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

13. TRADE RECEIVABLES

	The Group	
	2026 RM	2025 RM
Trade receivables	33,802,480	29,559,129
Allowance for impairment losses (Note 45.1(b)(iii))	(1,639,571)	(1,611,935)
	<u>32,162,909</u>	<u>27,947,194</u>

The Group's normal trade credit terms range from 7 to 90 (2025 - 7 to 90) days. Other credit terms are assessed and approved on a case-by-case basis.

14. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Other receivables:-				
Third parties	1,097,726	832,350	-	-
Goods and services tax recoverable	1,111	-	-	-
	1,098,837	832,350	-	-
Deposits	481,359	503,101	1,000	1,000
Prepayments	431,222	514,832	21,705	12,028
	<u>2,011,418</u>	<u>1,850,283</u>	<u>22,705</u>	<u>13,028</u>

15. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	The Company	
	2026 RM	2025 RM

Amount owing by:

- non-trade balances (a) **6,102,761** 4,882,485

Amount owing to:

- non-trade balance (b) **(1,756)** (71,233)

(a) Included in amount owing by subsidiaries are loans amounting to RM4,970,446 (2025 - RM4,876,421) which are unsecured and bear interest rates ranging from 1.50% to 4.50% (2025 - 1.50% to 4.50%) per annum. The remaining balance comprises unsecured, interest-free payments made on behalf. The total amount owing is repayable on demand and is to be settled in cash.

(b) The amount owing to subsidiaries represents unsecured, interest-free payments made on behalf. The amount owing is repayable on demand and is to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

16. SHORT-TERM INVESTMENTS

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Money market funds, at fair value (Note 39(d))	<u>10,011,219</u>	<u>6,097,675</u>	<u>985,557</u>	<u>3,026,807</u>

The short-term money market fund represents the Group's and the Company's investment in money market fund which seeks to provide income and liquidity by investing primarily in fixed income securities, money market instruments and deposits. The redemption proceeds for investment in money market fund will normally be collected by the next business day. Therefore, the Group and the Company considered the investment in money market funds represented investment in highly liquid money market instruments which are readily convertible to known amount of cash, and are subject to an insignificant risk of changes in value.

17. FIXED DEPOSITS WITH LICENSED BANKS

- (a) The fixed deposits with licensed banks of the Group and of the Company at the end of the reporting period bore effective interest rates ranging from 1.75% to 3.55% (2025 - 2.10% to 3.40%) per annum and 1.95% (2025 - 2.50%) per annum respectively. The fixed deposits have maturity periods of 1 to 12 (2025 - 1 to 12) months and 3 (2025 - 3) months for the Group and the Company respectively.
- (b) Included in the fixed deposits with licensed banks of the Group at the end of the reporting period was an amount of RM3,905,329 (2025 - RM3,575,757) which has been pledged to a licensed bank as security for banking facilities granted to the Group as disclosed in Note 22 to the financial statements.

18. SHARE CAPITAL

	The Group/The Company			
	2026 Number of Shares	2025	2026 RM	2025 RM

Issued and Fully Paid-Up

Ordinary Shares

At 1 June/31 May	<u>730,096,498</u>	<u>730,096,498</u>	<u>66,257,198</u>	<u>66,257,198</u>
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The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

19. MERGER DEFICIT

The merger deficit arose from the difference between the carrying value of the investment and the nominal value of the shares of subsidiaries upon consolidation under the merger accounting principles.

20. FOREIGN EXCHANGE TRANSLATION RESERVE

The foreign exchange translation reserve arose from the translation of the financial statements of foreign subsidiaries whose functional currency is different from the Group's presentation currency.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

21. LEASE LIABILITIES

	The Group	
	2026 RM	2025 RM
At 1 June	491,038	164,164
Additions	548,403	-
Acquisition of a subsidiary (Note 38)	-	295,272
Interest expense recognised in profit or loss	42,915	18,270
Changes due to lease modification	265,144	253,160
Reclassification	-	(72,000)
Repayment of principal	(296,185)	(152,127)
Repayment of interest expense	(42,915)	(15,701)
	<u>1,008,400</u>	<u>491,038</u>
Analysed by:-		
Current liabilities	361,645	204,906
Non-current liabilities	646,755	286,132
	<u>1,008,400</u>	<u>491,038</u>

22. BANK BORROWINGS

	The Group	
	2026 RM	2025 RM
Non-current		
Hire purchase payables (Note 23)	922,442	735,405
Term loans	15,374,965	384,795
	<u>16,297,407</u>	<u>1,120,200</u>
Current		
Bank overdrafts	4,249,660	2,318,261
Bankers' acceptances	11,892,000	11,587,604
Hire purchase payables (Note 23)	372,973	531,148
Term loans	927,528	629,692
	<u>17,442,161</u>	<u>15,066,705</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

22. BANK BORROWINGS (CONT'D)

- (a) Bank borrowings are secured by:-
- (i) property, plant and equipment of the Group as disclosed in Note 6;
 - (ii) legal charge over properties and registered under former director of subsidiaries;
 - (iii) joint and several guarantees by the directors of the Group and former directors of subsidiaries;
 - (iv) pledged over fixed deposits as disclosed in Note 17;
 - (v) against guarantee coverage by Syarikat Jaminan Pembiayaan Perniagaan Berhad (SJPP);
 - (vi) guarantee by the Government of Malaysia under Working Capital Guarantee Scheme and Bank Negara Malaysia's Fund for Small and Medium Enterprise - Special Relief Facility; and
 - (vii) corporate guarantee by the Company and subsidiary.
- (b) In connection with certain borrowings, the Group has to comply with the following significant covenants:-
- (i) declaration of dividends requires consent from the bank;
 - (ii) non-trade advances to related parties to be capped at RM544,000 from financial year end 31 December 2021 onwards. No further advances are allowed prior to Bank's written consent; and
 - (iii) gearing ratio of not more than 2.25 times.

The covenants are tested on the financial year ended 31 May 2026.

During the financial year, the Group breached (iii) debt covenant for its bank borrowings. Consequently, the Group initiated discussions with the lenders in the second quarter of 2026 to seek a waiver for the breach. Since the negotiations remain ongoing, the lenders retain the right to demand immediate repayment of the outstanding bank borrowings comprising bankers' acceptances of RM4,773,000 and a term loan of RM1,165 at 31 May 2026. In addition, the Group has issued performance guarantees of RM2,750,000 to suppliers. These guarantees are not a financial liability to the lenders and is not subject to the breached covenants. Accordingly, it is excluded from the amount potentially subject to immediate repayment. The loan agreement contains cross-default provisions with other lenders. However, as of the reporting date, no defaults have been declared by other lenders, and no cross-default has arisen.

In the previous financial year, the Group breached (i) debt covenant for its bank borrowings. Consequently, the Group initiated discussions with the lenders in the second quarter of 2025 to seek a waiver for the breach. Since the negotiations remain ongoing, the lenders retain the right to demand immediate repayment of the outstanding bank borrowings comprising bankers' acceptances of RM8,841,000 and a term loan of RM223,496 at 31 May 2025. In addition, the Group had issued performance guarantees of RM3,030,000 to suppliers. These guarantees are not a financial liability to the lenders and is not subject to the breached covenants. Accordingly, it is excluded from the amount potentially subject to immediate repayment. The loan agreement contains cross-default provisions with other lenders. However, as of the reporting date, no defaults have been declared by other lenders, and no cross-default has arisen.

The Group has evaluated its liquidity position and believes it has sufficient resources to meet its obligations as they fall due. Management is actively negotiating with the lenders to resolve the breach and obtain appropriate waivers.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

22. BANK BORROWINGS (CONT'D)

(c) The bank borrowings bore weighted average effective interest rate as follows:-

	The Group	
	2026 %	2025 %
Bank overdrafts	6.57 - 6.60	6.85
Bankers' acceptances	3.43 - 4.60	3.31 - 5.22
Hire purchase payables	4.09 - 10.18	4.09 - 7.11
Term loans	3.50 - 4.75	3.50 - 7.97

23. HIRE PURCHASE PAYABLES

	The Group	
	2026 RM	2025 RM
Minimum hire purchase payments:		
- not later than one year	444,787	594,740
- later than one year and not later than five years	943,549	748,501
- later than five years	97,672	70,382
	1,486,008	1,413,623
Less: Future finance charges	(190,593)	(147,070)
Present value of hire purchase payables	1,295,415	1,266,553
Analysed by:-		
Current liabilities	372,973	531,148
Non-current liabilities	922,442	735,405
	1,295,415	1,266,553

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

24. TRADE PAYABLES

The normal trade credit terms granted to the Group range from 30 to 90 (2025 - 30 to 90) days.

25. OTHER PAYABLES AND ACCRUALS

		The Group		The Company	
		2026 RM	2025 RM	2026 RM	2025 RM
Other payables:-					
Third parties		336,433	1,073,644	20,385	28,605
A director	(a)	2,759,741	1,959,741	-	-
Directors of certain subsidiaries	(b)	447,279	445,842	-	-
Refunded liabilities (Note 12)		2,397,752	255,200	-	-
Sales and service tax payable		889,060	604,624	-	-
		6,830,265	4,339,051	20,385	28,605
Accruals		1,659,324	956,682	141,409	186,930
		8,489,589	5,295,733	161,794	215,535

- (a) The amount owing to a director is non-trade in nature, comprising unsecured, interest-free advances. The amount owing is repayable on demand and is to be settled in cash.
- (b) Included in the amount owing to directors of certain subsidiaries are advances amounting to RM437,500 (2025 - RM437,500) which bear interest rate at 4.00% (2025 - 4.00%). The remaining balance comprises unsecured, interest-free payments made on behalf. The total amount owing is repayable on demand and is to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

26. AMOUNT OWING TO A RELATED PARTY

The amount owing is non-trade in nature, comprising unsecured, interest-free rental expenses. The amount owing is repayable on demand and is to be settled in cash.

27. REVENUE

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Revenue from Contracts with Customers				
<u>Recognised at a point in time</u>				
Sale of industrial chemical and plastic products	56,217,278	53,792,280	-	-
Sale of consumable goods	104,536,082	39,480,897	-	-
Revenue from Other Source				
Dividend income	-	-	1,560,000	1,612,000
	160,753,360	93,273,177	1,560,000	1,612,000

- (a) The information on the disaggregation of revenue by geographical market is disclosed in Note 42.2 to the financial statements.
- (b) The information about the performance obligations in contracts with customers is summarised below:-

(i) Sale of industrial chemical and plastic products

Revenue from sale of industrial chemical and plastic products is recognised at a point in time when goods have been delivered and accepted by customers.

There is no significant financing component in the selling price as the sales are made on normal credit terms not exceeding 90 days.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

27. REVENUE (CONT'D)

(b) The information about the performance obligations in contracts with customers is summarised below (Cont'd):-

(ii) Sale of consumable goods

Revenue from sale of consumable goods is recognised when goods have been delivered and accepted by customers.

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

It is the Group's policy to sell consumable goods with a right of return within a specified period. Therefore, a refund liability (included in other payables) and a right to return goods (included in inventories) are recognised for the goods expected to be returned by the customers. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level. The Group uses the expected value method to estimate goods that will not be returned in arriving at the amount of revenue.

There is no significant financing component in the selling price as the sales are made on normal credit terms not exceeding 90 days.

(c) The information of the revenue from other source is summarised below:-

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

28. COST OF SALES

	The Group	
	2026 RM	2025 RM
Included in cost of sales are the following items:-		
Depreciation:		
- property, plant and equipment	1,003,106	897,490
- right-of-use assets	251,664	251,664
Lease expense:		
- short-term lease	151,712	219,952
Staff costs:		
- short-term employee benefits	3,869,761	3,877,607
- defined contribution benefits	447,495	445,450
- others	63,020	63,204

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

29. OTHER INCOME

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Included in other income are the following items:-				
Gain on disposal of property, plant and equipment	21,999	11,999	-	-
Interest income from short-term investments	272,353	710,874	58,750	681,008
Interest income on financial assets measured at amortised cost:				
- amount owing by subsidiaries	-	-	192,939	88,309
- fixed deposits with licensed banks	254,936	210,840	123	142
- cash at banks	61,208	14,926	-	-
Lease income	193,510	76,000	-	-

30. SELLING AND MARKETING EXPENSES

	The Group	
	2026 RM	2025 RM
Included in selling and marketing expenses are the following item:-		
Depreciation:		
- property, plant and equipment	304,214	118,997
- right-of-use assets	84,725	24,515
Lease expenses:		
- low value assets	8,698	3,088
Staff costs:		
- short-term employee benefits	5,624,859	1,725,258
- defined contribution benefits	620,886	237,327

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

31. ADMINISTRATIVE EXPENSES

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Included in administrative expenses are the following items:-				
Amortisation of trademark	32,500	32,500	-	-
Auditors' remuneration:				
- audit fees:				
- current financial year	243,485	273,050	58,000	88,000
- underprovision in the previous financial year	-	4,000	-	4,000
- non-audit fees:				
- auditors of the Company	5,000	5,000	5,000	5,000
- local affiliates of auditors of the Company	50,600	145,200	8,600	116,000
Depreciation:				
- property, plant and equipment	856,801	369,875	-	-
- right-of-use assets	389,074	176,392	-	-
Directors' remuneration (Note 40(a)):				
- fees	360,000	360,000	300,000	300,000
- salaries, bonuses and other benefits	1,722,936	1,653,307	22,250	19,000
- defined contribution benefits	67,900	54,450	-	-
Lease expenses:				
- short-term leases	718,100	526,300	-	-
Staff costs (including other key management personnel as disclosed in Note 40(b)):				
- short-term employee benefits	4,717,794	3,828,921	527,815	600,451
- defined contribution benefits	632,014	491,586	65,913	63,864

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

32. OTHER EXPENSES

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Included in other expenses are the following items:-				
Property, plant and equipment written off	1,862	4,997	-	-
Bad debt written off	2,493	21,374	-	-
Loss on foreign exchange:				
- realised	329,137	82,119	-	-
- unrealised	102,576	794,297	38,948	38,617

33. FINANCE COSTS

	The Group	
	2026 RM	2025 RM
Included in finance costs are the following items:-		
Interest expense on lease liabilities	42,915	18,270
Bank overdraft interest	177,372	59,794
Bankers' acceptance interest	524,664	197,230
Hire purchase interest	67,825	35,503
Term loan interest	223,019	20,099

34. NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS

	The Group	
	2026 RM	2025 RM
Impairment losses (Note 45.1(b)(iii))		
- trade receivables	99,603	-
Reversal of impairment losses (Note 45.1(b)(iii))		
- trade receivables	(71,967)	-
	27,636	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

35. INCOME TAX EXPENSE

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Current tax:				
- for the financial year	3,093,789	1,367,402	-	-
- (over)/underprovision in the previous financial year	(269,378)	(276,794)	6,071	-
	2,824,411	1,090,608	6,071	-
Deferred tax (Note 10):				
- origination and reversal of temporary differences	(125,341)	84,248	-	-
- underprovision in the previous financial year	(1,421)	-	-	-
	(126,762)	84,248	-	-
	2,697,649	1,174,856	6,071	-

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

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Profit before taxation	9,802,135	4,074,219	539,036	186,828
Tax at the statutory tax rate of 24% (2025 - 24%)	2,352,512	977,813	129,369	44,839
Tax effects of:-				
Non-deductible expenses	722,405	578,538	245,031	342,041
Non-taxable income	(26,456)	(97,696)	(374,400)	(386,880)
Utilisation of deferred tax assets previously not recognised	(90,284)	(9,394)	-	-
Differential in tax rates of foreign subsidiaries	10,271	2,389	-	-
(Over)/Underprovision of current tax in the previous financial year	(269,378)	(276,794)	6,071	-
Underprovision of deferred taxation in the previous financial year	(1,421)	-	-	-
	2,697,649	1,174,856	6,071	-

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2025 - 24%) of the estimated assessable profit for the financial year. The taxation of other jurisdictions is calculated at the rates prevailing in the respective jurisdiction.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

35. INCOME TAX EXPENSE (CONT'D)

At the end of the reporting period, the amounts of deferred tax assets not recognised (stated at gross) due to uncertainty of their realisation are as follows:-

	The Group	
	2026 RM	2025 RM
Unused tax losses	813,678	1,002,876
Unabsorbed capital allowances	33,228	237,731
Other deductible temporary differences	48,459	30,942
	<u>895,365</u>	<u>1,271,549</u>

Based on current legislation, the unabsorbed capital allowances are allowed to be carried forward indefinitely.

The use of tax losses of a subsidiary in other country is subject to the agreement of the tax authorities and compliance with provisions of the tax legislation of the country in which the subsidiary operates.

36. EARNINGS PER SHARE

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

	The Group	
	2026	2025
Profit after taxation attributable to owners of the Company (RM)	<u>6,547,018</u>	<u>2,606,343</u>
Weighted average number of ordinary shares in issue	<u>730,096,498</u>	<u>730,096,498</u>
Basic earnings per share (Sen)	<u>0.90</u>	<u>0.36</u>

The diluted earnings per share is equal to the basic earnings per share because there were no potential ordinary shares during the financial year.

37. DIVIDENDS

	The Group/The Company	
	2026	2025
<u>In respect of financial year ended 31 May 2024</u>		
A first interim single-tier dividend of 0.10 sen per ordinary share	-	730,096
<u>In respect of financial year ended 31 May 2026</u>		
A first interim single-tier dividend of 0.10 sen per ordinary share	730,096	-
A second interim single-tier dividend of 0.10 sen per ordinary share	730,096	-
	<u>1,460,192</u>	<u>730,096</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

38. ACQUISITION OF A SUBSIDIARY

In the previous financial year, the Company acquired 65% equity interests in EF on 27 December 2024. The acquisition of this subsidiary was to enable the Group to expand and diversify its business's income stream, enhance its earnings base and reduce its reliance on the sale of aerosol products.

The following summarises the major classes of consideration transferred, and the recognised amounts of assets acquired and liabilities assumed at the date of acquisition.

	The Group 2025 RM
Property, plant and equipment (Note 6)	3,265,222
Right-of-use assets (Note 7)	784,399
Deferred tax assets (Note 10)	141,336
Inventories	10,231,044
Trade and other receivables	15,504,022
Fixed deposits with licensed banks	3,517,857
Cash and bank balances	3,311,407
Current tax assets	453,916
Trade payables, other payables and accruals	(10,930,582)
Amount owing to directors	(3,000,000)
Amount owing to shareholders	(262,500)
Current tax liabilities	(427,815)
Lease liabilities (Note 21)	(295,272)
Hire purchase payables	(1,491,133)
Term loans	(1,316,254)
Bank overdrafts	(1,184,591)
Banker acceptances	(9,472,293)
Net identifiable assets acquired	8,828,763
Less: Non-controlling interests, measured at the proportionate share of the fair value of the net identifiable assets	(4,418,997)
Add: Goodwill on acquisition (Note 9)	3,130,234
Total purchase consideration, to be settled by cash	7,540,000
Less: Cash and cash equivalents of subsidiary acquired	(2,562,253)
Net cash outflow from the acquisition of a subsidiary	4,977,747

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

38. ACQUISITION OF A SUBSIDIARY (CONT'D)

- (a) The goodwill was attributable mainly to the control premium paid. In addition, the purchase consideration also included benefits derived from the expected revenue growth of the subsidiary, its future market development as well as a customer list. These benefits were not recognised separately from goodwill because they did not meet the recognition criteria for identifiable intangible assets. The goodwill was not deductible for tax purposes.
- (b) The subsidiary contributed revenue of RM39,480,897 and profit after taxation of RM533,625 to the Group since the date of acquisition.

If the acquisition had been effective at the beginning of the previous financial year, the Group's revenue and profit after taxation for the current financial year would have been RM141,434,926 and RM2,904,099 respectively.

39. CASH FLOW INFORMATION

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

	The Group	
	2026 RM	2025 RM
Property, plant and equipment		
Cost of property, plant and equipment purchased (Note 6)	14,169,075	7,892,416
Less: Acquired through hire purchase agreements	(577,900)	-
	<u>13,591,175</u>	<u>7,892,416</u>
Right-of-use assets		
Cost of right-of-use assets acquired (Note 7)	6,895,756	10,633,015
Less: Additions of new lease liabilities (Note 39(b))	(548,403)	-
	<u>6,347,353</u>	<u>10,633,015</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

39. CASH FLOW INFORMATION (CONT'D)

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

The Group	Bankers' Acceptance RM	Term Loans RM	Hire Purchase Payables RM	Lease Liabilities RM	Total RM
2026					
At 1 June	11,587,604	1,014,487	1,266,553	491,038	14,359,682
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	65,221,701	16,200,000	577,900	-	81,999,601
Repayment of principal	(64,917,305)	(911,994)	(549,038)	(296,185)	(66,674,522)
Repayment of interests	(524,664)	(223,019)	(67,825)	(42,915)	(858,423)
	(220,268)	15,064,987	(38,963)	(339,100)	14,466,656
<u>Other Changes</u>					
Acquisition of new leases (Note 21 and 39(a))	-	-	-	548,403	548,403
Modification of leases (Note 21)	-	-	-	265,144	265,144
Interest expense recognised in profit or loss (Note 33)	524,664	223,019	67,825	42,915	858,423
	524,664	223,019	67,825	856,462	1,671,970
At 31 May	11,892,000	16,302,493	1,295,415	1,008,400	30,498,308

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

39. CASH FLOW INFORMATION (CONT'D)

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

The Group	Bankers' Acceptance RM	Term Loans RM	Hire Purchase Payables RM	Lease Liabilities RM	Total RM
2025					
At 1 June	-	-	-	164,164	164,164
<u>Changes in Financing Cash Flows</u>					
Proceeds from drawdown	21,230,176	-	-	-	21,230,176
Repayment of principal	(19,114,865)	(301,767)	(224,580)	(152,127)	(19,793,339)
Repayment of interests	(197,230)	(20,099)	(35,503)	(15,701)	(268,533)
	1,918,081	(321,866)	(260,083)	(167,828)	1,168,304
<u>Other Changes</u>					
Acquisition of a subsidiary (Note 38)	9,472,293	1,316,254	1,491,133	295,272	12,574,952
Modification of leases (Note 21)	-	-	-	253,160	253,160
Interest expense recognised in profit or loss (Note 33)	197,230	20,099	35,503	18,270	271,102
Reclassification	-	-	-	(72,000)	(72,000)
	9,669,523	1,336,353	1,526,636	494,702	13,027,214
At 31 May	11,587,604	1,014,487	1,266,553	491,038	14,359,682

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

39. CASH FLOW INFORMATION (CONT'D)

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

	The Group	
	2026 RM	2025 RM
Payment of short-term leases	869,812	746,252
Payment of low-value assets	8,698	3,088
Interest paid on lease liabilities	42,915	15,701
Payment of lease liabilities	296,185	152,127
	<u>1,217,610</u>	<u>917,168</u>

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

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Fixed deposits with licensed banks	9,777,714	8,621,487	5,752	5,629
Cash and bank balances	14,007,224	10,796,864	212,150	159,648
Money market funds (Note 16)	10,011,219	6,097,675	985,557	3,026,807
Bank overdrafts (Note 22)	(4,249,660)	(2,318,261)	-	-
	29,546,497	23,197,765	1,203,459	3,192,084
Less:				
Fixed deposits pledged to licensed banks	(3,905,329)	(3,575,757)	-	-
Fixed deposits with tenure more than 3 months	(46,766)	(45,088)	-	-
	<u>25,594,402</u>	<u>19,576,920</u>	<u>1,203,459</u>	<u>3,192,084</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

40. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM

(a) Directors

Directors of the Company

Short-term employee benefits:

- fees	360,000	360,000	300,000	300,000
- salaries, bonuses and other benefits	1,722,936	1,653,307	22,250	19,000
	2,082,936	2,013,307	322,250	319,000

Defined contribution benefits	67,900	54,450	-	-
	2,150,836	2,067,757	322,250	319,000

Directors of the Subsidiaries

Short-term employee benefits:

- fees	24,000	24,000	-	-
- salaries, bonuses and other benefits	746,879	371,673	-	-
	770,879	395,673	-	-

Defined contribution benefits	93,251	45,531	-	-
	864,130	441,204	-	-
	3,014,966	2,508,961	322,250	319,000

(b) Other Key Management Personnel

Short-term employee benefits	872,682	814,042	242,508	218,815
Defined contribution benefits	117,610	112,832	28,937	26,100
Total compensation for other key management personnel	990,292	926,874	271,445	244,915

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

41. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 5 to the financial statements.

(b) Significant Related Party Transactions and Balances

The Group and the Company also carried out the following transactions with the related parties during the financial year:-

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Dividend from a subsidiary	-	-	1,560,000	1,612,000
Interest income receivable from subsidiaries	-	-	192,939	88,309
Loan to a subsidiary	-	-	-	4,000,000
Rental of premise paid or payable to a company in which a director of the Company has a substantial financial interest	781,620	559,500	-	-
Staff costs paid or payable to a spouse of the Company's director	404,529	364,047	-	-
Acquisition of EF shares from a director of the Company	-	2,320,000	-	-
Acquisition of a warehouse from a Company in which a director of the Company has a substantial financial interest	18,000,000	-	-	-

The significant outstanding balances of the related parties together with their terms and conditions are disclosed in Note 15 and 26 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

42. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Board of Directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance on a quarterly basis. For management purposes, the Group is organised into business units based on their products provided.

The Group is organised into 5 main reportable segments as follows:-

- Aerosol products segment - involved in the business of development, manufacturing and distribution of aerosol products.
 - Solvents and thinners segment - involved in the business of trading of solvents and thinners.
 - Plastic products - involved in the business of manufacturing and trading of plastic products.
 - Fast-moving consumer goods ("FMCG") - involved in the business of agency and distribution of consumer products.
 - Others - dormant and investment holding.
- (a) The directors assess the performance of the reportable segments based on their profit before interest expense and taxation. The accounting policies of the reportable segments are the same as the Group's accounting policies.
 - (b) Each reportable segment assets is measured based on all assets of the segment other than tax-related assets.
 - (c) Each reportable segment liabilities is measured based on all liabilities of the segment other than lease liabilities and tax-related liabilities.
 - (d) Assets, liabilities and expenses which are common and cannot be meaningfully allocated to the reportable segments are presented under unallocated items. Unallocated items comprise mainly corporate assets (primarily the Company's headquarters) and head office expenses.

Transactions between reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

42. OPERATING SEGMENTS (CONT'D)

42.1 BUSINESS SEGMENTS

2026	Aerosol products RM	Solvents and thinners RM	Plastic products RM	FMCG RM	Others RM	The Group RM
Revenue						
External revenue	43,145,291	11,796,942	1,078,854	104,536,082	196,191	160,753,360
Inter-segment revenue	27,208,108	26,738	840,144	-	1,560,000	29,634,990
	70,353,399	11,823,680	1,918,998	104,536,082	1,756,191	190,388,350
Consolidation adjustments						(29,634,990)
Consolidated revenue						160,753,360
Results						
Segment profit before interest and taxation	7,338,337	1,718,735	88,988	2,766,222	(1,020,152)	10,892,130
Segment profit includes the following:-						
Amortisation of trademark	-	(32,500)	-	-	-	(32,500)
Bad debt written off	-	(926)	-	(1,567)	-	(2,493)
Depreciation of property, plant and equipment	(1,066,676)	(174,127)	(109,843)	(813,475)	-	(2,164,121)
Depreciation of right-of-use assets	(230,864)	(258,584)	(81,003)	(155,012)	-	(725,463)
Gain on disposal of property, plant and equipment	-	-	-	21,999	-	21,999
Impairment on trade receivables	-	-	(27,636)	-	-	(27,636)
Interest expenses	-	(11,325)	(2,997)	(1,021,473)	-	(1,035,795)
Interest income	261,180	72,369	-	172,210	82,738	588,497
Property, plant and equipment written off	(1)	(1,861)	-	-	-	(1,862)
Unrealised loss on foreign exchange	(71,593)	-	-	(48)	(30,935)	(102,576)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

42. OPERATING SEGMENTS (CONT'D)

42.1 BUSINESS SEGMENTS (CONT'D)

2026	Aerosol products RM	Solvents and thinners RM	Plastic products RM	FMCG RM	Others RM	The Group RM
Assets						
Segment assets	72,314,089	29,317,353	1,327,704	66,879,788	66,361,447	236,200,381
Unallocated assets:						
- deferred tax assets						323,519
- current tax assets						1,166,360
Consolidation adjustments						(74,568,031)
Consolidation total assets						<u>163,122,229</u>
Additions to non-current assets other than financial instruments and deferred tax assets:-						
Property, plant and equipment	898,763	177,834	5,064	13,087,414	-	14,169,075
Right-of-use assets	-	-	-	6,895,756	-	<u>6,895,756</u>
Liabilities						
Segment liabilities	19,297,661	2,877,086	847,473	57,106,651	322,624	80,451,495
Unallocated liabilities:						
- deferred tax liabilities						132,165
- lease liabilities						1,008,400
Consolidation adjustments						<u>(19,302,730)</u>
Consolidated total liabilities						<u>62,289,330</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

42. OPERATING SEGMENTS (CONT'D)

42.1 BUSINESS SEGMENTS (CONT'D)

2025	Aerosol products RM	Solvents and thinners RM	Plastic products RM	FMCG RM	Others RM	The Group RM
Revenue						
External revenue	41,203,284	11,652,705	712,168	39,480,897	224,123	93,273,177
Inter-segment revenue	24,978,462	-	970,586	-	1,612,000	27,561,048
	66,181,746	11,652,705	1,682,754	39,480,897	1,836,123	120,834,225
Consolidation adjustments						(27,561,048)
Consolidated revenue						93,273,177
Results						
Segment profit before interest and taxation	3,697,771	973,960	4,806	1,129,751	(1,359,069)	4,447,219
Segment profit includes the following:-						
Amortisation of trademark	-	(32,500)	-	-	-	(32,500)
Bad debt written off	-	-	-	(21,374)	-	(21,374)
Depreciation of property, plant and equipment	(930,523)	(72,145)	(99,500)	(284,194)	-	(1,386,362)
Depreciation of right-of-use assets	(233,510)	(111,340)	(81,003)	(26,718)	-	(452,571)
Gain on disposal of property, plant and equipment	11,999	-	-	-	-	11,999
Interest expenses	-	(6,317)	(2,997)	(321,582)	-	(330,896)
Interest income	61,655	69,401	-	25,606	779,978	936,640
Property, plant and equipment written off	(4,997)	-	-	-	-	(4,997)
Unrealised loss on foreign exchange	(794,297)	-	-	-	-	(794,297)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

42. OPERATING SEGMENTS (CONT'D)

42.1 BUSINESS SEGMENTS (CONT'D)

2025	Aerosol products RM	Solvents and thinners RM	Plastic products RM	FMCG RM	Others RM	The Group RM
Assets						
Segment assets	64,886,742	21,922,971	1,260,685	39,943,101	67,100,147	195,113,646
Unallocated assets:						
- deferred tax assets						161,859
- current tax assets						3,207,095
Consolidation adjustments						(68,663,227)
Consolidation total assets						129,819,373
Additions to non-current assets other than financial instruments and deferred tax assets:-						
Property, plant and equipment	2,787,872	4,594,710	223,763	286,071	-	7,892,416
Right-of-use assets	-	10,633,015	-	-	-	10,633,015
Goodwill	-	-	-	3,130,234	-	3,130,234
Liabilities						
Segment liabilities	14,054,835	1,339,686	862,206	30,927,667	423,013	47,607,407
Unallocated liabilities:						
- deferred tax liabilities						97,267
- lease liabilities						491,038
Consolidation adjustments						(13,596,732)
Consolidated total liabilities						34,598,980

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

42. OPERATING SEGMENTS (CONT'D)

42.2 GEOGRAPHICAL INFORMATION

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

Non-current assets are determined according to the country where these assets are located. The amounts of non-current assets do not include financial instruments.

The Group	Revenue		Non-current Assets	
	2026 RM	2025 RM	2026 RM	2025 RM
Malaysia	151,227,781	81,430,362	63,682,292	45,029,892
Outside Malaysia	9,525,579	11,842,815	1,195,945	1,354,388
	<u>160,753,360</u>	<u>93,273,177</u>	<u>64,878,237</u>	<u>46,384,280</u>

The information on the disaggregation of revenue based on geographical region is summarised below:-

	At A Point in Time	
	2026 RM	2025 RM
Malaysia	151,227,781	81,430,362
Outside Malaysia	9,525,579	11,842,815
	<u>160,753,360</u>	<u>93,273,177</u>

42.3 MAJOR CUSTOMERS

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

43. CAPITAL COMMITMENTS

	The Group	
	2026 RM	2025 RM
Approved and contracted for:-		
Property, plant and equipment	<u>-</u>	<u>17,900,000</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

44. CONTINGENT LIABILITIES

- (a) No provisions are recognised on the following matters as it is not probable that a future sacrifice of economic benefits will be required or the amount is not capable of reliable measurement:-

	The Group	
	2026 RM	2025 RM
Performance guarantee extended by subsidiaries to suppliers	<u>3,405,000</u>	<u>3,880,000</u>

- (b) A subsidiary is a defendant in a legal action filed by a former employee under Section 20 of the Industrial Relations Act 1967, seeking reinstatement and back wages amounting to RM92,000. Management believes, based on legal advice, that the action can be successfully defended and therefore no provision is required to be made in the financial statements. The legal claim is expected to be settled in the next 12 months.

45. FINANCIAL INSTRUMENTS

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

45.1 FINANCIAL RISK MANAGEMENT POLICIES

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

(a) Market Risk

(i) Foreign Currency Risk

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

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

Foreign Currency Exposure

The Group	USD RM	NZD RM	JPY RM	SGD RM
2026				
<u>Financial Assets</u>				
Trade receivables	1,294,670	381,338	-	610,503
Other receivable and deposit	-	-	-	3,623
Cash and bank balances	1,007,285	-	52,307	313,335
	2,301,955	381,338	52,307	927,461
<u>Financial Liabilities</u>				
Trade payables	(632,894)	(75,937)	(475,184)	(27,795)
Other payables and accruals	-	-	(7,049)	(91,266)
	(632,894)	(75,937)	(482,233)	(119,061)
Net financial assets/(liabilities)	1,669,061	305,401	(429,926)	808,400
Less: Net financial assets denominated in the respective entities' functional currency	-	-	(45,258)	(792,198)
Currency Exposure	1,669,061	305,401	(475,184)	16,202

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	USD RM	NZD RM	JPY RM	SGD RM
2025				
<u>Financial Assets</u>				
Trade receivables	1,646,467	321,245	-	816,558
Other receivable and deposit	-	-	808	5,427
Short-term investments	2,583,114	-	-	-
Cash and bank balances	1,165,201	-	52,046	1,657,948
	5,394,782	321,245	52,854	2,479,933
<u>Financial Liabilities</u>				
Trade payables	(481,597)	-	(266,126)	(218,592)
Other payables and accruals	-	-	(6,646)	(71,029)
	(481,597)	-	(272,772)	(289,621)
Net financial assets/(liabilities)	4,913,185	321,245	(219,918)	2,190,312
Less: Net financial assets denominated in the respective entities' functional currency	-	-	(46,208)	(2,364,329)
Currency Exposure	4,913,185	321,245	(266,126)	(174,017)

The Company	SGD RM
2026	
<u>Financial Asset</u>	
Amount owing by subsidiaries	560,070
2025	
<u>Financial Asset</u>	
Amount owing by subsidiaries	703,614

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

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

		The Group	
		2026 RM	2025 RM
Effects on Profit After Taxation			
USD/RM	- strengthened by 10%	+126,849	+373,402
	- weakened by 10%	-126,849	-373,402
NZD/RM	- strengthened by 10%	+23,210	+24,415
	- weakened by 10%	-23,210	-24,415
JPY/RM	- strengthened by 10%	-36,114	-20,226
	- weakened by 10%	+36,114	+20,226
SGD/RM	- strengthened by 10%	+1,231	-13,225
	- weakened by 10%	-1,231	+13,225

		The Company	
		2026 RM	2025 RM
Effects on Profit After Taxation			
SGD/RM	- strengthened by 10%	+42,565	+53,475
	- weakened by 10%	-42,565	-53,475

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk

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

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

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 22 to the financial statements.

Interest Rate Risk Sensitivity Analysis

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

	The Group	
	2026 RM	2025 RM
Effects on Profit After Taxation		
Increase of 100 basis points	-246,567	-110,419
Decrease of 100 basis points	<u>+246,567</u>	<u>+110,419</u>

(iii) Equity Price Risk

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

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage its exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances, fixed deposits with licensed banks and short-term investments), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes loans and advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

(i) Credit Risk Concentration Profile

The Group does not have any major concentration of credit risk related to any individual customer or counterparty.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risks also includes corporate guarantees provided to its subsidiaries of RM34,346,660 (2025 - RM2,517,000), representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair values on initial recognition were not material.

(iii) Assessment of Impairment Losses

The Group and the Company have an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group and the Company closely monitor the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group and the Company evaluate whether any of the financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of the following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than 120 days past due.

Trade Receivables

The Group applies the simplified approach to measuring expected credit losses using a lifetime expected credit loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on an individual basis.

The expected loss rates are based on the payment profiles of sales over 3 year (2025 - 1 year) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts using the linear regressive analysis. The Group has identified the unemployment rate, gross domestic product (GDP) and inflation rate as the key macroeconomic factors of the forward-looking information.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Allowance for Impairment Losses

The information about the credit exposure and loss allowances recognised for trade receivables are as follows:-

The Group	Gross Amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
2026				
Current (not past due)	20,095,753	-	(75,745)	20,020,008
1 to 30 days past due	8,409,780	-	(86,919)	8,322,861
31 to 60 days past due	2,897,786	-	(115,375)	2,782,411
More than 61 days past due	1,099,013	-	(61,384)	1,037,629
Credit impaired	1,300,148	(718,625)	(581,523)	-
	33,802,480	(718,625)	(920,946)	32,162,909
2025				
Current (not past due)	17,618,428	-	(70,778)	17,547,650
1 to 30 days past due	6,791,716	-	(83,543)	6,708,173
31 to 60 days past due	2,718,541	-	(29,356)	2,689,185
More than 61 days past due	1,066,646	-	(64,460)	1,002,186
Credit impaired	1,363,798	(718,625)	(645,173)	-
	29,559,129	(718,625)	(893,310)	27,947,194

There has not been any significant change in the gross amounts of trade receivables that impacted the allowance for impairment losses.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Allowance for Impairment Losses (Cont'd)

The reconciliations of allowance for impairment losses are as follows:-

The Group	Non-credit Impaired RM	Credit Impaired RM	Carrying Amount RM
<u>Trade Receivables</u>			
Balance at 1.6.2024	67,808	718,625	786,433
Acquisition of a subsidiary	180,329	645,173	825,502
Balance at 31.5.2025/1.6.2025	248,137	1,363,798	1,611,935
Additions	99,603	-	99,603
Reversal	(71,967)	-	(71,967)
Balance at 31.5.2026	275,773	1,363,798	1,639,571

Other Receivables

The Group applies the 3-stage general approach to measuring expected credit losses for its other receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

Under this approach, the Group assesses whether there is a significant increase in credit risk for receivables by comparing the risk of a default as at the reporting date with that as at the date of initial recognition. The Group considers that there has been a significant increase in credit risk when contractual terms change or payments are delayed. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 30 days past due in making a contractual payment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables (Cont'd)

Inputs, Assumptions and Techniques used for Estimating Impairment Losses (Cont'd)

The Group uses 3 categories to reflect its credit risk and how the loss allowance is determined for each category:-

Category	Definition of Category	Loss Allowance
Performing:	Receivables have a low risk of default and a strong capacity to meet contractual cash flows	12-month expected credit losses
Underperforming:	Receivables for which there is a significant increase in credit risk	Lifetime expected credit losses
Not performing:	There is evidence indicating the receivable is credit impaired or more than 90 days past due	Lifetime expected credit losses

The Group measures the expected credit losses of receivables having significant balances, receivables that are credit impaired and receivables with a high risk of default on an individual basis. The remaining receivables are grouped by shared credit risk characteristics and assessed on a collective basis.

Loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts using the linear regressive analysis. The Group has identified the unemployment rate, gross domestic product (GDP), and inflation rate as the key macroeconomic factors of the forward-looking information.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider these the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owed by Subsidiaries (Non-trade Balances)

The Company also applies the 3-stage general approach (see information in other receivables above) to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures expected credit losses on an individual basis, which aligns with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries to be of low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. This is because the Company is able to determine the timing of payments and the loans and advances are to be in default when the subsidiaries are not able to pay when demanded.

For loans and advances that are repayable on demand, impairment losses are assessed on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are a financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

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

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

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties to which the financial guarantee contracts were issued. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
2026						
<u>Non-derivative Financial Liabilities</u>						
Trade payables	-	13,814,988	13,814,988	13,814,988	-	-
Other payables and accruals	-	1,995,757	1,995,757	1,995,757	-	-
Amount owing to a director	-	2,759,741	2,759,741	2,759,741	-	-
Amount owing to directors of certain subsidiaries	4.00	447,279	464,779	464,779	-	-
Amount owing to a related party	-	5,104,620	5,104,620	5,104,620	-	-
Bank borrowings	3.43 - 10.18	33,739,568	34,901,873	18,458,223	7,052,606	9,391,044
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiary	-	-	34,346,660	34,346,660	-	-
Lease liabilities	4.64 - 6.89	1,008,400	1,134,050	414,600	675,350	44,100
		58,870,353	94,522,468	77,359,368	7,727,956	9,435,144

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

The Group	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM
2025					
<u>Non-derivative Financial Liabilities</u>					
Trade payables	-	11,869,037	11,869,037	11,869,037	-
Other payables and accruals	-	2,030,326	2,030,326	2,030,326	-
Amount owing to a director	-	1,959,741	1,959,741	1,959,741	-
Amount owing to directors of certain subsidiaries	4.00	445,842	463,342	463,342	-
Amount owing to a related party	-	659,000	659,000	659,000	-
Bank borrowings	3.31 - 7.97	16,186,905	16,610,743	15,395,382	1,215,361
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiary	-	-	2,517,000	2,517,000	-
Lease liabilities	3.50 - 6.89	491,038	549,150	231,400	317,750
		33,641,889	36,658,339	35,125,228	1,533,111

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

The Company	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM
2026				
<u>Non-derivative Financial Liabilities</u>				
Other payables and accruals	161,794	161,794	161,794	-
Amount owing to a subsidiary	1,756	1,756	1,756	-
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiary	-	34,346,660	34,346,660	-
	163,550	34,510,210	34,510,210	-
2025				
<u>Non-derivative Financial Liabilities</u>				
Other payables and accruals	215,535	215,535	215,535	-
Amount owing to a subsidiary	71,233	71,233	71,233	-
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiary	-	2,517,000	2,517,000	-
	286,768	2,803,768	2,803,768	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage its capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, interest bearing loans and borrowings, less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interest. The debt-to-equity ratio of the Group and of the Company at the end of the reporting period are as follows:

	The Group	
	2026 RM	2025 RM
Borrowings (Note 22)	33,739,568	16,186,905
Lease liabilities (Note 21)	1,008,400	491,038
	34,747,968	16,677,943
Less: Cash and cash equivalents (Note 39(d))	(25,594,402)	(19,576,920)
Net debt/(Net cash)	9,153,566	(2,898,977)
Total equity	100,832,899	95,220,393
Debt-to-equity ratio	0.09	*

* Not applicable as the Company's cash and cash equivalents exceed its borrowings.

There were no change in the approach to capital management during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Financial Assets				
<u>Mandatorily at Fair Value Through Profit or Loss</u>				
Short-term investments (Note 16)	10,011,219	6,097,675	985,557	3,026,807
<u>Amortised Cost</u>				
Trade receivables (Note 13)	32,162,909	27,947,194	-	-
Other receivables (Note 14)	1,097,726	832,350	-	-
Amount owing by subsidiaries (Note 15)	-	-	6,102,761	4,882,485
Fixed deposits with licensed banks (Note 17)	9,777,714	8,621,487	5,752	5,629
Cash and bank balances	14,007,224	10,796,864	212,150	159,648
	57,045,573	48,197,895	6,320,663	5,047,762
Financial Liability				
<u>Amortised Cost</u>				
Trade payables (Note 24)	13,814,988	11,869,037	-	-
Other payables and accruals (Note 25)	2,443,036	2,476,168	161,794	215,535
Amount owing to a director (Note 25)	2,759,741	1,959,741	-	-
Amount owing to a subsidiary (Note 15)	-	-	1,756	71,233
Amount owing to a related party (Note 26)	5,104,620	659,000	-	-
Bank borrowings (Note 22)	33,739,568	16,186,905	-	-
	57,861,953	33,150,851	163,550	286,768

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Financial Assets				
<u>Fair Value Through Profit or Loss</u>				
Net gains recognised in profit or loss by:				
- mandatorily required by MFRS 9	<u>272,353</u>	<u>710,874</u>	<u>58,750</u>	<u>681,008</u>
<u>Amortised Cost</u>				
Net (loss)/gain recognised in profit or loss	<u>(145,698)</u>	<u>(672,024)</u>	<u>-</u>	<u>49,834</u>
Financial Liability				
<u>Amortised Cost</u>				
Net loss recognised in profit or loss	<u>(992,880)</u>	<u>(312,626)</u>	<u>-</u>	<u>-</u>

45.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value at the end of the reporting period:-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments not Carried at Fair Value			Total Fair Value RM	Carrying Amount RM
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM		
The Group								
2026								
<u>Financial Asset</u>								
Short-term investments:								
- money market funds	- 10,011,219	-	-	-	-	-	10,011,219	10,011,219
<u>Financial Liability</u>								
Bank borrowings	-	-	-	- 34,901,873	-	-	34,901,873	33,739,568
2025								
<u>Financial Asset</u>								
Short-term investments:								
- money market funds	- 6,097,675	-	-	-	-	-	6,097,675	6,097,675
<u>Financial Liability</u>								
Bank borrowings	-	-	-	- 16,610,743	-	-	16,610,743	16,186,905

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value at the end of the reporting period (Cont'd):-

	Fair Value of Financial Instruments Carried at Fair Value			Total Fair Value RM	Carrying Amount RM
	Level 1 RM	Level 2 RM	Level 3 RM		
The Company					
2026					
Financial Asset					
Short-term investments:					
- money market funds	-	985,557	-	985,557	985,557
2025					
Financial Asset					
Short-term investments:					
- money market funds	-	3,026,807	-	3,026,807	3,026,807

(a) Fair Value of Financial Instruments Carried at Fair Value

- (i) The fair values above have been determined using the following basis:-

The fair value of money market funds is determined by reference to statements provided by the respective financial institutions, with which the investments were entered into.

- (ii) There were no transfer between level 1 and level 2 during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MAY 2026

45. FINANCIAL INSTRUMENTS (CONT'D)

45.5 FAIR VALUE INFORMATION (CONT'D)

(b) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

- (i) The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.
- (ii) The fair value of hire purchase liabilities that carry fixed interest rates approximated their carrying amounts as the impact of discounting is not material. The fair value is determined by discounting the relevant cash flows using current market interest rates for similar instruments and the fair value is within level 2 of the fair value hierarchy.

46. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 26 September 2024, the Group's subsidiary, EF entered into a Sale and Purchase Agreement with PCA Venture Sdn. Bhd. to acquire an industrial property for a total purchase consideration of RM18.00 million. The acquisition was completed on 31 December 2025.

47. SIGNIFICANT EVENT AFTER THE FINANCIAL YEAR

On 29 July 2026, the Company declared a first interim single tier dividend of 0.10 sen per ordinary share in respect of the next financial year, payable on 26 August 2026, to shareholders whose names appeared in the record of depositors on 13 August 2026. The financial statements for the current financial year do not reflect this first interim single tier dividend. Such a dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 May 2027.

48. COMPARATIVE FIGURES

The following figures have been reclassified to conform with the presentation of the current financial year:-

	As Previously Reported RM	As Restated RM
Consolidated Statement of Comprehensive Income and Other Comprehensive Income (Extract):-		
Cost of Sales	(74,522,115)	(73,545,734)
Other Income	<u>2,306,585</u>	<u>1,330,204</u>

Certain comparative figures have been reclassified to conform with the presentation of the current financial year. These include, amongst others, the reassessment of the accounting presentation for supplier rebates and incentives, resulting in a reclassification from other income to a deduction against cost of sales.

LIST OF PROPERTIES

AS AT 31 MAY 2026

Location/Postal Address	Description/Existing use	Tenure/Date of expiry of lease	Year of Acquisition*	Land area/ Built-up area (Approximate) (sq. ft.)	Approximate Age of Building (Years)	Net Book Value as at 31 May 2026 (RM)
K69, Jalan Perindustrian 6, Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor.	Single storey detached factory with a double storey office annexed. Existing use: Factory and office	Leasehold Date of expiry: 30 January 2050	2004	Land area: 42,733 Built-up area: 26,340	32	1,247,100
K69-1, Jalan Perindustrian 6, Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor.	Single storey detached factory building Existing use: Storage	Leasehold Date of expiry: 25 April 2046	2007	Land area: 17,416 Built-up area: 12,978	31	540,526
K26, Jalan Perindustrian 6, Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor.	Industrial land Existing use: Factory	Leasehold Date of expiry: 30 January 2050	2011	Land area: 21,776	-	286,577
K68 & K68-A, Jalan Perindustrian 5, Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor.	Double storey detached factory Existing use: Storage	Leasehold Date of expiry: 30 January 2050	2011	Land area: (i) K68 - 10,893 (ii) K68-A - 10,882 Built-up area: 21,779	31	760,202
Lot 11078, Jalan Perindustrian Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor.	Vacant land Existing use: Nil	Leasehold Date of expiry: 31 May 2035	2006	Land area: 131,869	-	760,631

LIST OF PROPERTIES

AS AT 31 MAY 2026

Location/Postal Address	Description/Existing use	Tenure/Date of expiry of lease	Year of Acquisition*	Land area/ Built-up area (Approximate) (sq. ft.)	Approximate Age of Building (Years)	Net Book Value as at 31 May 2026 (RM)
K86-1, Jalan Perindustrian 5, Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor.	Single storey detached factory building Existing use: Storage	Leasehold Date of expiry: 9 March 2051	2017	Land area: 21,775 Built-up area: 10,800	21	842,375
K86-2, Jalan Perindustrian 5, Kawasan Perindustrian Tanjung Agas, 84000 Kesang, Tangkak, Johor.	Single storey detached factory building Existing use: Storage	Leasehold Date of expiry: 26 March 2051	2017	Land area: 21,775 Built-up area: 10,800	20	885,042
10 Buroh Street #06-22 Singapore 627564.	Leasehold building Existing use: Warehouse	Leasehold Date of expiry: 28 April 2043	2021	Unit size: 1,733	13	1,013,686
No. 6 Jalan Mandolin 33/5, Seksyen 33, Premier Industrial Park, 40400 Shah Alam, Selangor.	Leasehold building Existing use: Warehouse	Leasehold Date of expiry: 26 March 2103	2025	Land area: 36,134 Built-up area: 19,964	11	14,916,494
Lot 3032-3033, Permyjaya Technology Park, Bandar Baru Permyjaya, 98000 Miri, Sarawak, Malaysia.	Leasehold building Existing use: Warehouse	Leasehold Date of expiry: 19 July 2094	2014	Land area: 10,245	20	1,464,166
Lot 1423, Section 66, KLTD, Jln Keluli, Bintawa Industrial Estate, 93450 Kuching, Sarawak.	Leasehold building Existing use: Warehouse & office building	Leasehold Date of expiry: 26 November 2084	2025	Land area: 109,156 Built-up area: 45,983	17	18,448,110

* Based on the date of Sales and Purchase Agreement.

ANALYSIS OF SHAREHOLDINGS

AS AT 28 AUGUST 2026

Issued Share Capital : 730,096,498 Ordinary Shares
 Class of Shares : Ordinary Shares
 Voting Rights : One (1) vote for each ordinary share
 Number of Shareholders : 3,793

DISTRIBUTION OF SHAREHOLDINGS

Size of holdings	No. of Holders	No. of Shares	%
Less than 100	234	10,272	0.00
100 – 1,000	318	142,093	0.02
1,001 – 10,000	1,334	7,786,789	1.07
10,001 – 100,000	1,591	56,846,275	7.78
100,001 – 36,504,823 (*)	314	125,054,569	17.13
36,504,823 and above (**)	2	540,256,500	74.00
Total	3,793	730,096,498	100.00

Remark: * - Less than 5% of issued holdings

** - 5% and above of issued holdings

SUBSTANTIAL SHAREHOLDERS

The following are the substantial shareholders of the Company according to the Register of Substantial Shareholders:

No.	Name	No. of Shares	%
1.	Choy Mui Seng @ Chai Mui Seng	415,997,508	56.98
2.	Chai Chun Vui	124,258,992	17.02

DIRECTORS' SHAREHOLDINGS

No.	Name	No. of Shares	%
1.	Choy Mui Seng @ Chai Mui Seng	415,997,508	56.98
2.	Chai Chun Vui	124,258,992	17.02
3.	Datuk Seri Nurmala Binti Abd. Rahim	300,000	0.04
4.	Fong Yoo Kaw @ Fong Yee Kow	700,000	0.10
5.	Lua Kok Hiyong	250,000	0.03

ANALYSIS OF SHAREHOLDINGS

AS AT 28 AUGUST 2026

LIST OF THIRTY (30) LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1.	CHOY MUI SENG @ CHAI MUI SENG	415,997,508	56.98
2.	CHAI CHUN VUI	124,258,992	17.02
3.	TEO PEAK YING	6,000,000	0.82
4.	MAYBANK NOMINEES (TEMPATAN) SDN BHD TEO PEAK YING	5,480,150	0.75
5.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHIA BOON CHIN (E-KLG)	5,349,300	0.73
6.	HO CHYE THUAN	4,127,700	0.56
7.	NG SENG SER	2,535,000	0.35
8.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR OH BOON HOWE (PENANG-CL)	2,500,000	0.34
9.	KENANGA NOMINEES (TEMPATAN) SDN BHD KONG TIONG KIAN	2,500,000	0.34
10.	PROPELL ENTERPRISE SDN. BHD.	2,340,000	0.32
11.	ONG LIAN TECK	2,000,000	0.27
12.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NEO CHING HUP (E-JAH)	1,900,000	0.26
13.	CHAI VOON TOK	1,746,000	0.24
14.	NG SIEW MUN	1,643,800	0.23
15.	TOH KEAN WEE	1,480,000	0.20
16.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR SOON THIAM YEW (AMPANG-CL)	1,150,000	0.16
17.	MOI TAI @ LOY SHUE HUA	1,022,850	0.14
18.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEH KIAN LANG (E-KLC)	1,009,200	0.14
19.	CHIA SOO HOCK	1,000,000	0.14
20.	CHIN CHEE KUAN	1,000,000	0.14
21.	KWANG WAI PING	1,000,000	0.14
22.	NG SHO LIN	995,000	0.14
23.	WO MEI PEING	950,000	0.13
24.	LEM BE ENG	905,400	0.12
25.	CHAI MING LUH	900,000	0.12
26.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM YEW FOONG (PENANG-CL)	892,000	0.12
27.	MAYBANK NOMINEES (TEMPATAN) SDN BHD THERESA TEO PEAK YIAN	795,000	0.11
28.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHUA KWANG NGUAN (TAMAN CHERAS-CL)	788,400	0.11
29.	LEE YONG KUEN	750,000	0.10
30.	CHIA CHUN HIANG	700,000	0.10
TOTAL		593,716,300	81.32

ADMINISTRATIVE NOTES

FOR SHAREHOLDERS/PROXIES ATTENDING THE AGM

9th Annual General Meeting ("AGM")

to be held on Thursday, 19 November 2026 at 10.30 a.m.

at the Function Room 1, Level 1, Setia City Convention Centre, No. 1, Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor, Malaysia

PARKING

- The Company will only bear parking charges of flat rate of RM8 per entry incurred by shareholders/proxies attending the AGM and who park their vehicles at the car park at Setia City Convention Centre.
- This is a CASHLESS PARKING with Touch 'n Go. To enjoy free parking, kindly bring your Touch 'n Go card and validate at the counter.
- The Company will NOT provide cash reimbursements for parking charges incurred by shareholders/proxies attending the AGM and who park their vehicles at the car parks of other buildings, or use the valet parking service at Setia City Convention Centre.

REGISTRATION

- Registration will commence at 9.30 a.m. at Function Room 1, Level 1, Setia City Convention Centre, No. 1, Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor and will end at a time as may be directed by the Chairman of the meeting. Shareholders/proxies attending the AGM are requested to be punctual for the AGM which commences at 10.30 a.m.
- Please present your original Identity Card (IC) to the registration staff for verification.
- No person will be allowed to register on behalf of another person even with the original IC of the other person.
- After registration, you will be given an identification wristband with personalised passcode for purpose of voting at the AGM. You must wear the identification wristband throughout the AGM as no person will be allowed to enter the meeting hall without wearing the identification wristband. There will be no replacement in the event you lose or misplace the identification wristband.

Entitlement to Participate and Vote at the 9th AGM

In respect of deposited securities, only members whose names appear in the Record of Depositors as at Wednesday, 11th November 2026 shall be entitled to attend, participate, speak and vote in the meeting or appoint proxy(ies) to attend, participate, speak and vote on his/her behalf.

Corporate Members

Corporate members who wish to appoint corporate representatives instead of a proxy, must deposit their original or duly certified certificate of appointment of corporate representative to Boardroom Share Registrars Sdn. Bhd. ("BSR") not less than 48 hours before the time for holding the meeting.

Attorneys appointed by power of attorney are required to deposit their power of attorney with Boardroom not later than Tuesday, 17th November 2026 at 10.30 a.m. to attend and vote at the 9th AGM.

Proxy Form

If you are unable to attend the 9th AGM, you are encouraged to appoint a proxy or the Chairman as your proxy and indicate the voting instructions in the Proxy Form in accordance with the notes and instructions printed therein.

Please ensure that the original Proxy Form is deposited with Boardroom Share Registrars Sdn. Bhd. (BSR) not less than 48 hours before the time appointed for holding the meeting. Details of BSR can be found in the enquiry section of this document.

Alternatively, you may deposit your Proxy Form by electronic means through the Boardroom Smart Investor Portal ("BSIP") at <https://investor.boardroomlimited.com>

ADMINISTRATIVE NOTES

FOR SHAREHOLDERS/PROXIES ATTENDING THE AGM

Proxy Form (Cont'd)

Table – Proxy Appointment via BSIP:

Step 1 – Register Online with BSIP (for first time registration only)

Note: If you have already signed up with BSIP, you are not required to register again. You may proceed to Step 2.

- Access the website at <https://investor.boardroomlimited.com>.
- Click "Register" to sign up as a user.
- Complete registration with all the required information. Upload and attach a softcopy of your Identity Card (NRIC) (front and back) or Passport. Click "Register".
- You will receive an email from BSIP Online for email address verification. Click on "Verify Email Address" from the email received to continue with the registration.
- For corporate shareholder, kindly upload the authorisation letter as well. Click "Sign up".
- Once your email address is verified, you will be re-directed to BSIP Online for verification of mobile number.
- Click on "Request OTP Code" and an OTP code will be sent to the registered mobile number. You will need to enter the OTP code and click "Enter" to complete the process.
- Once your mobile number is verified, registration of your new BSIP account will be pending for final verification.
- An email will be sent to you to inform the approval of your BSIP account within one (1) business day.
- Subsequently, you can login at <https://investor.boardroomlimited.com> with the email address and password filled up by you during the registration to proceed.

Step 2 – Appointment of Proxy

Individual and Corporate Shareholder

- Log in to <https://investor.boardroomlimited.com> using your user ID and password from Step 1 above.
- Select [DPI HOLDINGS BERHAD NINTH ANNUAL GENERAL MEETING] from the list of Meeting Event and click "Enter".
- Click "Submit eProxy form".
- Read and accept the General Terms and Conditions and enter your CDS account number.
- Enter your CDS account number and the number of shares held.
- Select your proxy — either the Chairman of the meeting or individual named proxy(ies) and enter the required particulars of your proxy(ies).
- Indicate your voting instructions — FOR or AGAINST or ABSTAIN. If you wish to have your proxy(ies) to act upon his/her discretion, please indicate DISCRETIONARY.
- Review and confirm your proxy(ies) appointment. Click "Apply". Download or print the eProxy form as acknowledgement.

Authorised Nominee and Exempt Authorised Nominee

- Login to <https://investor.boardroomlimited.com> using your user ID and password from Step 1 above.
- Select [DPI HOLDINGS BERHAD NINTH ANNUAL GENERAL MEETING] from the list of Meeting Event and click "Enter".
- Click on "Submit eProxy Form".
- Select the company you would like to represent.
- Proceed to download the file format for "Submission of Proxy Form" from the investor portal.
- Prepare the file for the appointment of proxy(ies) by inserting the required data.
- Proceed to upload the duly completed proxy(ies) appointment file.
- Review and confirm your proxy(ies) appointment and click "Submit".
- Download or print the eProxy Form as acknowledgement.

- If you wish to attend the AGM yourself, please do not submit any proxy form. You will not be allowed to attend the 9th AGM together with a proxy appointed by you.
- If you have submitted your proxy form prior to the AGM and subsequently decided to attend the 9th AGM yourself, please proceed to the Help Desk located at the meeting venue to revoke the appointment of your proxy.

Revocation of Proxy

- If you have submitted your Proxy Form and subsequently decide to appoint another person or wish to attend, participate, speak and vote at the 9th AGM yourself, please write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy 48 hours before the 9th AGM.

ADMINISTRATIVE NOTES

FOR SHAREHOLDERS/PROXIES ATTENDING THE AGM

LIGHT REFRESHMENT

There will be light refreshment served before (9.30 a.m. to 10.30 a.m.) and after the AGM. Coffee and tea are available throughout the AGM.

BASIS OF ENTITLEMENT TO DOOR GIFT

Shareholders/proxies will be given door gift upon successful registration, in the following manner:

- Attending as shareholder – One (1) door gift.
- Attending as shareholder – One (1) door gift irrespective of the number of the shareholders represented.
- Attending as proxy – One (1) door gift irrespective of the number of shareholders represented.

In the case where 2 proxies are appointed by the same shareholder, only One (1) door gift will be given, and these will be given to the proxy who registers first.

There will be NO additional door gift to be given to those who have completed the e-voting.

VOTING PROCEDURES

- Pursuant to Clause 72 of the Company's Constitution, all resolutions as set out in the Notice will be put to vote by poll.
- The polling process by way of electronic voting (e-voting) will be managed by the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. ("Boardroom") as Poll Administrator, and by U Search Management Services as Scrutineers to verify and validate the poll results.
- E-voting for each of the resolutions as set out in the Notice of 9th AGM will take place only upon the conclusion of the deliberation of all the businesses transacted at the AGM.
- Shareholders/proxies will vote at the e-voting kiosks set up by Boardroom. Detailed instructions will be provided at the meeting before the start of the e-voting session.

ENQUIRY

If you have any enquiries prior to the 9th AGM, please contact the following during office hours from Monday to Friday (8.30 a.m. to 5.30 p.m.):

Boardroom Share Registrars Sdn. Bhd.

11th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13,
46200 Petaling Jaya, Selangor Darul Ehsan

General line : 603-7890 4700
Fax number : 603-7890 4670
Email : bsr.helpdesk@boardroomlimited.com

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Ninth (9th) Annual General Meeting of the Company will be held at Function Room 1, Level 1, Setia City Convention Centre, No. 1, Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor, Malaysia on Thursday, 19th November 2026, at 10.30 a.m. for the following purposes:

AGENDA

AS ORDINARY BUSINESS

1. To table the Audited Financial Statements for the year ended **31 May 2026** together with the Reports of the Directors and Auditors thereon. **(Please refer to Note A)**
2. To approve the payment of Directors' Fees of RM360,000 and benefits of RM1,790,836 for the financial year ended **31 May 2026**. **(Resolution 1)**
3. To approve the payment of Directors' Fees and benefits to Non-Executive Directors up to an amount not exceeding RM360,000 from 1 June 2026 until the next Annual General Meeting. **(Resolution 2)**
4. To re-elect the following Directors retiring in accordance with Clause 95 of the Constitution of the Company:
 - (a) Mr. Choy Mui Seng @ Chai Mui Seng **(Resolution 3)**
 - (b) Mr. Fong Yoo Kaw @ Fong Yee Kow **(Resolution 4)**
5. To re-appoint Messrs Crowe Malaysia PLT (LLP0018817-LCA) (AF 1018) as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 5)**

AS SPECIAL BUSINESS

To consider and if thought fit, to pass with or without any modifications, the following as Ordinary Resolution:

6. **ORDINARY RESOLUTION – AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 & 76 OF THE COMPANIES ACT, 2016** **(Resolution 6)**

"THAT subject to the Companies Act, 2016, the Constitution of the Company and the approvals of Bursa Malaysia Securities Berhad ("Bursa Securities") and other relevant governmental and/or regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised and empowered pursuant to Sections 75 & 76 of the Companies Act, 2016 to allot and issue shares in the Company from time to time and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total issued share capital of the Company for the time being and THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities and THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting ("AGM") of the Company."

THAT pursuant to Section 85 of the Companies Act, 2016, read together with Clause 5 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares pursuant to Sections 75 & 76 of the Companies Act, 2016.

NOTICE OF ANNUAL GENERAL MEETING

AS SPECIAL BUSINESS (CONT'D)

To consider and if thought fit, to pass with or without any modifications, the following as Ordinary Resolution:
(Cont'd)

7. ORDINARY RESOLUTION – PROPOSED CONTINUATION IN OFFICE OF DATUK SERI NURMALA BINTI ABD. RAHIM AS SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR (Resolution 7)

"THAT authority be and is hereby given to Datuk Seri Nurmala Binti Abd. Rahim who has served as Senior Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as Senior Independent Non-Executive Director of the Company."

8. ORDINARY RESOLUTION – PROPOSED CONTINUATION IN OFFICE OF MR. FONG YOO KAW @ FONG YEE KOW AS INDEPENDENT NON-EXECUTIVE DIRECTOR (Resolution 8)

"THAT authority be and is hereby given to Mr. Fong Yoo Kaw @ Fong Yee Kow who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as Independent Non-Executive Director of the Company."

9. ORDINARY RESOLUTION – PROPOSED CONTINUATION IN OFFICE OF MR. LUA KOK HIYONG AS INDEPENDENT NON-EXECUTIVE DIRECTOR (Resolution 9)

"THAT authority be and is hereby given to Mr. Lua Kok Hiyong who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as Independent Non-Executive Director of the Company."

By Order of the Board

WONG YOUN KIM (F) (MAICSA 7018778) (SSM PC No.: 201908000410)
Company Secretary

30 September 2026

Notes:

- (A) The Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act, 2016 does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this agenda item is not put forward for voting.
- (1) A member of the Company entitled to attend and vote at this Meeting is entitled to appoint a proxy or proxies (or being a corporate member, a corporate representative) to attend and vote in his/her stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
- (2) Subject to Note (3) below, where a member appoints two (2) or more proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.

NOTICE OF ANNUAL GENERAL MEETING

Notes: (Cont'd)

- (3) The instrument appointing a proxy in the case of an individual shall be signed by the appointor or his/her attorney or in the case of a corporation executed under its common seal or signed on behalf of the corporation by its attorney duly authorised.
- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account") as defined under the Securities Industry (Central Depositories) Act, 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- (5) Where the Form of Proxy is executed by a corporation, it must be executed under its seal or under the hand of its attorney.
- (6) The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed, or a notarially certified copy of that power or authority, must, to be valid, be deposited at the office of the Company's Registrars, Boardroom Share Registrars Sdn. Bhd., 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. Alternatively, the form of proxy may also be lodged electronically via <https://investor.boardroomlimited.com> not less than forty-eight (48) hours, i.e. latest by Tuesday, 17th November 2026 at 10.30 a.m., before the time appointed for holding the Meeting, or any adjournment thereof.
- (7) Only a depositor whose name appears on the Record of Depositors as at 11 November 2026 shall be entitled to attend the said meeting and to appoint a proxy or proxies to attend, speak and/or vote on his/her behalf.
- (8) Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad and Clause 72 of the Company's Constitution, all resolutions set out in this Notice will be put to vote by way of poll.

Explanatory notes on Special Business:

- (9) Resolution 6

Ordinary Resolution – Authority to allot and issue shares pursuant to Sections 75 & 76 of the Companies Act, 2016

The proposed Ordinary Resolution 6 is a renewable mandate for the issue of shares under Sections 75 & 76 of the Companies Act, 2016. If passed, will give flexibility to the Directors of the Company to issue shares up to a maximum of ten per centum (10%) of the issued share capital of the Company at the time of such issuance of shares (other than bonus or rights issue) and for such purposes as they consider would be in the best interests of the Company without having to convene separate general meetings. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

THAT pursuant to Section 85 of the Companies Act, 2016, read together with Clause 5 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares pursuant to Sections 75 & 76 of the Companies Act, 2016.

No shares have been issued and allotted by the Company since obtaining the said authority from its shareholders at the last AGM held on 19th November 2025 pursuant to this authority.

The general mandate will provide flexibility to the Company for any possible fund-raising activities, including but not limited to the placing of shares, funding future investment(s), acquisition(s) and working capital and thereby reducing administrative time and cost associated with the convening of such meeting(s).

NOTICE OF ANNUAL GENERAL MEETING

Explanatory notes on Special Business: (Cont'd)

(10) Resolution 7

Ordinary Resolution – Proposed Continuation in Office of Datuk Seri Nurmala Binti Abd. Rahim as Senior Independent Non-Executive Director

In line with the Malaysian Code on Corporate Governance, the Board of Directors has assessed the independence of Datuk Seri Nurmala Binti Abd. Rahim, who has served as Senior Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years and the Board has recommended her to continue to act as Senior Independent Non-Executive Director of the Company based on the following justifications:

- (i) Datuk Seri Nurmala Binti Abd. Rahim has fulfilled the criteria under the definition of Independent Director as stated in the ACE Market Listing Requirements of Bursa Securities, and hence, she would be able to provide an element of objectivity, independent judgement and balance to the Board;
- (ii) Her length of services on the Board of more than nine (9) years does not in any way interfere with her exercise of objective judgement or her ability to act in the best interests of the Company and Group. In fact, Datuk Seri Nurmala Binti Abd. Rahim, has been with the Company for more than nine (9) years, is familiar with the Group's business operations and has devoted sufficient time and commitment to her role and responsibilities as Senior Independent Director for informed and balance decision making; and
- (iii) She has exercised due care during her tenures as Senior Independent Director of the Company and has discharged her duties with reasonable skill and competence, bringing independent judgement and depth into the Board's decision making in the interest of the Company and its shareholders.

(11) Resolution 8

Ordinary Resolution – Proposed Continuation in Office of Mr. Fong Yoo Kaw @ Fong Yee Kow as Independent Non-Executive Director

In line with the Malaysian Code on Corporate Governance, the Board of Directors has assessed the independence of Mr. Fong Yoo Kaw @ Fong Yee Kow, who has served as Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years and the Board has recommended him to continue to act as Independent Non-Executive Director of the Company based on the following justifications:

- (i) Mr. Fong Yoo Kaw @ Fong Yee Kow has fulfilled the criteria under the definition of Independent Director as stated in the ACE Market Listing Requirements of Bursa Securities, and hence, he would be able to provide an element of objectivity, independent judgement and balance to the Board;
- (ii) His length of services on the Board of more than nine (9) years does not in any way interfere with his exercise of objective judgement or his ability to act in the best interests of the Company and Group. In fact, Mr. Fong Yoo Kaw @ Fong Yee Kow, has been with the Company for more than nine (9) years, is familiar with the Group's business operations and has devoted sufficient time and commitment to his role and responsibilities as Independent Director for informed and balance decision making; and
- (iii) He has exercised due care during his tenures as Independent Director of the Company and has discharged his duties with reasonable skill and competence, bringing independent judgement and depth into the Board's decision making in the interest of the Company and its shareholders.

NOTICE OF ANNUAL GENERAL MEETING

Explanatory notes on Special Business: (Cont'd)**(12) Resolution 9**

Ordinary Resolution – Proposed Continuation in Office of Mr. Lua Kok Hiyong as Independent Non-Executive Director

In line with the Malaysian Code on Corporate Governance, the Board of Directors has assessed the independence of Mr. Lua Kok Hiyong, who has served as Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years and the Board has recommended him to continue to act as Independent Non-Executive Director of the Company based on the following justifications:

- (i) Mr. Lua Kok Hiyong has fulfilled the criteria under the definition of Independent Director as stated in the ACE Market Listing Requirements of Bursa Securities, and hence, he would be able to provide an element of objectivity, independent judgement and balance to the Board;
- (ii) His length of services on the Board of more than nine (9) years does not in any way interfere with his exercise of objective judgement or his ability to act in the best interests of the Company and Group. In fact, Mr. Lua Kok Hiyong, has been with the Company for more than nine (9) years, is familiar with the Group's business operations and has devoted sufficient time and commitment to his role and responsibilities as Independent Director for informed and balance decision making; and
- (iii) He has exercised due care during his tenures as Independent Director of the Company and has discharged his duties with reasonable skill and competence, bringing independent judgement and depth into the Board's decision making in the interest of the Company and its shareholders.

STATEMENT ACCOMPANYING THE NOTICE OF ANNUAL GENERAL MEETING

1. The Directors who are standing for re-election at the Annual General Meeting of the Company are as follows: –
 - (a) Mr. Choy Mui Seng @ Chai Mui Seng **(Resolution 3)**
 - (b) Mr. Fong Yoo Kaw @ Fong Yee Kow **(Resolution 4)**
2. The profile of the above Directors who are standing for re-election are set out in the Directors' Profile set out on pages 6 and 9 of the Annual Report and their securities holdings in the Company are set out in the Analysis of Shareholdings on pages 161 and 162.
3. Board Meetings held in the financial year ended 31 May 2026.

There were five (5) Board Meetings held during the financial year ended 31 May 2026. Details of the attendance of the Directors are as follows:

Directors	Attendance
CHOY MUI SENG @ CHAI MUI SENG	5/5
CHAI CHUN VUI	5/5
DATUK SERI NURMALA BINTI ABD. RAHIM	5/5
FONG YOO KAW @ FONG YEE KOW	5/5
LUA KOK HIYONG	5/5

4. Place, Date and Time of Meeting

The Ninth (9th) Annual General Meeting of the Company will be held at Function Room 1, Level 1, Setia City Convention Centre, No. 1, Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor, Malaysia on Thursday, 19th November 2026, at 10.30 a.m.

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DPI HOLDINGS BERHAD
Registration No. 201701035607 (1249778-M)

PROXY FORM

*I/ *We NRIC/Company No.:
(Full Name in Block Letters)

of
(Full Address)

Email Address: Mobile No.:

being member/members of DPI Holdings Berhad hereby appoint:

1) Name of proxy: NRIC No.:
(Full Name in Block Letters)

Address: No. of shares represented:

or/and

2) Name of proxy: NRIC No.:
(Full Name in Block Letters)

Address: No. of shares represented:

or failing him/her, *the Chairman of the Meeting as *my/*our proxy to vote for *me/*us on *my/*our behalf at the **Ninth (9th) Annual General Meeting of DPI Holdings Berhad** to be held at Function Room 1, Level 1, Setia City Convention Centre, No. 1, Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor, Malaysia on Thursday, 19th November 2026, at 10.30 a.m. or at any adjournment thereof.

*My/*Our Proxy(ies) is/are to vote as indicated below:

No.	RESOLUTIONS	FOR	AGAINST
1.	To approve the payment of Directors' fees of RM360,000 and benefits of RM1,790,836 for the financial year ended 31 May 2026.		
2.	To approve the payment of Directors' fees and benefits to Non-Executive Directors up to an amount not exceeding RM360,000 from 1 June 2026 until the next Annual General Meeting.		
3.	To re-elect Mr. Choy Mui Seng @ Chai Mui Seng as Director.		
4.	To re-elect Mr. Fong Yoo Kaw @ Fong Yee Kow as Director.		
5.	To re-appoint Messrs Crowe Malaysia PLT (LLP0018817-LCA) (AF 1018) as Auditors of the Company and to authorise the Directors to determine their remuneration.		
6.	Special Business – Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act, 2016.		
7.	Special Business – Authority to continuing in office as Senior Independent Non-Executive Director – Datuk Seri Nurmala Binti Abd. Rahim		
8.	Special Business – Authority to continuing in office as Independent Non-Executive Director – Mr. Fong Yoo Kaw @ Fong Yee Kow		
9.	Special Business – Authority to continuing in office as Independent Non-Executive Director – Mr. Lua Kok Hiyong		

(Please indicate with an "X" in the appropriate space above how you wish your votes to be cast. If you do not do so, the Proxy will vote or abstain from voting at his/her discretion.)

Dated this _____ day of _____ 2026

Signature / Seal of Shareholders: _____

[* Delete if not applicable]

Number of shares held	
CDS Account No.	

Notes:

- (A) The Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act, 2016 does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this agenda item is not put forward for voting.
- (1) A member of the Company entitled to attend and vote at this Meeting is entitled to appoint a proxy or proxies (or being a corporate member, a corporate representative) to attend and vote in his/her stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
- (2) Subject to Note (3) below, where a member appoints two (2) or more proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.
- (3) The instrument appointing a proxy in the case of an individual shall be signed by the appointor or his/her attorney or in the case of a corporation executed under its common seal or signed on behalf of the corporation by its attorney duly authorised.
- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account") as defined under the Securities Industry (Central Depositories) Act, 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- (5) Where the Form of Proxy is executed by a corporation, it must be executed under its seal or under the hand of its attorney.
- (6) The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed, or a notarially certified copy of that power or authority, must, to be valid, be deposited at the office of the Company's Registrars, Boardroom Share Registrars Sdn. Bhd., 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. Alternatively, the form of proxy may also be lodged electronically via <https://investor.boardroomlimited.com> not less than forty-eight (48) hours, i.e. latest by Tuesday, 17th November 2026 at 10.30 a.m., before the time appointed for holding the Meeting, or any adjournment thereof.
- (7) Only a depositor whose name appears on the Record of Depositors as at 11 November 2026 shall be entitled to attend the said meeting and to appoint a proxy or proxies to attend, speak and/or vote on his/her behalf.
- (8) Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad and Clause 72 of the Company's Constitution, all resolutions set out in this Notice will be put to vote by way of poll.

Please fold across the line and fold

**AFFIX
STAMP**

The Company's Registrars
DPI HOLDINGS BERHAD
Registration No. 201701035607 (1249778-M)

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.

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