



**UCHI TECHNOLOGIES BERHAD**  
(199801001764) (457890-A)  
(Incorporated in Malaysia)

# RESILIENCE ADAPTABILITY GROWTH

**ANNUAL REPORT 2025**



## ISO 14001 ENVIRONMENTAL POLICY

Uchi is committed to protect the environment for future generations through:

**U**most effort in implementing and continuously improving our corporate Environmental Management System

**C**ommitment towards preventing pollution, minimizing waste and consumption of natural resources through effective management of our activities, products and services

**H**ighly honour compliance of Malaysian Environmental Laws and other applicable regulations to meet interested parties expectations

**I**ncessantly educating employee on environmental awareness and responsibility

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### 宇琦光电(东莞)有限公司 ISO14001环境方针

遵守法规  
防污降耗  
持续改进  
保护环境

致力于下一代更加美好的环境，宇琦光电（东莞）有限公司努力在商业活动、产品和服务中、承诺：

1. 严格遵守中国环境法规和其他适用的要求。
2. 承诺努力污染预防，通过我们的商业活动，产品和服务的有效管理，尽量减少能资源的浪费和消耗。
3. 竭尽所能，实施并持续改进公司的环境保护管理体系。
4. 不断教育及培训职员工保护环境的意识和责任

### ISO 45001 OH&S POLICY

Uchi is committed to prevent work-related injury and ill health and enhance safety and health environment in the Uchi relevant organizational context with the nature of OH&S risks and opportunities through...

- ▶ Implementing OH&S Management System to minimize accidents, eliminate hazards and reduce OH&S risk;
- ▶ Promote safety and health programme for continual improvement;
- ▶ Complying with applicable OH&S legislation and other requirements;
- ▶ Educating employees on safety and health awareness and responsibility;
- ▶ Promote consultation and participation activities on OH&S matters with employees and relevant outsourcing or contracting representative.



## NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Eighth Annual General Meeting of the Company will held at the Ballroom, Level 1, Gurney Bay Hotel, 53 Persiaran Gurney, 10250 Penang on Wednesday, May 20, 2026 at 3.00 p.m. for the following purposes:

### AGENDA

1. To receive the Audited Financial Statements of the Company for the year ended December 31, 2025 together with the Reports of the Directors and Auditors thereon. **Please refer to Note 2**

#### As Ordinary Business

2. To Declare a Final Single Tier Dividend of 6 sen per share for the year ended December 31, 2025. **Ordinary Resolution 1**
3. To approve the payment of Directors' Fees of RM529,200 for the year ending December 31, 2026. **Ordinary Resolution 2**
4. To re-elect Mr. Chin Yau Meng retiring under Clause 76(3) of the Constitution of the Company. **Ordinary Resolution 3**
5. To re-elect Mr. Lim Tian How retiring under Clause 76(3) of the Constitution of the Company. **Ordinary Resolution 4**
6. To re-appoint Deloitte Malaysia PLT as Auditors of the Company and to authorise the Board of Directors to fix their remuneration. **Ordinary Resolution 5**

#### AS SPECIAL BUSINESS

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

7. **Continuing in Office as an Independent Non-Executive Director ("INED")**

"THAT authority be and is hereby given to Mr. Tan Boon Hoe who has served as an INED of the Company for a cumulative term of more than nine (9) years, to continue to act as an INED of the Company until the conclusion of the next AGM of the Company."

**Ordinary Resolution 6**

8. **Proposed Renewal of Share Buy-Back Authority**

"THAT subject to the provisions under the Companies Act 2016 ("the Act"), the Constitution of the Company, Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("MMLR") and the approvals of all relevant authorities (if any), the Company be and is hereby authorised to purchase such number of ordinary shares in the Company ("Uchi Shares") as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of shares purchased pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company as at the point of purchase ("Proposed Renewal of Share Buy-Back Authority"). THAT the maximum amount of funds to be utilised for the purpose of the Proposed Renewal of Share Buy-Back Authority shall not exceed the Company's retained profits.

**Ordinary Resolution 7**

THAT authority be and is hereby given to the Directors of the Company to decide at their discretion as may be permitted and prescribed by the Act and/or any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities for the time being in force to deal with any Uchi Shares so purchased by the Company in the following manner:

8. **Proposed Renewal of Share Buy-Back Authority (Cont'd)**

- (i) the Uchi Shares so purchased could be cancelled; or
- (ii) the Uchi Shares so purchased could be retained as treasury shares for distribution as share dividends to the shareholders of the Company and/or resold through Bursa Securities in accordance with the relevant rules of Bursa Securities and/or be cancelled subsequently; or
- (iii) combination of (i) and (ii) above; or
- (iv) in any other manner as prescribed by the Act and MMLR from time to time.

THAT the authority conferred by this resolution will be effective immediately from the passing of this ordinary resolution until:

- (i) the conclusion of the next annual general meeting of the Company following the general meeting at which such resolution was passed, at which time the authority would lapse unless renewed by ordinary resolution, either unconditionally or conditionally; or
- (ii) the passing of the date on which the next annual general meeting of the Company is required by law to be held; or
- (iii) the authority is revoked or varied by resolution of the shareholders of the Company in a general meeting;

whichever occurs first.

And THAT the Directors of the Company be and are authorised to take such steps to give full effect to the Proposed Renewal of Share Buy-Back Authority with full power to assent to any conditions, modifications, variations and/or amendments as may be imposed by the relevant authorities and/or to do all such acts and things as the Directors may deem fit and expedient in the best interest of the Company.”

9. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016.

By Order of the Board

**LIM CHOO TAN** (LS 0008888) (SSM PC No. 202008000713)  
**LEE LING** (MAICSA 7065337) (SSM PC No. 202408000941)  
Secretaries

April 21, 2026

Penang

## NOTICE OF ANNUAL GENERAL MEETING (cont'd)

### Notes:

#### 1. Proxy

- 1.1 For the purpose of determining who shall be entitled to attend this General Meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a Record of Depositors as at May 8, 2026. Only a member whose name appears on this Record of Depositors shall be entitled to attend this General Meeting or appoint a proxy to attend, speak and vote on his/her/its behalf.
- 1.2 A member entitled to attend and vote at this General Meeting is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.
- 1.3 A member of the Company who is entitled to attend and vote at a General Meeting of the Company may appoint not more than two (2) proxies to attend, participate, speak and vote instead of the member at the General Meeting.
- 1.4 If two (2) proxies are appointed, the entitlement of those proxies to vote on a show of hands shall be in accordance with the listing requirements of the stock exchange.
- 1.5 Where a member of the Company is an authorised nominee as defined in the Central Depositories Act, it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- 1.6 Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 (“Central Depositories Act”) which is exempted from compliance with the provisions of Section 25A (1) of the Central Depositories Act.
- 1.7 Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- 1.8 The appointment of a proxy may be made in hard copy form or by electronic form. In the case of an appointment made in hard copy form, the proxy form must be deposited at the registered office of the Company situated at Suite A, Level 9, Wawasan Open University, 54 Jalan Sultan Ahmad Shah, 10050 Georgetown, Penang. In the case of electronic appointment, the proxy form must be submitted via PROPOLL Portal at <https://www.propollsolutions.com.my>. Please refer to the Annexure to the Form of Proxy for further information on electronic submission. All proxy forms submitted must be received by the Company not less than forty-eight (48) hours before the time appointed for holding this General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote.
- 1.9 Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the registered office of the Company situated at Suite A, Level 9, Wawasan Open University, 54 Jalan Sultan Ahmad Shah, 10050 Georgetown, Penang not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
- 1.10 Please ensure ALL the particulars as required in this proxy form are completed, signed and dated accordingly.
- 1.11 Last date and time for lodging this proxy form is 3.00 p.m., May 18, 2026 (Monday).
- 1.12 Please bring an ORIGINAL of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a. Identity card (NRIC) (Malaysian), or
  - b. Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c. Passport (Foreigner).
- 1.13 For a corporate member who has appointed a representative instead of a proxy to attend this meeting, please bring the ORIGINAL certificate of appointment executed in the manner as stated in this proxy form if this has not been lodged at the Company’s registered office earlier.

**2. Audited Financial Statements for the financial year ended December 31, 2025**

This Agenda item is meant for discussion only as the provision of Sections 248(2) and 340(1)(a) of the Companies Act 2016 does not require a formal approval of the shareholders and hence is not put forward for voting.

**3. Ordinary Resolution 2 – To approve the payment of Directors' Fees of RM529,200 for the year ending December 31, 2026**

The proposed Ordinary Resolution 2, if passed, will authorise the payment of Directors' Fees for the year ending December 31, 2026 amounting to RM529,200.

There is no other benefit payable to Directors except the options to subscribe for new shares granted to the Directors under the ESOS 2016 which has previously been approved by the shareholders at the Extraordinary General Meeting held on May 18, 2016.

**4. Ordinary Resolutions 3 and 4 – Re-election of retiring Directors**

The details and profile of the retiring Directors, Mr. Chin Yau Meng and Mr. Lim Tian How who are standing for re-election at the AGM is set out in the Directors' profile on page 15 and 17 of the Annual Report 2025.

The Board through the Nomination Committee ("NC") had conducted an annual assessment on the performance and contribution of the individual Directors including the retiring Directors for the financial year ended December 31, 2025 based on a set of prescribed criteria. Based on the results of the annual assessment, the performance of each individual Director was found to be satisfactory and the NC had assessed that each individual Director was fit and proper to continue to hold the position as a Director of the Company.

Premised on the satisfactory outcome of the assessments, the Board endorsed the recommendation of the NC to seek members' approval for the re-election of Mr. Chin Yau Meng and Mr. Lim Tian How as Directors of the Company.

**Explanatory Note on Special Business:****5. Ordinary Resolution 6 – Continuing in Office as an Independent Non-Executive Director ("INED")**

The Nomination & Remuneration Committee had on November 25, 2025 assessed the independence of Mr. Tan Boon Hoe, who has served as an INED of the Company for a cumulative term of more than nine (9) years. The Board recommended the approval of the shareholders be sought to re-appoint Mr. Tan Boon Hoe as an Independent Non-Executive Director as he possesses the following attributes necessary in discharging his roles and functions as an Independent Non-Executive Director of the Company, i.e.

- (i) He has met the criteria under the definition of Independent Non-Executive Director pursuant to Chapter 1 of the Listing Requirements of Bursa Malaysia Securities Berhad; and
- (ii) He has vast experience in the industries the Group is involved and as such could provide the Board with a diverse set of experience, expertise and independent judgment; and
- (iii) He consistently challenges the management in an effective and constructive manner; and
- (iv) He actively expresses his views and participates in Board deliberations and decision making in an objective manner; and
- (v) His length of service on the Board does not in any way interfere with his fiduciary duties in exercising due care in the best interest of the Company and minority shareholders.

Meanwhile, as recommended by the Malaysia Code on Corporate Governance, the Board will be seeking shareholders' approval through a two-tier voting process at the Twenty-Eighth Annual General Meeting to retain Mr. Tan Boon Hoe as an Independent Non-Executive Director as his tenure exceeded 9 years this year.

**6. Ordinary Resolution 7 – Proposed Renewal of Share Buy-Back Authority**

The proposed Ordinary Resolution 7 if passed, will allow the Company to purchase its own shares. The total number of shares purchased shall not exceed 10% of the total number of issued shares of the Company. This Authority will, unless revoked or varied by the Company in general meeting, will expire at the next Annual General Meeting of the Company.

## NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN that, subject to the approval of the shareholders at the forthcoming Twenty-Eighth Annual General Meeting, a Final Single Tier Dividend of 6 sen per share for the financial year ended December 31, 2025 will be paid on June 25, 2026 to Depositors registered in the Record of Depositors at the close of business on June 10, 2026.

A Depositor shall qualify for entitlement to the Dividend in respect of: -

- a) shares transferred into the Depositor's Securities Account before 4.30 p.m. on June 10, 2026 in respect of transfers;
- b) shares bought on the Bursa Malaysia Securities Berhad ("Bursa Securities") on a cum entitlement basis according to the rules of Bursa Securities.

By Order of the Board

**LIM CHOO TAN** (LS 0008888) (SSM PC No. 202008000713)

**LEE LING** (MAICSA 7065337) (SSM PC No. 202408000941)

Secretaries

April 21, 2026

Penang

**STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING**  
PURSUANT TO PARAGRAPH 8.27(2) OF BURSA MALAYSIA SECURITIES BERHAD MAIN MARKET LISTING REQUIREMENTS

There are no individuals who are standing for election as Directors (excluding Directors standing for re-election) at this forthcoming Annual General Meeting.

## STATEMENT OF PROPOSED RENEWAL OF AUTHORITY

For Uchi Technologies Berhad to Purchase Its Own Shares (“Proposed Renewal of Share Buy-Back Authority”)

### 1. Introduction

#### 1.1 Renewal of Authority for Uchi Technologies Berhad (“the Company” or “UCHITEC”) to Purchase Its Own Shares

At the Company’s Annual General Meeting (“AGM”) held on May 28, 2025, the Company obtained approval from the shareholders, for the Company to renew the authority to purchase its own shares as may be determined by the Board of Directors of the Company from time to time through Bursa Malaysia Securities Berhad (“Bursa Securities”) upon such terms and conditions as the Board of Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of ordinary shares purchased and/or held pursuant to the resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company as at the point of purchase and an amount not exceeding the total retained earnings of RM83,848,274 of the Company based on the audited financial statements for the financial year ended December 31, 2024.

The authority obtained by the Board of Directors for purchasing the Company’s own shares in accordance with the Main Market Listing Requirements of Bursa Securities governing share buy-back by listed companies will lapse at the conclusion of the coming Twenty-Eighth (28<sup>th</sup>) Annual General Meeting (“AGM”).

It is the intention of the Company to renew the authority to purchase its own shares by way of an ordinary resolution.

#### 1.2. Purpose of Statement

The purpose of this Statement is to provide relevant information on the Proposed Renewal of Share Buy-Back Authority and to seek your approval of the ordinary resolution on the Proposed Renewal of Share Buy-Back Authority to be tabled at the coming Twenty-Eighth (28<sup>th</sup>) AGM. The notice of the AGM together with the Proxy Form is set out in this Annual Report.

### 2. Details of The Proposed Renewal of Share Buy-Back Authority

On April 8, 2026, the Company announced that UCHITEC is proposing to seek its shareholders’ approval at the AGM of UCHITEC to be convened in 2026 for the renewal of the authority for the purchase by UCHITEC of its own shares (the “Shares”) of up to ten per centum (10%) of the total number of issued shares of UCHITEC as at the point of purchase subject to compliance with Section 127 of the Companies Act 2016 (the “Act”), Bursa Securities Main Market Listing Requirements (the “Listing Requirements”) and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities. The purchase of the Company’s own Shares will be carried out on the Bursa Securities through an appointed stockbroker.

The maximum funds to be utilised for the Proposed Renewal of Share Buy-Back Authority shall not exceed the aggregate of the retained earnings of the Company. The audited retained earnings of the Company as of December 31, 2025 is RM 62,323,687.

The Shares purchased by the Company may be dealt with by the Board in accordance with Section 127 of the Act, in the following manner:

- (a) To cancel the Shares so purchased; or
- (b) To retain the Shares so purchased as treasury shares for distribution as share dividends to the shareholders of the Company and/or resell on the Bursa Securities in accordance with the relevant rules of the Bursa Securities and/or cancellation subsequently; or
- (c) To retain part of the Shares so purchased as treasury shares and cancel the remainder.

While the purchased Shares are held as treasury shares, the rights attached to them in relation to voting, dividends and participation in any other distributions or otherwise will be suspended. The treasury shares shall not be taken into account in calculating the number or percentage of Shares or of a class of Shares in the Company for any purposes including substantial shareholding, takeover, notices, the requisitioning of meetings, the quorum for a meeting and the result of a vote on the resolution at a meeting.

If the Company decides to cancel the Shares purchased, the Company shall make an immediate announcement on the day the cancellation is made providing the number of Shares cancelled, the date of cancellation and the outstanding number of issued shares of the Company after the cancellation. In the event the Company retains the Shares purchased as treasury shares, the said Shares may be distributed as share dividends, resold on the Bursa Securities in accordance with the Listing Requirements or subsequently cancelled.

The approval from the shareholders for the Proposed Renewal of Share Buy-Back Authority would be effective immediately upon the passing of the ordinary resolution for the Proposed Renewal of Share Buy-Back Authority at the forthcoming AGM until:

**2. Details of The Proposed Renewal of Share Buy-Back Authority (cont'd)**

- (a) The conclusion of the next AGM of the Company at which time it shall lapse unless by ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions; or
  - (b) The expiration of the period within which the next AGM after that date is required by law to be held; or
  - (c) Revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;
- whichever occurs first.

Pursuant to the Listing Requirements, the Company may only purchase its own Shares on the Bursa Securities at a price which is not more than fifteen percent (15%) above the weighted average market price of the Shares for the past five (5) Market Days immediately preceding the date of the purchase(s). The Company may only resell its treasury shares on the Bursa Securities at:

- (a) a price which is not less than the weighted average market price of the Shares for the five (5) Market Days immediately before the resale; or
- (b) a discounted price of not more than five percent (5%) to the weighted average market price of the Shares for the five (5) Market Days immediately before the resale provided that:
  - (i) The resale takes place no earlier than thirty (30) days from the date of purchase; and
  - (ii) The resale price is not less than the cost of purchase of the Shares being resold.

The Proposed Renewal of Share Buy-Back Authority will allow the Directors to purchase Shares at any time within the abovementioned time period using the funds of the Group. The aforesaid funds will be financed from both internally generated funds of the Group and/or external borrowings, the portion of which to be utilised will depend on the actual number of Shares to be purchased, the price of Shares and the availability of funds at the time of the purchase(s). If borrowings are used for the Proposed Renewal of Share Buy-Back Authority, the Group will experience a decline in its net cash flow to the extent of the interest costs associated with such borrowings but the Board does not foresee any difficulty in repayment of borrowings, if any, which is used for the Proposed Renewal of Share Buy-Back Authority. Based on the audited consolidated financial statements as of December 31, 2025, the Group has a cash and cash equivalent balance of RM 136,010,012.

The actual number of Shares to be purchased, the total amount of funds involved for each purchase and the timing of the purchase(s) will depend on the market conditions and sentiments of the stock market, the available financial resources of the Group and the amount of retained earnings of the Company.

As of March 16, 2026, the Record of Depositors of the Company showed that 332,838,612 Shares representing approximately 71.87% of the total number of issued shares were held by public shareholders. The Board undertakes that the Proposed Renewal of Share Buy-Back Authority will be conducted in accordance with laws prevailing at the time of the purchase including compliance with the twenty-five percent (25%) public spread as required by the Listing Requirements and ensuring that the total number of issued shares of the Company does not fall below the applicable minimum share capital requirements of the Listing Requirements.

The public shareholding spread of the Company before and after the Proposed Renewal of Share Buy-Back Authority is as follows:

	<b>Before the Proposed Renewal of Share Buy-Back Authority</b>	<b>After the Proposed Renewal of Share Buy-Back Authority</b>
Public shareholding spread	<sup>(a)</sup> 71.87%	<sup>(b)</sup> 68.89%

*Notes:*

<sup>(a)</sup> As of March 16, 2026.

<sup>(b)</sup> As of March 16, 2026, the total number of issued shares of UCHITEC is 465,174,959 Shares including 2,072,500 Shares held as treasury shares. Based on the assumption that the Proposed Renewal of Share Buy-Back Authority involves the aggregate purchase of 46,517,496 Shares (being approximately ten per centum (10%) of the total number of issued shares of the Company as of March 16, 2026, assuming no additional exercise of ESOS options prior to the implementation of the Proposed Renewal of Share Buy-Back Authority) and the number of Shares held by the Directors of the Group, the major shareholders of the Company and persons connected with them remain unchanged.

## STATEMENT OF PROPOSED RENEWAL OF AUTHORITY (cont'd)

### For Uchi Technologies Berhad to Purchase Its Own Shares ("Proposed Renewal of Share Buy-Back Authority")

#### 3. Rationale for the Proposed Renewal of Share Buy-Back Authority

The Proposed Renewal of Share Buy-Back Authority will enable the Company to utilise its financial resources not immediately required for use, to purchase its own Shares. The Proposed Renewal of Share Buy-Back Authority may enhance the Earnings Per Share ("EPS") and reduce the liquidity level of the Shares of the Company in the Bursa Securities, which generally will have a positive impact on the market price of the Shares of the Company. Other potential advantages of the Proposed Renewal of Share Buy-Back Authority to the Company and its shareholders are as follows:

- (a) To allow the Company to take preventive measures against speculation particularly when its Shares are undervalued which would in turn stabilise the market price of the Shares and hence, enhance investors' confidence;
- (b) To allow the Company flexibility in achieving the desired capital structure, in terms of the debts and equity composition, and the size of equity;
- (c) When the Shares bought back by the Company are cancelled, shareholders of the Company are likely to enjoy an increase in the value of their investment in the Company as the net EPS of the Company and the Group will increase; and
- (d) The purchased Shares may be held as treasury shares and distributed to shareholders as dividends and/or resold in the open market with the intention of realising a potential capital appreciation on the Shares.

The potential disadvantages of the Proposed Renewal of Share Buy-Back Authority to the Company and its shareholders are as follows:

- (a) The Proposed Renewal of Share Buy-Back Authority will reduce the financial resources of the Group and may result in the Group forgoing better investment opportunities that may emerge in the future; and
- (b) As the Proposed Renewal of Share Buy-Back Authority can only be made out of retained earnings of the Company, it may result in the reduction of financial resources available for distribution to shareholders in the immediate future.

The Proposed Renewal of Share Buy-Back Authority, if implemented, will reduce the financial resources of the Group, but since the amount is not substantial, it will not affect the furtherance of the Group's business or payment of dividends by the Company. Nevertheless, the Board will be mindful of the interest of the Company and its shareholders in undertaking the Proposed Renewal of Share Buy-Back Authority and in the subsequent cancellation of the Shares purchased.

#### 4. Effects of Proposed Renewal of Share Buy-Back Authority

As of March 16, 2026, the total number of issued shares of UCHITEC stands at 465,174,959 Shares including 2,072,500 Shares held as treasury shares. Assuming that the Company purchases up to 46,517,496 UCHITEC Shares representing approximately ten per centum (10%) of its total number of issued shares as of March 16, 2026 and such Shares purchased are cancelled or alternatively be retained as treasury shares or both, the effects of the Proposed Renewal of Share Buy-Back Authority on the share capital, earnings, directors and major shareholders' interests and net assets as well as the implication relating to the Code are as set out below:

##### 4.1. Share Capital

The Proposed Renewal of Share Buy-Back Authority will not have any immediate material effect on the issued share capital of the Company until such time when the Shares purchased by the Company pursuant to the Proposed Renewal of Share Buy-Back Authority are cancelled resulting in the issued share capital of the Company being decreased accordingly. On the other hand, if the Shares purchased are retained as treasury shares, the Proposed Renewal of Share Buy-Back Authority will not affect the issued share capital of the Company.

##### 4.2. Earnings

The effect of the Proposed Renewal of Share Buy-Back Authority on the EPS of the Group will depend on the purchase prices of the Shares and the effective funding cost to the Group to finance the purchase of the Shares or any loss in interest income to the Group. Should the Company choose to hold the Shares purchased as treasury shares and resell the Shares subsequently, depending on the price at which the said Shares are resold, the Proposed Renewal of Share Buy-Back Authority may have a positive effect on the EPS of the Group if there is a gain on the disposal and vice versa.

If the Shares so purchased are cancelled, the Proposed Renewal of Share Buy-Back Authority will increase the EPS of the Group. However, the increase in EPS will be affected to the extent of the quantum of the reduction in the interest income and/or increase in the interest expense incurred in relation to the Proposed Renewal of Share Buy-Back Authority.

4. Effects of Proposed Renewal of Share Buy-Back Authority (cont'd)

4.3. Directors’ and Substantial Shareholders’ Interests

The effects of the Proposed Renewal of Share Buy-Back Authority on the substantial shareholders’ and Directors’ shareholdings based on the Register of Substantial Shareholders and the Register of Directors’ shareholdings respectively as of March 16, 2026 are as follows:

Name	Before the Proposed Renewal of Share Buy-Back Authority				After the Proposed Renewal of Share Buy-Back Authority			
	Direct		Indirect		Direct		Indirect	
	No.of Issued Shares	% <sup>(d)</sup>	No.of Issued Shares	% <sup>(d)</sup>	No.of Issued Shares	% <sup>(e)</sup>	No.of Issued Shares	% <sup>(e)</sup>
<b>Directors</b>								
Kao, De-Tsan also known as Ted Kao	3,842,000	0.83	<sup>(a)</sup> 86,778,696	18.74	3,842,000	0.92	<sup>(a)</sup> 86,778,696	20.73
Chin Yau Meng	878,400	0.19	<sup>(c)</sup> 50,000	0.01	878,400	0.21	<sup>(c)</sup> 50,000	0.01
Huang, Yen-Chang also known as Stanley Huang	732,870	0.16	-	-	732,870	0.18	-	-
Charlie Ong Chye Lee	1,295,900	0.28	-	-	1,295,900	0.31	-	-
Tan Boon Hoe	780,000	0.17	-	-	780,000	0.19	-	-
Lim Tian How	-	-	<sup>(c)</sup> 193,000	0.04	-	-	<sup>(c)</sup> 193,000	0.05
Han Chin Ling	290,000	0.06	-	-	290,000	0.07	-	-
<b>Substantial Shareholders</b>								
Eastbow International Limited (“Eastbow”)	83,292,026	17.99	-	-	83,292,026	19.90	-	-
Kao, De-Tsan also known as Ted Kao	3,842,000	0.83	<sup>(b)</sup> 83,292,026	17.99	3,842,000	0.92	<sup>(b)</sup> 83,292,026	19.90
Ironbridge Worldwide Limited	35,327,981	7.63	-	-	35,327,981	8.44	-	-
Kumpulan Wang Persaraan (Diperbadankan)	29,884,741	6.45	-	-	29,884,741	7.14	-	-

Notes:

- <sup>(a)</sup> By virtue of his substantial interest in Eastbow and interest of spouse by virtue of Section 59(11)(c) of the Companies Act 2016.
- <sup>(b)</sup> Deemed interested by virtue of his substantial interest in Eastbow.
- <sup>(c)</sup> Deemed interested of spouse by virtue of his spouse’s interest under Section 59(11)(c) of the Companies Act 2016.
- <sup>(d)</sup> Percentage shareholding computed based on 463,102,459 UCHITEC Shares excluding 2,072,500 Shares held as treasury shares from the total number of issued shares of 465,174,959 Shares.
- <sup>(e)</sup> Percentage shareholding computed based on 418,657,463 UCHITEC Shares assuming the Proposed Renewal of Share Buy-Back Authority is carried out in full and all Shares so purchased are held as treasury shares.

## STATEMENT OF PROPOSED RENEWAL OF AUTHORITY (cont'd)

For Uchi Technologies Berhad to Purchase Its Own Shares ("Proposed Renewal of Share Buy-Back Authority")

### 4. Effects of Proposed Renewal of Share Buy-Back Authority (cont'd)

#### 4.4. Net Assets

The effect of the Proposed Renewal of Share Buy-Back Authority on the net assets and net assets per Share of the Group will depend on the purchase prices of the Shares and the effective funding cost to the Group to finance the purchase of the Shares or any loss in interest income to the Group.

In the event that all the Shares so purchased are cancelled, the Proposed Renewal of Share Buy-Back Authority would reduce the net assets per Share of the Group when the purchase price per Share exceeds the net assets per Share at the relevant point in time, and vice versa.

The Proposed Renewal of Share Buy-Back Authority will reduce the working capital of the Group, the quantum of which will depend on the purchase prices of the Shares and the number of Shares purchased.

The net assets per Share will decrease if the Shares purchased are retained as treasury shares due to the requirement for treasury shares to be carried at cost and offset against equity, resulting in a decrease in the net assets by the cost of the treasury shares. If the treasury shares are resold on the Bursa Securities, the net assets per Share will increase if the Company realises a gain from the resale, and vice versa. If the treasury shares are distributed as share dividends, the net assets per Share will decrease by the cost of the treasury shares.

### 5. Share Prices

The monthly highest and lowest prices of UCHITEC Shares traded on Bursa Securities for the last twelve (12) months from April 2025 to March 2026 are as follows:

	Highest (RM)	Lowest (RM)
Year 2025:		
April	3.12	2.68
May	3.35	3.03
June	3.20	3.02
July	3.24	3.10
August	3.32	3.09
September	3.47	3.26
October	3.35	2.99
November	3.12	3.00
December	3.23	3.06
Year 2026:		
January	3.28	3.04
February	3.11	3.01
March	3.04	2.49

### 6. Purchase, resale or cancellation of UCHITEC Shares in the preceding 12 months

In the preceding 12 months, there were no repurchased, resold and cancellation of treasury shares.

As at March 16, 2026, total number of Shares held as treasury share was 2,072,500 Shares.

**7. Interested Directors, Substantial Shareholders and Persons Connected to Them**

None of the Directors and substantial shareholders of the Company have any interest, direct or indirect in the Proposed Renewal of Share Buy-Back Authority and, if any, the resale of treasury shares. None of the persons connected to the Directors and substantial shareholders of the Company have any interest, direct or indirect in the Proposed Renewal of Share Buy-Back Authority and if any, the resale of treasury shares.

**8. Directors’ Recommendation**

The Board, having considered all aspects of the Proposed Renewal of Share Buy-Back Authority, is of the opinion that Proposed Renewal of Share Buy-Back Authority is in the best interest of the Company. Accordingly, your Board recommends that you vote in favour of the ordinary resolution pertaining to the Proposed Renewal of Share Buy-Back Authority to be tabled at the forthcoming AGM.

**9. Malaysian Code of Take-Overs and Mergers, 2016 (“Code”)**

The Proposed Renewal of Share Buy-Back Authority if carried out in full (whether shares are cancelled or treated as treasury shares) may result in a substantial shareholder and/or parties acting in concert with it incurring a mandatory general offer obligation. In this respect, the Board is mindful of the provisions under the Code.

**10. Disclaimer Statement By Bursa Securities**

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

**Board of Directors****Chairman cum Non- Independent Non-Executive Director**

Charlie Ong Chye Lee

**Managing Director**

Chin Yau Meng

**Executive Directors**

Kao, De-Tsan also known as Ted Kao

Huang, Yen-Chang also known as Stanley Huang

**Independent Non-Executive Directors**

Tan Boon Hoe

Lim Tian How

Han Chin Ling

**Audit Committee****Chairman**

▶ Tan Boon Hoe

**Members**

▶ Lim Tian How

▶ Han Chin Ling

**Nomination & Remuneration Committee****Chairman**

▶ Lim Tian How

**Members**

▶ Tan Boon Hoe

▶ Han Chin Ling

**Company Secretaries**

▶ Lim Choo Tan  
(LS 0008888) (SSM PC No. 202008000713)

▶ Lee Ling  
(MAICSA 7065337) (SSM PC No. 202408000941)

**Registered Office**

Suite A, Level 9  
Wawasan Open University  
54, Jalan Sultan Ahmad Shah  
10050 Georgetown, Penang, Malaysia  
Tel: 04-2296318  
Fax: 04-2282118  
Email: [tricor.penang@vistra.com](mailto:tricor.penang@vistra.com)

**Principal Bankers**

HSBC Bank Malaysia Berhad

Public Bank Berhad

AmBank (M) Berhad

Affin Islamic Bank Berhad

**Auditors**

Deloitte Malaysia PLT

Chartered Accountants

Level 12A, Hunza Tower

163E, Jalan Kelawei

10250 Penang

Tel: 04-2945500

Fax: 04-2189278

**Registrar**

Tricor Investor & Issuing House Services Sdn. Bhd.

Unit 32-01, Level 32, Tower A

Vertical Business Suite, Avenue 3, Bangsar South

No.8, Jalan Kerinchi

59200 Kuala Lumpur, Malaysia

Tel: 03-27839299

Email: [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

**Stock Exchange Listing**

Main Board of Bursa Malaysia Securities Berhad

Website: [www.bursamalaysia.com](http://www.bursamalaysia.com)

Stock Name: uchitec

Stock Code: 7100





**CHIN YAU MENG**

*Managing Director  
Malaysian, aged 65, Male*

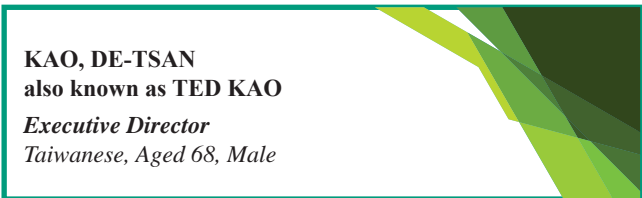
Mr. Chin Yau Meng was appointed to the Board of Directors of Uchi Technologies Berhad (UCHITEC) on March 1, 2018 as Executive Director and became the Managing Director of UCHITEC on June 1, 2018. He is also a member of the Employee Share Option Scheme Committee of UCHITEC.

He holds a Master Degree in Electronic from Queen University of Belfast(UK).

He has vast working experience in manufacturing and supply chain management. He is one of the pioneer staff members, joining Uchi Electronic (M) Sdn. Bhd. (UEM) as a Production Officer in 1990. He later resigned to join Precima Sdn. Bhd. as Production Manager in 1993 and came back to re-join Uchi Optoelectronic (M) Sdn. Bhd. (UOM) in 1994 as M.I.S. Manager. He was further advanced to Deputy Operation Manager in the same year. With his proven ability and reliability, he was then assigned to head the entire Uchi Technologies (Dongguan) Co., Ltd. (Uchi Dongguan) plant in 2007. Mr. Chin was appointed as an Executive Director of UOM and UEM on January 1, 2007, and Uchi Dongguan on April 8, 2007 respectively.

He is responsible for the development of business strategies and overall performance of the Group to achieve its strategic goals and objectives.

He sits on the Board of Uchi Optoelectronic (M) Sdn. Bhd., Uchi Electronic (M) Sdn. Bhd., Uchi Technologies (Dongguan) Co., Ltd. and does not hold directorship in any other company.



**KAO, DE-TSAN**  
**also known as TED KAO**

*Executive Director  
Taiwanese, Aged 68, Male*

Mr. Ted Kao was appointed to the Board of Directors of Uchi Technologies Berhad (UCHITEC) on March 10, 2000 as Managing Director. He became the Chairman of the Company on November 26, 2001 before reassuming the position of Managing Director on September 1, 2012. He is also a member of the Employee Share Option Scheme Committee of UCHITEC. Mr. Ted Kao was re-designated as Executive Director on June 1, 2018 when Mr. Chin Yau Meng assumed the role of Managing Director.

Mr. Ted Kao graduated from the Department of Electrical Engineering, Ming Chi Institute of Technology, Taiwan, which was sponsored by the well known Formosa Plastic Co. Ltd. He started his career with Chain Let Co. Ltd., Taiwan, a bathroom scale manufacturer as a project engineer in 1979. Mr. Ted Kao later resigned and began intensive research on global electronic market. He was engaged by Krups Stiftung Co. (currently known as Robert Krups GmbH & Co. KG), Germany, to design electronic bathroom scales in 1980.

Mr. Ted Kao founded Uchi Electronic Co. Ltd. in Taiwan in 1981.

In 1989, Mr. Ted Kao selected Penang, Malaysia as the manufacturing base and founded Uchi Electronic (M) Sdn. Bhd., Uchi Optoelectronic (M) Sdn. Bhd. and Uchi Industries (M) Sdn. Bhd. With his many years of experience in technology development, Mr. Ted Kao has been the mainstay of Uchi Group's technical and marketing strength.

He sits on the Board of Uchi Optoelectronic (M) Sdn. Bhd., Uchi Electronic (M) Sdn. Bhd. and also holds directorships in certain private limited companies.

## DIRECTORS' PROFILE (cont'd)

### **HUANG, YEN-CHANG** also known as **STANLEY HUANG**

*Executive Director*  
*Taiwanese, Aged 55, Male*

Mr. Stanley Huang was appointed to the Board of Directors of Uchi Technologies Berhad (UCHITEC), as an alternate director to Mr. Kao, De-Tsan also known as Ted Kao on February 1, 2011 and became as Executive Director of UCHITEC on June 1, 2019. He is also a member of the Employee Share Option Scheme Committee of UCHITEC.

He graduated in 1994 from Chung Yuan Christian University, Chung-Li, Taiwan with a B.S Degree in Physics. Upon graduation, he served two years in the army. Later, he joined Uchi Optoelectronic (M) Sdn. Bhd. as a Network and System Administrator before he pursued his Master Degree in Computer Science at St Cloud State University, Minnesota, USA. After graduation, he returned to Taiwan and joined Taishin International Bank, Taipei, Taiwan as IT Department Section Head in 2002 and was promoted as Assistant Manager in 2005. In 2007, he joined UCHITEC as a Task Force Manager. In 2014, he has successfully completed the Outstanding Professional Executive Network (OPEN) Leader course organized by Small and Medium Enterprise Administration, Ministry of Economic Affairs, Taiwan.

Mr. Stanley Huang is responsible to administer the operations of the Group's pursuant to corporate policies, goals and objectives.

He sits on the Board of all companies under the Group and does not hold directorship in any other company.

### **TAN BOON HOE**

*Independent Non-Executive Director*  
*Malaysian, Aged 70, Male*

Mr. Tan Boon Hoe was appointed to the Board of Directors of Uchi Technologies Berhad on August 1, 2016 as Independent Non-Executive Director. He was also appointed as a member of the Audit Committee on August 1, 2016. On September 1, 2016, he was elected Chairman of the Audit Committee and appointed as a member of Nomination Committee and Remuneration Committee.

He holds a professional degree from the Malaysian Institute of Certified Public Accountants. He is a member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants.

He was a former partner of Deloitte Malaysia (formerly known as Deloitte KassimChan) and has more than 40 years of experience in assurance and advisory engagements.

He also holds directorships in two public listed companies and in a private limited company.

### **CHARLIE ONG CHYE LEE**

*Non-Independent Non-Executive Director*  
*Malaysian, Aged 82, Male*

Mr. Charlie Ong Chye Lee was appointed to the Board of Directors of Uchi Technologies Berhad on July 1, 2008 as Independent Non-Executive Director. He was appointed a member of the Audit Committee, Nomination Committee and Remuneration Committee. On September 1, 2012, he was appointed as Senior Independent Non-Executive Director of the Company and was elected Chairman of the Board of Directors, Audit Committee, Nomination Committee and Remuneration Committee. He was redesignated as a member of the Audit Committee on August 23, 2013. He resigned as Chairman of Nomination Committee and Remuneration Committee and a member of the Audit Committee on December 1, 2021. He was re-designated from Senior Independent Non-Executive Director to Non-Independent Non-Executive Director on March 1, 2023.

He practised law in Penang after being called to the Bar in 1970 in Messrs. Mustapha bin Hussain, later Messrs. Mustapha, Jayaraman & Co., then Messrs. Mustapha, Jayaraman, Ong & Co. and Messrs. Jayaraman, Ong & Co. in which he became a partner in 1971 and retired in June 1988 when he set up his own legal practice in partnership with R J Manecksha under the name and style of Messrs. Ong & Manecksha. He was mainly involved in banking and corporate work and occasionally involved in litigation on maritime and other miscellaneous matters. In May 2004, he retired as a partner and was appointed as consultant in Messrs. Ong & Manecksha.

He holds no directorship in other public listed companies.

**LIM TIAN HOW**

*Independent Non-Executive Director  
Malaysian, Aged 64, Male*

Mr. Lim Tian How was appointed to the Board of Directors of Uchi Technologies Berhad (UCHITEC) on April 2, 2018 as Independent Non-Executive Director. He was appointed a member of the Audit Committee and Nomination & Remuneration Committee. He was redesignated as Chairman of Nomination & Remuneration Committee on December 1, 2021.

He holds a First Class Honors Bachelor degree in Mechanical Engineering from University of Malaya, Kuala Lumpur.

Mr. Lim has vast working experience in the field of research & development (R&D) and manufacturing operation with more than 30 years attached in both consumer and automotive industries. From 1991 to 2003, he worked as a R&D Senior Manager in one of the multinational German companies in Penang i.e. Bosch that has a leading presence in European automotive makers. He then moved to a manufacturing company (an ex-Philips company) in 2004 as General Manager managing both factories in China and Malaysia with a total workforce of approximately 900 employees. In 2010, he joined Bosch Car Multimedia and took up the position of Operations Director of its value stream organization in Penang. In 2016, besides his role as Operations Director, he took up an additional role as Product Engineering Director, of which he assumed the position till December 2019 when he retired. He was then responsible for the entire automotive industry work-cell operations and leading a team of product engineers and specialist in product line development.

He holds no directorship in other public listed companies.

**HAN CHIN LING**

*Independent Non-Executive Director  
Malaysian, Aged 43, Female*

Ms. Han Chin Ling was appointed to the Board of Directors of Uchi Technologies Berhad on November 6, 2020 as an alternate director to Mr. Charlie Ong Chye Lee, and subsequently appointed as Independent Non-Executive Director on December 1, 2021. She is a member of the Audit Committee and Nomination & Remuneration Committee.

She was called to the Bar in 2007 and has been in legal practice in Penang since then. She commenced her attachment with Messrs. Ong and Manecksha in September 2006 and continued as Chambering Pupil until August 2007, upon which she was admitted as a legal associate. From 2008 to 2014, Ms. Han served as a volunteer lawyer with the Bar Council Legal Aid Centre, Penang. In 2013, she was promoted to partner in Messrs. Ong and Manecksha, a position she continues to hold to date.

She holds a directorship in a private limited company but does not hold any directorships in other public listed companies.

**Note:**

Mr. Stanley Huang is the nephew of Mr. Ted Kao.

Saved as disclosed, none of the other Directors have:

1. any family relationship with any Director and / or major shareholder of the Company; and
2. any conflict of interest or potential conflict of interest with the Company or its subsidiaries; and
3. any conviction for offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year, other than traffic offences.

## KEY SENIOR MANAGEMENT PROFILE

### ENG CHIEW MING

*Malaysian, aged 61, Male*

Mr. Eng graduated with a Diploma in Electronic Engineering from Tunku Abdul Rahman College in 1989 and holds Engineering Council I (UK).

He started his career as Technical Specialist in National Semiconductor in 1989 and joined Interquartz (M) Sdn. Bhd. as R&D Engineer a year later. In 1991, he was attached to Uchi Electronic (M) Sdn. Bhd. (UEM) as the pioneer R&D Electronic Engineer and promoted to R&D Senior Electronic Engineer upon achieving excellent project management performance in 1994. He was one of the key staff in R&D to lead and developing new projects with customers. Two years later, he was transferred to Uchi Optoelectronic (M) Sdn. Bhd (UOM) and promoted as Engineering Manager to lead Engineering Department in 1999 based on the technical experience he gained. He was further promoted to Senior Manager of Operation Division in 2003 and transferred to revamp and enhance all R&D activities in 2007 as a Mechatronic Development Division Head. Mr. Eng was appointed as an Executive Director of UOM and UEM on April 2, 2018 and Uchi Technologies (Dongguan) Co., Ltd. on December 12, 2019. He is currently leading a strong technical project team in UCHI Group of Companies on project management for electronic development and mechanical construction design. He is also responsible for the overall functions of the mechatronic development system.

Mr. Eng does not hold any directorship in other public companies and listed issuers.

### TAN AI LIN

*Malaysian, aged 53, Female*

Ms. Tan obtained a Certificate in Business Studies from Olympia College Malaysia in 2000.

She joined Uchi Electronic (M) Sdn. Bhd. (UEM) as a non-executive staff in 1991. She had several lateral career experiences throughout her employment in UEM and Uchi Optoelectronic (M) Sdn. Bhd. (UOM) with cross departmental internal transfers among Production, Store, Administration and Sales because of her learning ability. With her interest and humble learning behaviour, she gained a lot of hands-on experiences and internal promotions before moving up to management level in 2010 as an Assistant Manager in UOM, reporting to the Executive Board. She was later promoted as a Department Head cum Assistant to Administration Division Head in 2014 to manage Sales Department. Currently, she holds the position as an Administration Division Head and is also heading the Task Force of Customers' Satisfaction to take care of customers' expectations.

Ms. Tan does not hold any directorship in other public companies and listed issuers.

### NYEO TIAM JOO

*Malaysian, aged 60, Male*

Mr. Nyeo graduated from National Cheng Kung University in Taiwan with a Bachelor Degree in Mechanical Engineering in 1989.

He started his Research and Development career by joining the Tung Kuang Ent. Ltd., Taiwan, in 1989 as R&D Engineer. In 1992, he headed back to his hometown in Johor, Malaysia to join Sharp Manufacturing Corp. (SHARP) as Assistant Engineer. In the next following year, he resigned from SHARP and moved to Penang, Malaysia to join Uchi Electronic (M) Sdn. Bhd. (UEM) as an Engineer. He was soon promoted to Senior Engineer in 1994 and later transferred to Uchi Optoelectronic (M) Sdn. Bhd. (UOM) in 1996. In 1999, he was entrusted to lead the Mechanical Department. He was appointed as Deputy Division Head of Mechatronic Development Division in 2007 to oversee all mechanical development and construction design related matters, during which he earned the trust of his customers on the construction design of UCHI's product. Today, he is also the Management Representative related to Environmental Management System and Occupational Safety & Health Management System.

Mr. Nyeo does not hold any directorship in other public companies and listed issuers.

### YEW AH PENG

*Malaysian, aged 61, Female*

Ms. Yew graduated from University of Technology Malaysia in 1989 with a Bachelor Degree in Electrical Engineering.

She joined Uchi Electronic (M) Sdn. Bhd. (UEM) as an Engineer in 1990 after obtaining her degree. She was recognised for her performance with several promotions before she reached management level as an Assistant Engineering Manager in 1995. She was later appointed as Special Assistant to the Managing Director (MD) of Uchi Optoelectronic (M) Sdn. Bhd. (UOM) in 1998. She took on Internal Quality Audit Lead Auditor and Customer Satisfaction Task Force roles to periodically audit the conformity of customers' requirements. In 1999, she was promoted to R&D Manager to supervise the running of projects in the R&D Department. Ms. Yew has vast technical knowledge and experience, which she always shares during technical training. She is also well-versed in software programming.

Ms. Yew does not hold any directorship in other public companies and listed issuers.

**ONG PEK SEE***Malaysian, Aged 43, Female*

Ms. Ong was appointed as Finance Manager of the Company on October 1, 2019. She holds a Bachelor of Commerce (Honours) in Accounting from the University of Tunku Abdul Rahman, graduating in 2005.

Following her graduation, she began her career with Uchi Technologies Berhad as an Assistant Accountant. Her strong performance earned her several promotions, culminating in her appointment as Head of Accounts in 2011. Over the years, Ms. Ong has gained extensive experience in financial management, budget planning, and the preparation of management accounts and financial reports. In her current role, she is responsible for overseeing the Group's financial reporting and corporate planning.

Ms. Ong does not hold any directorship in other public companies and listed issuers.

**Note:**

None of the Key Senior Management have:

1. any family relationship with any Director and/or major shareholder of the Company; and
2. any conflict of interest or potential conflict of interest with the Company or its subsidiaries; and
3. any conviction for offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year, other than traffic offences.

**UCHI TECHNOLOGIES BERHAD**

Registration No. 199801001764 (457890-A)  
(Incorporated in Malaysia)

**UCHI  
OPTOELECTRONIC (M)  
SDN. BHD.**

Registration No.  
198901013483 (190793-K)  
Malaysia

**100%****UCHI ELECTRONIC (M)  
SDN. BHD.**

Registration No.  
198901005305 (182613-W)  
Malaysia

**100%****UCHI TECHNOLOGIES  
(DONGGUAN) CO., LTD.**  
People's Republic of China**100%**

**FINANCIAL HIGHLIGHTS**  
FIVE YEARS FINANCIAL SUMMARY

Year ended December 31	2021 RM	2022 RM	2023 RM	2024 RM	2025 RM
Revenue	168,509,475	214,319,730	242,515,767	222,092,376	184,228,292
Profit before taxation	92,170,456	127,942,049	168,831,371	143,207,107	118,919,491
Profit after taxation	91,436,741	124,858,560	135,231,028	113,717,035	92,297,946
Dividends declared and paid in respect of financial year ended:					
Dividend per share (Sen)	20	30	29.5	29.5	13.5
Amount Paid (net of tax)	90,580,095	136,866,702	135,426,523	136,184,677	62,491,064
Dividends proposed in respect of financial year ended:					
Dividend per share (Sen)	not applicable	not applicable	not applicable	not applicable	6.0
Amount Payable (net of tax)	not applicable	not applicable	not applicable	not applicable	27,786,148 <sup>1)</sup>
Total Amount Paid and Payable (net of tax)	90,580,095	136,866,702	135,426,523	136,184,677	90,277,212 <sup>2)</sup>
Total Assets Employed	272,151,490	311,483,814	242,715,462	226,053,741	209,166,214
Shareholders' equity	191,673,516	218,137,348	202,561,273	195,374,006	180,549,516
Net tangible assets	191,673,516	218,137,348	202,561,273	195,374,006	180,549,516
Number of ordinary shares issued and fully paid as of December 31 (unit)					
	454,892,459	457,994,659	461,730,659	463,279,359	464,984,959 <sup>3)</sup>
Proforma weighted average number of shares (unit)					
	452,360,801	453,386,490	456,579,902	460,548,586	462,377,326
Net Earnings Per Share (Sen)	20.21	27.54	29.62	24.69	19.96
Return on Equity	47.7%	57.2%	66.8%	58.2%	51.1%

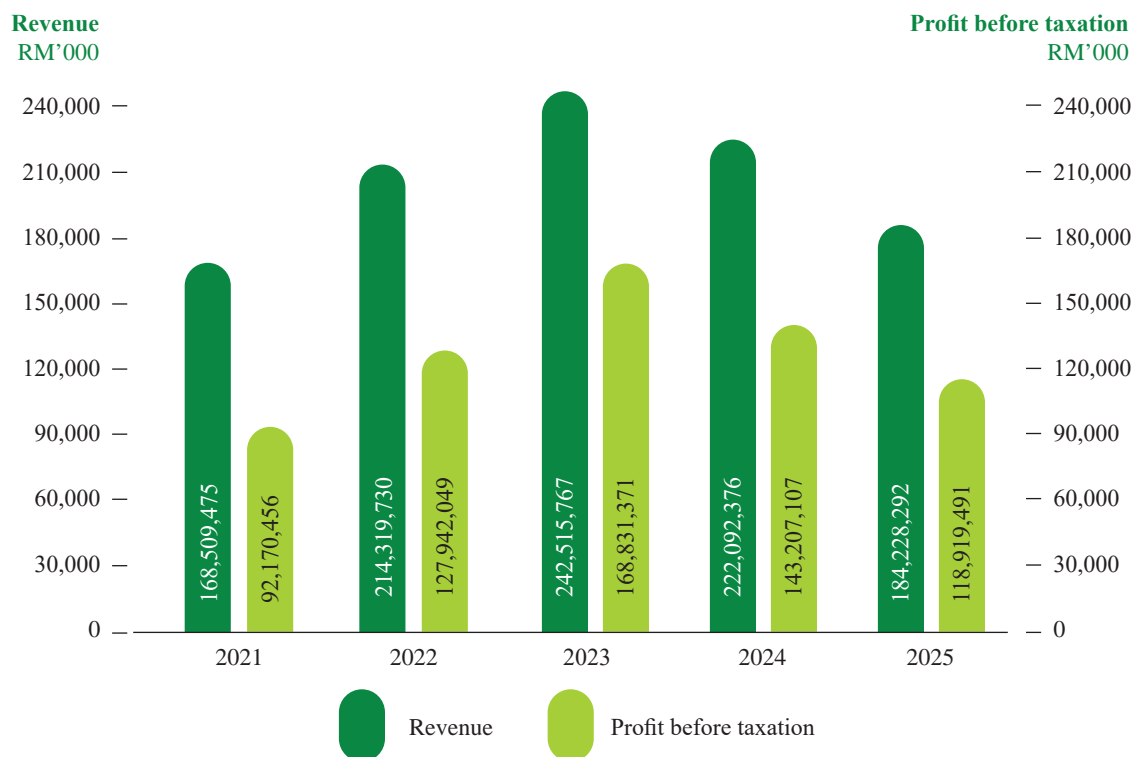
<sup>1)</sup> Represents approximation of dividend payable base on all ordinary shares in issue as of February 28, 2026. Actual amount of dividend payable shall be determined at the close of business on June 10, 2026 if the said dividends are approved by the shareholders at the forthcoming Annual General Meeting.

<sup>2)</sup> Summation of dividend paid and dividend proposed <sup>1)</sup>

<sup>3)</sup> Of the total 464,984,959 issued and fully paid ordinary shares, 2,072,500 shares are held as treasury shares by the Company. As at December 31, 2025, the number of outstanding shares in issued and fully paid is 462,912,459 ordinary shares.

## FINANCIAL HIGHLIGHTS (cont'd)

### FIVE YEARS FINANCIAL SUMMARY



**Dear valued shareholders,**

On behalf of the Board of Directors of Uchi Technologies Berhad (“UCHITEC” or “the Group”), I am honoured to present the Annual Report and Audited Financial Statements of the Group for the Financial Year 2025.

### Resilience in a moderating global economy

The financial year under review unfolded against a backdrop of persistent geopolitical tensions and tighter financial conditions, resulting in a moderating global economy with uneven growth and more cautious customer purchasing behaviour. In this environment, the Group demonstrated resilience through disciplined execution and strong operational focus, with continued emphasis on cost discipline, productivity optimisation and prudent capital allocation. Despite these efforts, revenue declined by 11% to USD43.0 million in FY2025, compared to USD48.5 million in FY2024, which weighed on operating profit.

Building on this foundation, as we enter 2026, we remain alert to shifting trade policies, currency volatility, geopolitical developments and evolving market demand.

### Sustainability as a long-term strategy

At UCHITEC, sustainability is not treated as an adjunct initiative but embedded within our long-term corporate strategy. We believe responsible growth must integrate environmental stewardship, social contribution and sound governance.

Our collaboration with stakeholders, including industry partners, local authorities and community organisations, continues to strengthen the impact of our sustainability programmes. The River Rehabilitation Campaign, conducted in partnership with Majlis Bandaraya Seberang Perai (MBSP), remains an ongoing initiative that contributes to maintaining water quality near our manufacturing operations since 2015.

In parallel, our renewable energy journey continues to bear fruit. Installed in 2016 and expanded in 2022, the Grid-Connected Photovoltaic Power System (PV System), reduced approximately 501 tons of CO<sub>2</sub> emissions in 2025 and generated RM435,449 in solar-related income.

Malaysia's broader energy transition agenda, including its commitment to achieving net-zero greenhouse gas emissions by 2050, reinforces the long-term relevance of our investments in renewable energy. Rising carbon disclosure requirements and growing Environmental, Social and Governance (ESG) scrutiny from global customers further validate our proactive approach. By reducing reliance on grid electricity and lowering our carbon intensity, we enhance both environmental performance and long-term cost predictability.

Beyond environmental stewardship, we continued to support charitable and community initiatives, contributing to organisations such as MyKasih ('Love My School' cashless bursary programme), Befrienders Penang (Pertubuhan Sedia Bersahabat Pulau Pinang), The Children's Protection Society (CPS), St. John Ambulance Penang, The Salvation Army, The Penang Buddhist Association Senior Citizens' Home, Persatuan Untuk Kanak-kanak Terencat Akal Seberang Perai Utara Butterworth, and others.

In 2025, the Group further advanced its environmental sustainability efforts by supporting a tree-planting initiative jointly organised by YB Dato' Seri Sundarajoo A/L Somu, EXCO for Housing and Environment of the Penang State Government, and MBSP. In an era where stakeholders increasingly evaluate corporations on social impact metrics alongside financial returns, we recognise that sustained shareholder value creation is closely intertwined with responsible corporate citizenship.

### Innovation and governance: Foundations for enduring growth

Innovation continues to underpin our competitive positioning. The Group allocates approximately 7% of annual revenue towards research and development, ensuring our product offerings remain technologically relevant and aligned with evolving customer requirements.

Our engineering capabilities are directed not only at enhancing product functionality, but also at improving manufacturability, energy efficiency and lifecycle performance. Amid accelerating digitalisation and automation across industrial applications, customers are placing greater emphasis on precision control systems, energy-efficient components and reliability under stringent operating conditions. Our sustained R&D commitment positions us to participate meaningfully in these long-term structural trends, rather than relying solely on cyclical demand recovery.

Strong corporate governance remains integral to our long-term strategy. We continue to uphold the principles and best practices set out in the Malaysia Code on Corporate Governance (MCCG), fostering transparency, accountability and ethical conduct throughout the organisation. In an environment of heightened regulatory oversight and investor scrutiny, robust governance frameworks are essential in preserving investor confidence and ensuring disciplined risk management.

### Investing in people, securing the future

Our employees are central to our continued success. We are committed to cultivating a workplace culture grounded in integrity, collaboration and continuous improvement. During the year, 244,500 options were granted under the Employees' Share Option Scheme 2016. As this scheme approaches its expiry on November 7, 2026, we intend to introduce a new Long-Term Incentive Plan, subject to shareholders' approval at the forthcoming Extraordinary General Meeting.

The competition for skilled engineering and technical talent across Southeast Asia continues to intensify, driven by multinational investments and the expansion of high-value manufacturing activities in the region. By aligning employee incentives with long-term corporate performance, we aim to strengthen retention, enhance accountability and support organisational continuity.

Our collaboration with a local technological university is another step towards building a sustainable talent pipeline. We are also exploring earlier-stage engagement with university students to cultivate future professionals.

### Commitment to shareholder returns

Since 2003, UCHITEC has maintained a consistent dividend policy of distributing at least 70% of net profit to shareholders. On February 27, 2026, the Board declared a Final Dividend of 6 sen per share for FY2025, subject to shareholders' approval at the forthcoming Annual General Meeting.

Together with the first, second and third interim dividend of 13.5 sen per share, the total dividend declared for 2025 is 19.5 sen per share (2024: 29.5 sen), representing a 98% payout ratio.

In a period marked by global earnings volatility and fluctuating capital markets, our sustained dividend distribution underscores the Group's balance sheet strength and disciplined cash management philosophy. We remain mindful of balancing immediate shareholder returns with the need to preserve financial flexibility for future investment opportunities.

### Recognition and forward outlook

For the sixth consecutive year, UCHITEC was honoured with The Edge Billion Ringgit Club award for the highest three-year return on equity in the industrial products and services sector. This recognition affirms the consistency of our financial performance and capital efficiency.

In further recognition of our strong fundamentals, Uchi Technologies Berhad was selected as a constituent of the Bursa Malaysia Quality 50 Index (BMQ) as well as its Shariah variant, the Bursa Malaysia Quality 50 Shariah Index (BMQ-S). This inclusion underscores our sustained financial discipline, resilience and commitment to delivering quality earnings over the long term.

Looking ahead, uncertainties surrounding global trade flows, currency volatility and policy shifts are likely to persist. However, we approach the future with measured confidence.

While short-term demand cycles may remain subdued, structural drivers—including supply chain diversification within ASEAN, increasing automation, and sustainability-led product innovation—will continue to shape the industry and underpin future growth. These trends are expected to drive demand for greater precision, efficiency and reliability in industrial applications, aligning well with the Group's core strengths. In 2026, our priorities are to safeguard margins, deepen customer partnerships, and ensure readiness to capitalise on opportunities as industrial demand strengthens.

On behalf of the Board, I extend my sincere appreciation to our shareholders, business partners, advisers and regulatory authorities for your continued confidence and collaboration. I also wish to thank my fellow Board members for their stewardship and guidance. Most importantly, I express my gratitude to our employees across the Group—your dedication and professionalism remain the cornerstone of UCHITEC's achievements.

Together, we will continue to strengthen our resilience, uphold our responsibilities and position the Group for sustainable long-term growth.

Thank you.

**CHARLIE ONG CHYE LEE**  
Chairman





**Overview**

Uchi Technologies Berhad (“UCHITEC” or “the Group”) operates primarily as an Original Design Manufacturer (ODM), specialising in the design, research, development and manufacture of electronic control systems encompassing software development, hardware design and system construction. UCHITEC takes pride in being a one-stop solutions provider with a wide spectrum of services that range from research and development, tools design and set up, and engineering support to the production of finished electronic control systems.

UCHITEC is an investment holding company with three 100%-owned operating subsidiaries, namely, Uchi Optoelectronic (M) Sdn. Bhd. (UOM), Uchi Electronic (M) Sdn. Bhd. (UEM) and Uchi Technologies (Dongguan) Co., Ltd. (Uchi Dongguan).

UCHITEC has two operating sites:

- a) UOM and UEM, located in Malaysia, share the same premises and collectively form the Group’s main operating plant; and
- b) Uchi Dongguan situated in Dongguan City, GuangDong Province of China, is the assembly arm of UOM.

As the main subsidiary, UOM is principally involved in the design, research, development and manufacture of electronic control modules while UEM and Uchi Dongguan are the assembly arms of UOM. Both UOM and Uchi Dongguan are ISO9001:2015, ISO14001:2015 and ISO45001:2018 certified companies.

Subsidiaries at a glance:

	Malaysia	China
Land Area (’000)	139.9 sq. ft.	208.7 sq. ft.
Built-up Area (’000)	148.1 sq. ft.	161.1 sq. ft.
Manpower Strength	230 head count	50 head count
Capacity Utilisation	>85%	<75%

**Advancing excellence through precision, innovation and quality**

Precision, innovation and quality are at the heart of our partnerships at UCHITEC. These principles drive us to deliver high-quality, cost-effective solutions that strengthen our competitive advantage. Our dedication to technological advancement ensures that we consistently provide our customers with cutting-edge solutions tailored to their evolving needs.

Serving a diverse clientele from multinational brands in high-end household and commercial appliances to leaders in laboratory and industrial instrumentation, we specialise in the development of advanced electronic control systems. Our in-house expertise spans software development, hardware design and system integration. All these enable a seamless incorporation into end products such as fully-automated coffee machines, precision weighing scales, centrifuges and deep freezers. Each solution is meticulously engineered to comply with REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) and RoHS (Restriction of Hazardous Substances) standards, as well as European eco-design requirements.

Beyond regulatory compliance, our products are designed with energy efficiency in mind. Many feature ultra-low power consumption, operating at less than 0.5 watts in standby and off modes. Additionally, systems can automatically power down within 15 minutes of inactivity, with some achieving zero-watt standby consumption.

Exceeding customer expectations has been the foundation of UCHITEC’s approach since the establishment of its subsidiary in 1989. We are dedicated to transforming ideas into reality by delivering innovative technical solutions that enhance both cost efficiency and performance. Continuously pushing the boundaries of our own advancements, we challenge existing solutions—including our own—to develop superior alternatives. Beyond innovation, we prioritise efficiency, constantly refining our processes to accelerate design cycles and provide faster, more effective solutions. By integrating speed and innovation as our core competencies, we remain committed to delivering high-quality, cutting-edge technology that meets and exceeds our customers’ evolving needs.

### Financial Review

During the financial year under review, the Group encountered a challenging market environment influenced by broader macroeconomic changes. This resulted in an 11% decline in revenue, decreasing from USD48.5 million in FY2024 to USD43.0 million in FY2025. This decrease was primarily due to lower demand for the Group's products and services.

The depreciation of the USD against the RM (2025: RM4.2880/USD1.00; 2024: RM4.5827/USD1.00) had a moderate impact on revenue conversion. Consequently, revenue in RM declined by 17%, amounting to RM184.2 million for FY2025, compared to RM222.1 million in the previous year.

The Group's Profit Before Tax for the year stood at RM118.9 million, with a margin of 64.5%, down from RM143.2 million in FY2024. This decline was attributed to reduced demand. As a result, net profit decreased by 19% to RM92.3 million, compared to RM113.7 million in FY2024.

Despite this, operational cash flow remained strong, generating RM90.0 million—representing 80.5% of operating profit. Cash and cash equivalents stood at RM136.0 million, compared to RM149.8 million in 2024. The change in cash balances reflects the Group's operating cash flow generation and its consistent dividend payout practices over the financial periods. During the year, total dividends of RM110.9 million were distributed, comprising the third, special, and final dividends for FY2024 (RM69.3 million) and the first and second interim dividends for FY2025 (RM41.6 million).

The Group's cash conversion cycle strengthened to 77 days in FY2025 (FY2024: 112 days), reflecting disciplined working capital management. The improvement in inventory turnover to 100 days (FY2024: 134 days) highlights the effectiveness of our stock optimisation strategies, reinforcing resilience in a dynamic operating environment.

Financially, the Group remains robust, having operated on internally generated funds since its listing in 2000. The Group continues to be debt-free, with a solvency ratio of 3.35 times (2024: 3.84 times) and a liquidity ratio of 6.15 times (2024: 6.25 times), ensuring ample cash flow to meet both short- and long-term obligations.

The Group continues to serve a predominantly European market, accounting for 98.9% of total sales, with Portugal as the largest contributor. The remaining sales are distributed across the US, China and India.

Comparison of revenue distribution breakdown by percentage of revenue via country in 2025 and 2024:

Country	2025	2024
Switzerland	48.0%	49.5%
Portugal	48.6%	44.3%
Germany	2.3%	3.7%
United Kingdom	0.0%	0.9%
China	0.8%	0.8%
USA	0.2%	0.4%
Others	0.1%	0.4%
Total	100.0%	100.0%

Revenue distribution by product group remained consistent with the previous year. The Art-of-Living segment accounted for the largest share at 96.7%, driven by sustained global demand for household and professional fully automatic coffee machines. The Biotechnology segment contributed 3.3%, comprising electronic control systems for high-precision weighing scales, and centrifuges.

The Art-of-Living segment continues to be the Group's core revenue driver. At the same time, the Biotechnology segment remains an area of strategic focus, supporting ongoing diversification of the Group's product portfolio and offering opportunities for growth in laboratory instrumentation and precision equipment markets.

### Operations Review

During FY2025, the Group operated in a volatile global environment shaped by persistent geopolitical tensions, fluctuating interest rates and sustained inflationary pressures. Inflationary concerns in Europe remained pronounced, with recessionary risks casting uncertainty over the region. Reciprocal tariff measures introduced by certain trading partners further complicated the competitive landscape, impacting pricing strategies and market access. These factors weighed on business sentiment and consumer demand, creating a challenging operating backdrop.

In addition, fluctuations in the USD exchange rate posed further challenges to the Group's performance, given its 100% export exposure. In response, the Group adopted a strategic and collaborative approach, working closely with customers to co-develop solutions that enhance adaptability and competitiveness. By fostering stronger partnerships and maintaining its commitment to innovation, the Group is well-positioned to navigate evolving conditions and continue delivering products that meet shifting industry needs, while sustaining long-term value creation for stakeholders.

For FY2025, material consumption remained the Group's highest expenditure at 60.0%, followed by employee benefit expense at 27.0%, depreciation and amortisation at 5.1%, and other operating expenses at 7.9%.

Similar to FY2024, nearly 100% of UCHITEC's revenue in FY2025 was denominated in USD, with approximately 30% allocated for payables in USD as a natural hedge. The remaining 70% remained subject to currency fluctuations, which were managed through our Forward Contract Management Policy, first approved by the Board of Directors in 2010. During the year, UCHITEC executed forward contracts totalling USD40.8 million (2024: USD38.5 million) at an average rate of RM4.3172/USD (2024: RM4.5913/USD), while the actual average transaction rate stood at RM4.2880/USD (2024: RM4.5827/USD).

### Research & Development and Capital Expenditure

To sustain our competitive edge in research and development, we have consistently allocated 7% of revenue toward R&D activities, resulting in total R&D expenses of RM4.8 million in 2025 (2024: RM6.2 million). These investments, primarily directed toward new project development and employee benefits, accounted for approximately 2.6% of revenue, broadly in line with the previous year. Our commitment to R&D has translated into the successful development of new products that enhance our customers' capabilities and reinforce their market leadership.

UCHITEC continues to maintain a robust R&D pipeline, focusing on electronic control modules within our Art-of-Living and Biotechnology product groups. These efforts consistently yield innovative solutions that empower our customers to stay ahead in their respective industries. Currently, we are actively engaged in approximately 19 projects across various stages of the R&D cycle, including fundamental research, concept evaluation, software and hardware design, system construction, prototype development and mass production. Notably, about half of these projects are expected to enter mass production in 2026, reaffirming our commitment to delivering cutting-edge solutions.

Capital expenditure in FY2025 amounted to RM1.96 million, primarily allocated to research and development initiatives and the enhancement of production facilities.

### Managing Risks and Opportunities

The Group's Enterprise Risk Management ("ERM") framework continues to provide a structured and systematic approach for identifying, assessing, and managing risks that could impact its operations or stakeholders. The framework supports the Board and Management in monitoring emerging challenges and ensuring that appropriate mitigation measures are in place.

During the year, the ERM framework facilitated timely risk identification and response, strengthened internal control processes across the organisation. This proactive approach enables the Group to mitigate potential adverse impacts while also identifying and capitalising on strategic opportunities arising from shifting market dynamics.

The Board and Management remain committed to continuously reviewing and enhancing the ERM framework to support sustainable business performance and long-term value creation for stakeholders.

### Outlook and Forward Strategy

The outlook for 2026 points to a more complex operating environment, amid ongoing armed conflicts, elevated geopolitical tensions and broader global economic uncertainty. Given the inherently unpredictable nature of these developments and their potential impact on global supply chains, currency fluctuations and input costs, the Group is not providing specific financial guidance for the year.

As 100% of the Group's revenue is denominated in USD, exchange rate movements will continue to exert a meaningful influence on reported earnings and margins. The Group remains focused on mitigating the impact of currency fluctuations through disciplined financial management, natural hedging practices, and forward contract strategies. In addition, we continuously review pricing structures and cost configurations to ensure margin integrity is preserved under varying exchange rate scenarios.

While macroeconomic uncertainty is expected to persist, several structural trends underpin our medium-term resilience. The ongoing regionalisation of supply chains within ASEAN continues to strengthen Malaysia's position as a preferred manufacturing hub, supported by its established infrastructure, skilled workforce and stable regulatory framework. At the same time, the growing consumer preference for higher-end and feature-rich appliances in the European market sustains demand for increasingly sophisticated electronic control systems. Furthermore, more stringent sustainability and energy-efficiency standards are accelerating the shift toward higher-value control modules, creating opportunities for solutions that enhance performance while meeting evolving environmental requirements. Collectively, these structural drivers help to mitigate the impact of short-term economic cycles and support a certain degree of stability.

The Group's strategic priorities for FY2026 focus on preserving margins, optimising working capital, and maintaining operational efficiency through continued process improvements and planned automation initiatives. To support these priorities, RM5 million has been allocated for capital expenditure on equipment upgrades, facility improvements, and system enhancements. These investments are designed to improve productivity, strengthen quality assurance, and position the Group to respond effectively as demand momentum strengthens. Strategic R&D initiatives will continue to enhance the Group's product pipeline and technological differentiation. While details remain subject to strict customer confidentiality agreements, these initiatives reflect the Group's ongoing commitment to innovation and sustaining a competitive edge in the market.

### Strengthening Supply Chain and Customer Partnerships

Collaboration with both suppliers and customers remains central to UCHITEC's long-term success. We are committed to fostering strong, strategic relationships across our value chain to build a secure, competitive and sustainable ecosystem that supports mutual growth and innovation. In today's evolving global manufacturing environment, resilient partnerships are critical to ensuring operational continuity and long-term competitiveness.

We work closely with trusted suppliers worldwide to ensure the consistent delivery of high-quality components and services to our global customer base. Through long-standing partnerships, we continue to navigate geopolitical and economic uncertainties while strengthening our operational footprint. Our proactive supply chain strategy includes refining buffer stock management, expanding alternative sourcing options within Southeast Asia and diversifying our procurement base to enhance agility and mitigate concentration risk. This approach enhances supply assurance while reducing vulnerability to external disruptions.

At the same time, we collaborate actively with customers to understand their evolving technical and regulatory requirements. By engaging early in the product development cycle, we co-develop tailored solutions that address industry-specific challenges. Open communication and close alignment with customer priorities enable us to respond swiftly to market shifts, improve fulfilment reliability and strengthen our competitive position. Such early-stage integration deepens customer relationships and enhances long-term order visibility.

We also conduct regular supplier performance evaluations and continuous improvement initiatives to strengthen quality and operational efficiency. These coordinated upstream and downstream efforts support innovation and ensure value creation throughout the product lifecycle.

As customers increasingly prioritise reliability, engineering expertise, and partnership depth, UCHITEC's integrated engineering capabilities position the Group as a trusted partner within its customers' value chains.

### Appreciation

As we reflect on the year under review, we extend our sincere appreciation to all who have contributed to UCHITEC's continued progress.

To our customers, thank you for your trust and enduring partnership. Your confidence in our capabilities motivates us to innovate continuously and uphold the highest standards of quality and performance.

To our employees, your dedication, expertise and resilience have been instrumental in navigating challenges and advancing our strategic priorities. Your commitment remains the foundation of our strength and long-term success.

We are also grateful to our business partners, suppliers and stakeholders for your steadfast collaboration and shared commitment to excellence, which have strengthened our operations and value chain.

To our shareholders, we deeply appreciate your ongoing trust and support. Your belief in our vision enables us to pursue sustainable growth with confidence and discipline.

Looking ahead, we remain committed to innovation, operational excellence and responsible value creation for all stakeholders.

**CHIN YAU MENG**  
Managing Director



## INTRODUCTION

The Board of Directors ("Board") of Uchi Technologies Berhad ("UCHITEC" or "the Group") is pleased to present this Sustainability Statement ("Statement") for the financial year ended December 31, 2025 ("FY2025"). This Statement discusses the business sustainability of UCHITEC, including Economic, Environmental, Social and Governance ("EESG") aspects and provide an overview of our sustainability commitments, approaches, progress and performance.

This Statement is prepared in accordance with the Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("MMLR") and guided by the Sustainability Reporting Guide and Toolkits (3<sup>rd</sup> Edition) issued by Bursa Securities. This Statement should be read in conjunction with other sections in our Annual Report namely Management Discussion and Analysis, Corporate Governance Statement, Statement on Risk Management and Internal Control as well as Corporate Governance Report, as our sustainability efforts may be better contextualised and narrated in the respective sections.



Additionally, we have undergone FTSE4Good assessment and we remain as a constituent of the FTSE4Good Bursa Malaysia ("F4GBM") Index series. Notably, based on the December 2024 review, we have achieved a remarkable milestone by being included in the 3-star ESG Grading Band, representing the top 26%-50% by ESG ratings amongst Public Listed Companies in FBM EMAS that have been assessed by FTSE Russell. This represents a significant improvement over our rating in December 2023, where we achieved 2-star ESG Grading Band, underscoring our commitment to environmental, social and governance practices.

## SCOPE AND BASIS OF SCOPE

The Statement covers the business operations of three of its subsidiaries, namely, Uchi Optoelectronic (Malaysia) Sdn. Bhd. ("UOM"), Uchi Electronic (Malaysia) Sdn. Bhd. ("UEM") and Uchi Technologies (Dongguan) Co., Ltd ("Uchi Dongguan"), as these subsidiaries contribute approximately 100% of the Group's total revenue. The scope of this Statement is defined to ascertain the sustainability topics that affect the Group's business strategy and how performance can be improved in the short, medium, and long term.

## REPORTING PERIOD

This Statement provides information on our Group's annual sustainability performance and key achievements for FY2025, unless stated otherwise. Where relevant, we will also include data from previous years to track year-on-year progress and provide comparative data.

## AVAILABILITY

This Statement is available on our Company's website at [www.uchi.net](http://www.uchi.net).

## ASSURANCE STATEMENT

This Statement has not been externally assured. Nevertheless, the performance data published in this Statement have been validated and reviewed by the internal Operations and Management team. In addition, regular reviews are in place in relation to the policies and procedures quoted in this Statement. This Statement is reviewed and approved by the Board.

## FEEDBACK

We welcome and encourage our stakeholders to provide feedback pertaining to this Statement at [info@uo.uchi.net](mailto:info@uo.uchi.net).

## OUR SUSTAINABILITY FRAMEWORK AND COMMITMENTS

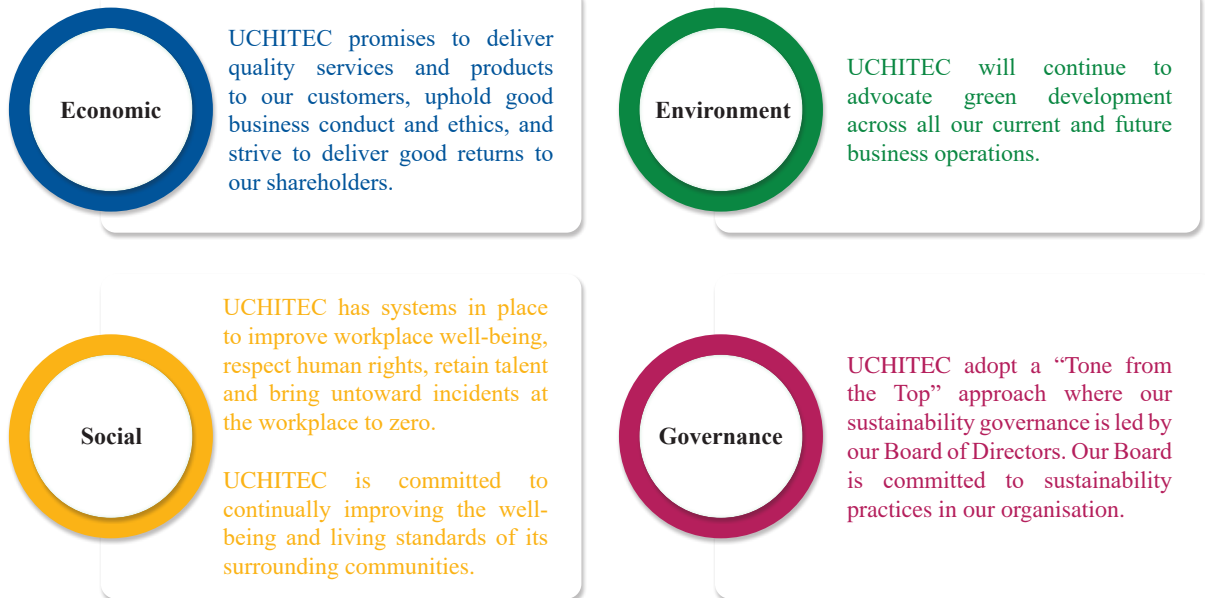
At UCHITEC, we are strongly committed to sustainability and are dedicated to leading the charge in developing innovative solutions for sustainable development. Our strategic framework prioritises purposeful growth with sustainability as a key factor, reflecting our steadfast determination to do our part in building a more sustainable future.

To promote responsible business practices and drive economic success, we are committed to addressing on-going challenges. Our efforts are centred on delivering greater value to our customers, employees, shareholders, and the communities in which we operate.

The Group's sustainability strategies are founded upon our commitments on four (4) main pillars, namely Economic, Environment, Social and Governance sustainability. In FY2025, we continue to map our sustainability pillars and material sustainability matters with United Nations Sustainable Development Goals.

## SUSTAINABILITY STATEMENT (cont'd)

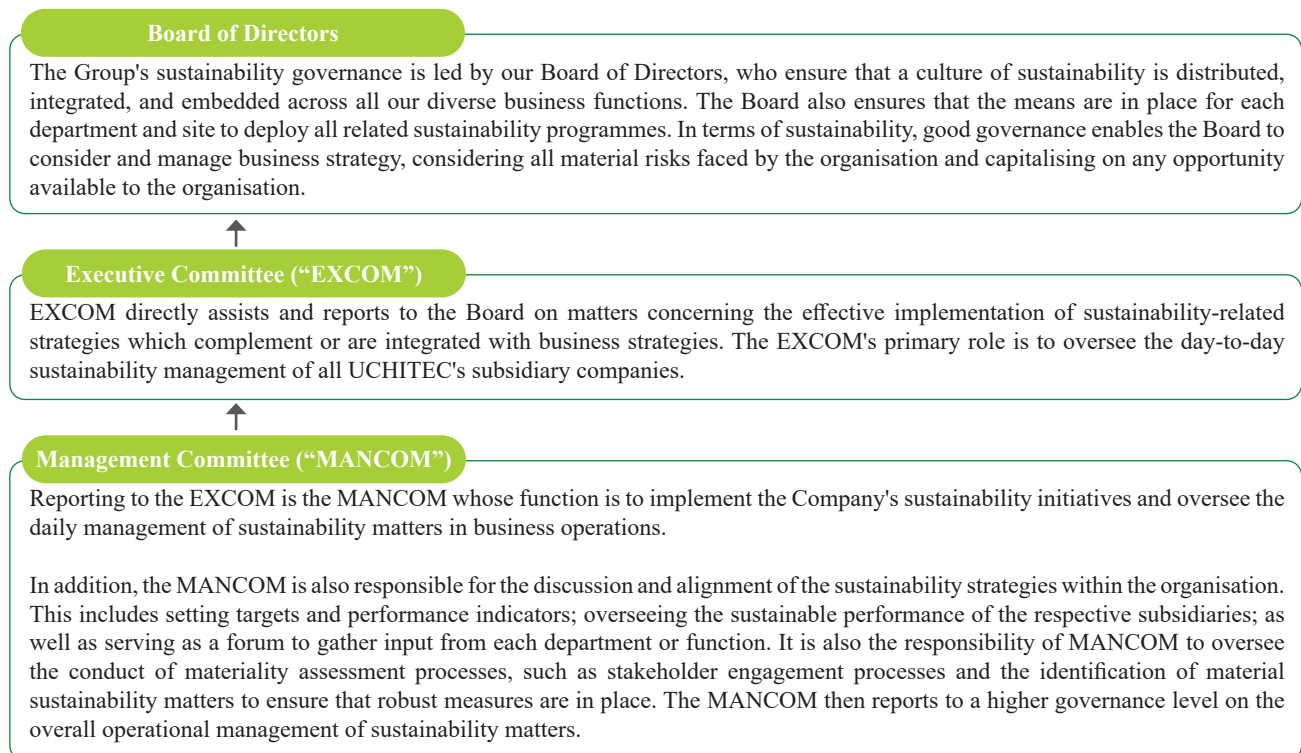
### OUR SUSTAINABILITY FRAMEWORK AND COMMITMENTS (cont'd)



### OUR SUSTAINABILITY GOVERNANCE

To embed sustainability throughout our organisation, we adopt a tone from the top approach where our Group's sustainability governance is led by our Board of Directors. Our Board is supported by the Executive Committee (“EXCOM”) and Management Committee (“MANCOM”) in addressing and managing the sustainability matters within our Group.








The details of reporting structure, roles and responsibilities of the Board, EXCOM and MANCOM are illustrated in the diagram below:



**STAKEHOLDER ENGAGEMENT**

Stakeholders play a pivotal role in guiding our sustainability journey. Their insights and expectations inform our strategies and operations, ensuring that we remain accountable, transparent, and forward-thinking. By prioritizing stakeholder engagement, we aim to create lasting value and contribute meaningfully to a more sustainable future.

The table below lists the needs of our different stakeholder groups and how we have engaged with and addressed their needs.

No.	Stakeholder	Engagement Objective	Engagement Methods	Frequency
1	Investors/ Financiers 	<ul style="list-style-type: none"> <li>Shareholders' value creation</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Corporate website</li> <li>Investor relationship channel</li> <li>Quarterly financial results</li> <li>Annual report</li> <li>Annual General Meeting</li> <li>Whistle Blowing Policy</li> <li>Corporate Disclosure Policy</li> </ul>	<ul style="list-style-type: none"> <li>As and when needed</li> <li>On-going</li> <li>Quarterly</li> <li>Annually</li> </ul>
2	Employees 	<ul style="list-style-type: none"> <li>Job satisfaction</li> <li>Working environment</li> <li>Career advancement</li> <li>Occupational safety and health</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Employee handbook</li> <li>Training and development</li> <li>Appraisal and performance review</li> <li>Anti-Bribery and Corruption briefing</li> <li>Sports and recreation programme</li> <li>Occupational safety and health programme</li> <li>Whistle Blowing Policy</li> </ul>	<ul style="list-style-type: none"> <li>As and when needed</li> <li>On-going</li> <li>Annually</li> </ul>
3	Regulatory authorities 	<ul style="list-style-type: none"> <li>License to operate</li> <li>Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Updates on rules and regulations</li> <li>Consultation with authorities</li> <li>Attendance at relevant seminars and conferences</li> <li>Site visit and meeting</li> <li>Member of the Federation of Malaysian Manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>As and when needed</li> <li>On-going</li> </ul>
4	Media 	<ul style="list-style-type: none"> <li>Meaningful communication</li> </ul>	<ul style="list-style-type: none"> <li>Press release</li> </ul>	<ul style="list-style-type: none"> <li>As and when needed</li> </ul>
5	Local community/ Society 	<ul style="list-style-type: none"> <li>Environmental impact</li> <li>Social impact</li> </ul>	<ul style="list-style-type: none"> <li>Participation in local community activities</li> <li>Donation</li> <li>Pay attention to polluting emissions and effluents</li> </ul>	<ul style="list-style-type: none"> <li>As and when needed</li> <li>On-going</li> </ul>
6	Customers 	<ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Product quality</li> <li>Sustaining a long-term relationship</li> <li>Technical advancement</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction survey</li> <li>Customer periodic visit and audit</li> <li>Real-time production status updates</li> <li>Whistle Blowing Policy</li> </ul>	<ul style="list-style-type: none"> <li>As and when needed</li> <li>On-going</li> <li>Annually</li> </ul>
7	Suppliers 	<ul style="list-style-type: none"> <li>Continuous supply</li> <li>Forge strategic partnerships</li> <li>Supplier performance review</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Supplier code of conduct</li> <li>Regular supplier performance evaluation</li> <li>Supplier selection via pre-qualification and registration</li> <li>Whistle Blowing Policy</li> </ul>	<ul style="list-style-type: none"> <li>As and when needed</li> <li>On-going</li> <li>Annually</li> </ul>

**MATERIAL SUSTAINABILITY MATTERS**

The Materiality Assessment Process (“MAP”) at UCHITEC involves the application of various tools to identify, categorise and prioritise sustainability issues according to its materiality to reflect significant Economic, Environmental, Social and Governance (“EESG”) impacts on our business, and to substantively influence the assessments and decisions of our stakeholders.

Through an analysis of internal and external sources, the Group identifies possible sustainability issues that may affect the organisation's value. A comprehensive yet objective purview enables us to be responsive to our stakeholders' expectations and safeguard our business from adverse impacts.

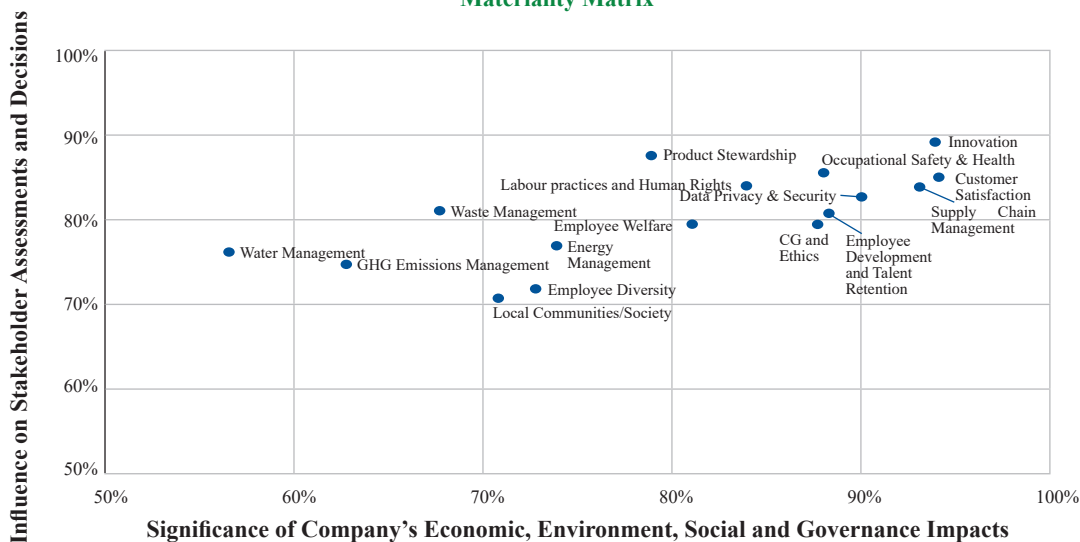
Internal sources include our Board or Board Committee reports and meeting minutes; our business strategies (short and medium-term goals, objectives and policies); internal analyses of megatrends that are relevant to the Group, such as talent management and cyber security; the business model of our organisation; and risk management assessments and our risk register that involves identifying significant risks via the organisation's enterprise risk management system.

The Group also uses external sources such as sustainability issues or concerns that are raised by stakeholders; stakeholder feedback, complaints, interests and expectations; topics and emerging trends such as climate change reported by industry and peers; relevant regulations and laws as well as international agreements or commitments which could impact business strategy or raise stakeholder concerns; standards and sustainability-related ratings or rankings such as the FTSE4Good Bursa Malaysia Index; Bursa Malaysia's Sustainability Reporting Guide; media reviews (including social media); and external peer reviews.

In FY2023, we undertook a comprehensive Materiality Assessment that engaged both internal stakeholders (i.e. Board of Directors and employees) and external stakeholders (i.e. investors, customers, suppliers and governments/ authorities). This involved soliciting their perspectives through surveys designed to capture valuable insight, allowing stakeholders to rate the significance of various sustainability matters. These considerations are crucial for identifying the sustainability matters our Group should prioritise in relation to our operations. Through this collaborative process, we aimed to identify and prioritise key sustainability matters that should take precedence in our Group's operations. From the survey, we have identified a total of sixteen (16) material sustainability matters. The outcome of the survey is plotted into a materiality matrix to illustrate the relative importance of each material matter based on the importance to our Group and the importance to our stakeholders.

Following our latest review in 2025, the Board reaffirm that the materiality assessment performed in previous year, along with the sixteen (16) material sustainability matters identified, still remained valid and vital for us to address as shown below:


**Materiality Matrix**



Sustainability Pillars	Material Sustainability Matters
Economic	<ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Innovation</li> <li>Supply chain management</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Product stewardship</li> <li>Energy management</li> <li>GHG Emissions management</li> <li>Water management</li> <li>Waste management</li> </ul>
Social	<ul style="list-style-type: none"> <li>Labour practices and human rights</li> <li>Employee welfare</li> <li>Employee development and talent retention</li> <li>Local communities</li> <li>Employee diversity</li> <li>Occupational safety and health</li> </ul>
Governance	<ul style="list-style-type: none"> <li>Corporate governance and ethics</li> <li>Data privacy and security</li> </ul>

OUR SUSTAINABILITY GOALS AND PERFORMANCE

At UCHITEC, we constantly monitor our performance across our sustainability pillars. The table below presents an overview of our sustainability goals and targets, and our performance for FY2025.

Sustainability Pillars	Material Sustainability Matters	Sustainability Goals	FY2025 Performance
<b>Economic</b>   	<ul style="list-style-type: none"> <li>Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a minimum of 8 for customer rating (out of 10)</li> </ul>	<ul style="list-style-type: none"> <li>Achieved a customer rating of 8.46 with no major customer complaints</li> </ul>
	<ul style="list-style-type: none"> <li>Innovation</li> <li>Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>Develop and launch 6 or more new products into the 1st mass production each year</li> <li>Achieve a spending percentage of 20% or more with local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>10 new products developed and launched into 1st mass production</li> <li>26% spending with local suppliers</li> </ul>
	<b>Environment</b>       	<ul style="list-style-type: none"> <li>Product stewardship</li> <li>GHG emissions management</li> <li>Energy management</li> <li>Water management</li> <li>Waste management  <ul style="list-style-type: none"> <li>Total waste diverted from disposal</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Compliance with local regulatory requirements for scheduled waste disposal</li> <li>GHG emissions management</li> <li>Efficiency in energy management</li> <li>Reduce total water consumption by 3% by 2028, compared to 2025 baseline levels</li> <li>Achieve 80% recycling rate for defined recyclable waste streams by 2028</li> </ul>
<b>Social</b>      	<ul style="list-style-type: none"> <li>Labour practices and human rights</li> </ul>	<ul style="list-style-type: none"> <li>Zero tolerance to human rights violations (forced or child labour, discrimination, harassment and others breach of human and labour rights)</li> </ul>	<ul style="list-style-type: none"> <li>0 substantiated complaints concerning human rights violations (forced or child labour, discrimination, harassment and other breach of human and labour rights)</li> </ul>
	<ul style="list-style-type: none"> <li>Employee diversity</li> </ul>	<ul style="list-style-type: none"> <li>Provide equal employment and career growth opportunities for all, irrespective of gender, race, religion or disability</li> </ul>	<ul style="list-style-type: none"> <li>39% of managerial role (managers and above) are represented by women</li> </ul>
	<ul style="list-style-type: none"> <li>Employee welfare</li> </ul>	<ul style="list-style-type: none"> <li>Provide employment with talent development and retention</li> </ul>	<ul style="list-style-type: none"> <li>2,514 hours of training</li> <li>18 employees in total employee turnover</li> </ul>
	<ul style="list-style-type: none"> <li>Employee development and talent retention</li> </ul>	<ul style="list-style-type: none"> <li>Trained 50 or more employees annually on health and safety standards</li> </ul>	<ul style="list-style-type: none"> <li>88 employees trained on health and safety standards</li> </ul>
	<ul style="list-style-type: none"> <li>Occupational safety and health</li> </ul>	<ul style="list-style-type: none"> <li>Zero work-related fatalities</li> </ul>	<ul style="list-style-type: none"> <li>0 work injury, work-related fatalities and lost time incident rate</li> </ul>
	<ul style="list-style-type: none"> <li>Local communities</li> </ul>	<ul style="list-style-type: none"> <li>Support local communities through corporate social responsibility programmes</li> </ul>	<ul style="list-style-type: none"> <li>Contributed donations totalling RM80,000 to several establishments, positively impacting 165 beneficiaries</li> <li>Offered an internship programme and eighteen students were hired in the current financial year</li> </ul>
	<ul style="list-style-type: none"> <li>Corporate governance and ethics</li> <li>Data privacy and security</li> </ul> 	<ul style="list-style-type: none"> <li>Uphold the high standard of corporate governance and ethics</li> <li>Zero substantiated complaints concerning breaches of customer privacy and losses of customer data</li> </ul>	<ul style="list-style-type: none"> <li>0 confirmed incidents of corruptions, non-compliance and breach of ethical issues</li> <li>0 substantiated complaints concerning breaches of customer privacy and losses of customer data</li> </ul>

## ECONOMIC

We have formulated sustainability practices which aim to generate long-term benefits to all stakeholders in terms of business continuity and value creation.

### CUSTOMER SATISFACTION

UCHITEC is committed to helping its customers solve complex challenges and supporting our customers in creating tomorrow's breakthrough innovations. At UCHITEC, Total Customer Satisfaction is our business priority, and we will continue to strive to "Exceed Customers' Expectations through Continuous Improvement".

We are committed to building enduring relationships with our customers worldwide by enhancing the value of their products and offering services that support their sustainability goals. In accordance with UCHITEC's ISO9001 Quality Policy, we pledge to:

- ✓ provide products and services that fully meet the expectations of interested parties via a balanced approach and with on-time and defect-free delivery;
- ✓ improve our products and services through employee training and development, and implement a Plan-Do-Check-Action ("PDCA") cycle; and
- ✓ commit to the continuous implementation of ISO9001 Quality Management System and adhere to applicable requirements.

On average, UCHITEC scored 8.46/10.00 in 2025 (2024: 8.69/10.00) on the customer satisfaction index. The assessment criteria encompass predominantly, where relevant, product design, development, pricing, lead time, delivery, quality, customer complaint handling and packaging.

### INNOVATION

In an era of rapid change and technological advancement, continuous innovation is essential to ensure that we stay ahead of the curve and create meaningful value for our customers. As trusted collaborators in our customers journey in innovation, our technical and tactical proficiency has a considerable impact on their business. We provide innovative solutions to our customers, help them to be the first to launch a new product feature and ultimately, capture market share.

Our aim to provide swift, innovative and financially rewarding solutions to our customers is deeply ingrained in our corporate culture. This is demonstrated in our Vision, Mission, Strength, Development Strategy and Development Goals.

#### Our Vision

We pledge to be the first-line partner for exclusive innovative solutions.

#### Our Mission

To achieve technological breakthroughs and exceed customers' expectations by providing innovative solutions and cost-effective manufacturing services.

#### Our Strength

A Technical Partner to walk you to the top.

#### Development Strategy

To be a strategic technical partner that cannot be omitted and will remain as a market leader. Total customer satisfaction is our purpose of existence and devotion in innovation derived from the founders is our motivation for continuous breakthrough.

#### Development Goals

We provide our customers with comprehensive solutions, transforming their ideas/concepts into products through product design, design verification, design approval, process engineering and manufacturing before delivery. Speed and innovation are our competencies.

**INNOVATION (cont'd)**

UCHITEC aims to breakthrough in technology and innovation that meet and exceed the expectations of our customers. To succeed in this, we integrate sustainability in our strategy and in everything we do. By developing a sustainable consumer experience and increasing efficiency through consistent research and innovation, we aim to continue developing high grade, market-oriented and cost-efficient products that support our sustainability goals and profitable growth.

The research and development team has been headed by Mr. Kao, De-Tsan since it was established in 1990. The team is involved in synergistic collaborations with our customers from diverse industries that range from consumer to industrial products. This broad exposure to different industries enables our research and development team to utilise the competencies and technological concepts derived from their research efforts in creating more innovative and efficient solutions.

In our niche market, we maintain our competitive edge by innovating beyond what our customers currently expect or achieve on their own. This approach has enabled us to provide turnkey solutions and services.

Technical proficiency and tactical proficiency are emphasised with equal importance at UCHITEC. When we have the expert knowledge to operate our equipment and use it efficiently, it means that we have the technical proficiency to tackle our customers' technical issues and provide prompt troubleshooting advice. On the other hand, tactical proficiency allows us to put together our experience and skills to use our judgement, initiative, decisiveness and enthusiasm to achieve the desired results. A combination of technical proficiency and tactical proficiency takes us from simply knowing what something is to understanding why it is important and how to employ it for the best possible results in each situation or environment.

Driven by our technical and tactical savvy, our customers continue to rate us favourably in relation to technical competency. Our customers assess our technical competency using these criteria: product design lead time, quality of product design, and ability to fulfil customers' design requirements and exceed customers' expectations with innovative ideas or designs.

In 2025, we sustained a 100% on-time project launch rate for our customers, matching our flawless record from 2024. We successfully developed and launched 10 new products into mass production, demonstrating our agility in responding to market demands and our commitment to continuous growth.

New product design and development remain central to strengthening our core business and ensuring long-term sustainability. As we continue to invest in the future, we will formulate better ways to deliver our innovative solutions to maintain the technical and tactical proficiency of the Group. Our focus will remain on increasing our capability to continually revise our designs and range of products.

**SUPPLY CHAIN MANAGEMENT**

We are engaged in responsible procurement practices whereby proper procedures are laid down to ensure that any procurement made is properly evaluated and approved by the relevant authority after considering the production needs and existing stock balance position. We only source our materials from approved vendors which meet certain acceptable business practices and deliver high quality materials based on our specifications.

On top of this, we also mandate that our suppliers' raw materials sourcing are RoHS (Restriction of Hazardous Substances) and REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) compliant at all times. RoHS directive restricts the use of certain hazardous substances in electrical and electronic equipment whereas REACH is a regulation adopted to safeguard human health and the environment from the risks that can be caused by chemicals.

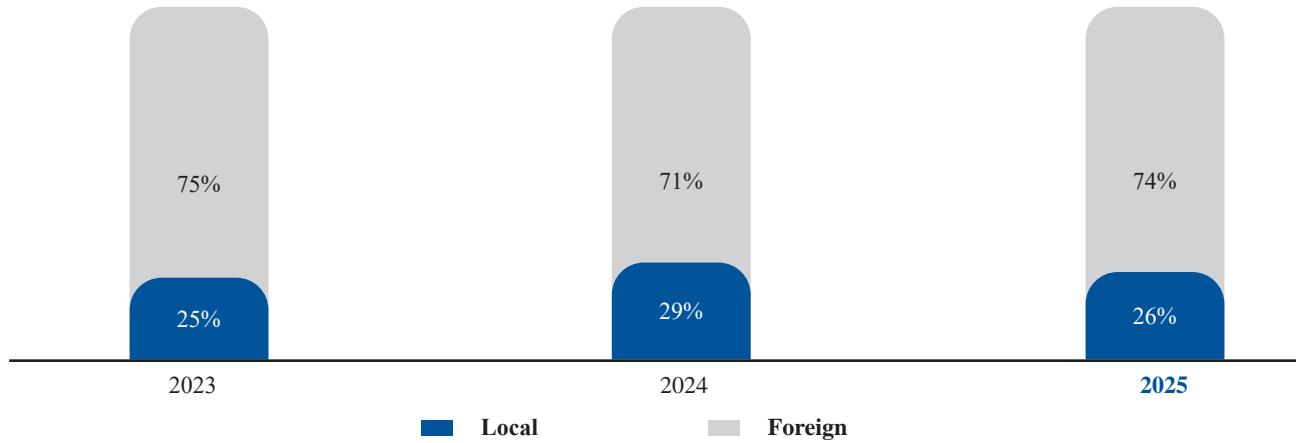
Subject to certain threshold and their importance, the supplier's performance is assessed on a half yearly basis.

We promote Early Supplier Involvement by engaging and collaborating with our suppliers at our design development stage. This helps to foster collaboration and enables us to obtain inputs from suppliers which in turn are crucial in achieving a shorter design to market time and a smoother production run.

We proactively align our operational requisites for goods and services with local procurement, emphasizing the establishment of a secure, reliable, and cost-effective supply chain that upholds the highest standards of quality and timely delivery. Notwithstanding this commitment, exceptions are made for goods unavailable locally, particularly certain raw materials and specialised technical equipment, along with their related spares and accessories. It is these specific requirements that contribute significantly to the notable proportion of spending on non-local purchases within the Group.

## SUPPLY CHAIN MANAGEMENT (cont'd)





## Proportion of Spending on Local and Foreign Suppliers



	Unit	FY2023	FY2024	FY2025
Local supplier	%	25	29	26
Foreign supplier	%	75	71	74






## Supplier code of conduct

We aim to establish mutually beneficial relationships with our suppliers. To achieve this, we developed a Supplier Code of Conduct which outlines the standard terms and conditions as shown below, to ensure our requirements are communicated and made clear to our suppliers. In cases where a breach of any principles or terms in the code is identified, we reserve the right to revoke the contract award or terminate agreements with the suppliers involved. This commitment underscores our dedication to upholding ethical standards and fostering a collaborative and accountable supplier network.

Principles	Description
Legal compliance 	Suppliers shall comply with all other applicable laws in the provision of products and services to UCHITEC, anti-bribery, fraud and corruption. UCHITEC expects suppliers to implement systems and controls to promote compliance with applicable laws and the principles set forth in the Supplier Code of Conduct. Suppliers should also apply these or similar principles to the subcontractors and suppliers work with in providing goods and services to UCHITEC.
Bribery and corruption 	A 'zero tolerance' policy towards any form of bribery, corruption, extortion and embezzlement. Suppliers shall not pay bribes or make any other inducement, including kickbacks, facilitation payments, excessive gifts and hospitality, grants or donations in relation to their business dealing with customers and public officials. Suppliers are expected to perform all business dealings transparently and these dealings shall be recorded accurately. Suppliers shall ensure the subsidiaries, affiliates and all other parties appointed by the supplier to conduct work for UCHITEC also comply with the anti-corruption principles.
Human rights 	Suppliers will conduct business in a way that respects the human rights of all people and treat them fairly, in accordance with all applicable laws. UCHITEC do not tolerate the occurrence of involuntary labour, child labour, prison labour, bonded labour or human trafficking in our operations or supply chain. Suppliers must conduct the activities with reasonable steps to identify, prevent and manage human rights impacts in the operations, controlled entities and any incidents must be reported.
No discrimination 	Suppliers are committed to equal employment opportunity and not to discriminate on the ground of race, colour, gender, national origin, sex orientation, religion, age, disability status or any other personal characteristic unrelated to job performance and will comply with all applicable employment discrimination laws. This also applies to the treatment of other counterparties.

SUPPLY CHAIN MANAGEMENT (cont'd)

Supplier code of conduct (cont'd)

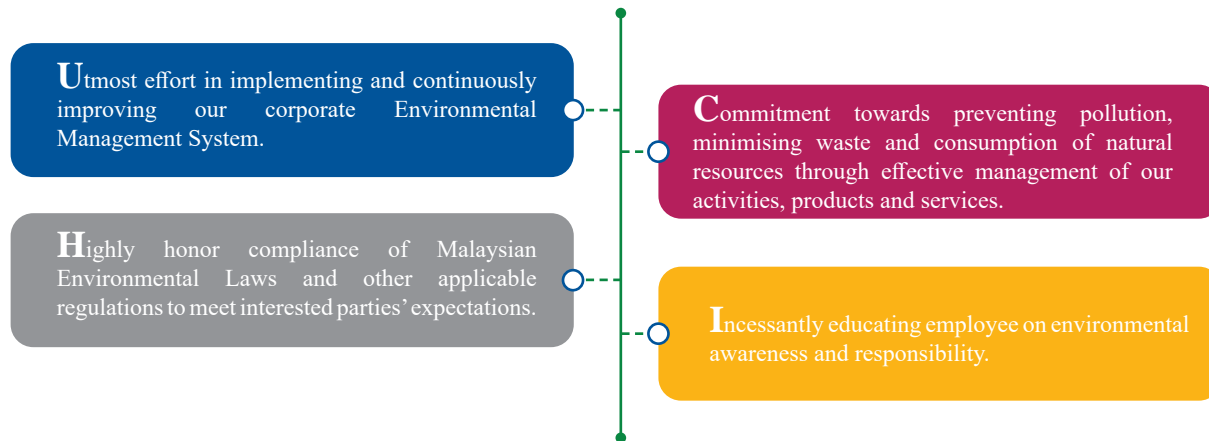
Principles	Description
Harassment 	Suppliers are prohibited any form of harassment, including sexual harassment and bullying of any employee on the basis of any status protected by law. It can be in the form of physical, verbal, visual or any conduct toward a person that is unwelcomed by that person and has the purpose or effect of creating an intimidating, hostile or offensive work environment. This includes the conduct of anyone in the workplace, such as employees of UCHITEC and non-employees.
Security 	Suppliers shall ensure that all necessary security arrangements are in place to protect their employees. Suppliers are expected to have a management policy in place to be able to respond to emergencies timely and efficiently.
Conflict of Interest 	Suppliers are required to avoid any activity or association that creates or appears to create conflicts that may arise in the performance of work and in any related business decisions. It can be involved both financial and non-financial interests.
Environment 	Suppliers shall comply with sustainability and all applicable environmental laws includes efficient use of resources and respect for the environment.
Health and Safety 	Suppliers must be free from the influence of alcohol or any other substance in order to perform the jobs safely and effectively. Suppliers must ensure workers do not act or threats of violence in the workplace. Weapons are not permitted in Company premises or while conducting business on behalf of the Company. Suppliers shall comply with all applicable workplace health and safety laws including appropriate controls, training, work procedures and personal protective equipment.

In addition to the Supplier Code of Conduct, we expect continuous improvement from our suppliers in terms of economic, environmental, social, and corporate governance performance. To ensure commitment from our suppliers, we have prepared a Supplier Declaration Form reflecting our principles which all suppliers are requested to sign. The aim of the Supplier Declaration Form is to increase awareness and improve transparency, as well as to ensure the integrity of UCHITEC's supply chain through economic, environmental and social, and corporate governance adherence.

## ENVIRONMENT

At UCHITEC, we strive to reduce the environmental impact of our operations and products, and helping our customers do the same while delivering sustainable value to society. The Group adheres to all environmental laws and regulations, ensuring that our production processes are constantly upgraded and our products improved to comply with evolving environmental standards.

We are committed to protecting the environment for future generations through:



## PRODUCT STEWARDSHIP

We prioritise quality and safety in our manufacturing through rigorous product stewardship. Our aim is to provide customers and stakeholders with valuable skills and top-notch product quality. To address environmental, safety, and health risks, we conduct thorough evaluations and work closely with customers and suppliers in research and development. This effort ensures we monitor impacts and guarantee product safety and sustainability.

UCHITEC Group's product complied with the European's eco design requirements and the stringent EU energy regulations by incorporating features like a standby and off mode with an electrical power consumption of less than 0.5 watts, and the capability to shut off completely within 15 minutes after operation is ceased. Most of the products in this category are also equipped with a zero-watt power consumption feature when in standby mode.

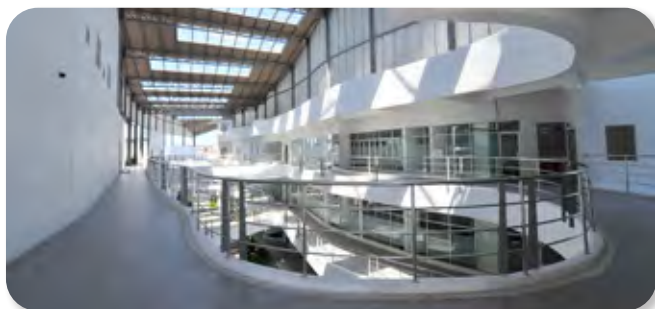
Uchi Optoelectronic (M) Sdn. Bhd. ("UOM") and Uchi Technologies (Dongguan) Co., Ltd. ("Uchi Dongguan") are both ISO 14001 certified companies since 2001 and 2010 respectively, in recognition of the Group's commitment to preserving the environment.

The Group engages a certified independent testing laboratory to routinely measure air pollutant levels and comply with the Environmental Quality (Clean Air) Regulation 2014.

**ENERGY MANAGEMENT AND GHG EMISSIONS MANAGEMENT**

The impacts of climate change are increasingly apparent with each passing day, with carbon emissions emerging as a pivotal factor in this global challenge. As such, we are dedicated to implementing ongoing initiatives aimed at minimising our carbon footprint and reducing electricity consumption, thereby contributing to effective climate change management. Among these initiatives are:

- ✓ UCHitecture, our facility enriched with eco-friendly and green features, has been meticulously designed to thrive in the tropical climate while harmonizing with the local environmental and socio-cultural landscapes. Our innovative wavy sunroof design and strategically placed atrium invite natural sunlight into our spaces, significantly reducing our dependence on artificial lighting. These design elements not only help in reducing our electricity consumption over the years but also underscore our commitment to climate change management.



- ✓ We installed a Grid-Connected Photovoltaic Power System in December 2016, which has helped generate renewable energy and reduce our carbon emissions by more than 500 tons each year. We also successfully completed the installation of solar panels at our Uchi Dongguan factory building in August 2022.



Solar panel at UOM



Solar panel at Uchi Dongguan

- ✓ Achieving absolute zero emissions is an impossibility. In acknowledgment of this, one of our measures in climate change management is planting trees at our premises, as we understand that the act of planting and maintaining trees around can help in offsetting and balancing the emissions that we have produced.



Tree planting at UOM

## ENERGY MANAGEMENT AND GHG EMISSIONS MANAGEMENT (cont'd)



Tree planting at Uchi Dongguan

- ✓ We have implemented fruits and vegetables farming initiative within our China Plant compound to combat climate change. This eco-friendly endeavour not only promotes sustainability but also contributes to reducing our carbon footprint. By cultivating fresh produce on-site, we not only foster a healthier workplace but also actively participate in greening urban spaces, which is crucial for biodiversity and mitigating the urban heat island effect. This initiative aligns with our commitment to environmental stewardship and reflects a proactive approach to address climate change within our local context.



Fruits and vegetables farming at Uchi Dongguan by employees

## ENERGY MANAGEMENT AND GHG EMISSIONS MANAGEMENT(cont'd)

To further reduce our carbon footprint, we foster a responsible business environment within our premises by educating and encouraging our employees to be energy-conscious and adopting energy-saving practices as described below:

Switch off lights when not in use	Shut down and unplug equipment or appliances when not in use	Use in-house developed Power Monitoring software to monitor high electricity power consumption machines by optimising the equipment's performance
Replace existing sodium vapour street lamps (150W) to solar street lights	Encourage employees to use staircase instead of lift to reduce energy consumption	Go Green Campaign encourages employees to plant vegetables and fruits within the premises of the Group

As a testament to our efforts in preserving and conserving the environment, Uchi Dongguan was honored with the "2012 Dongguan City Green Award". This prestigious recognition highlights our commitment to climate change management and signifies the positive impact of our environment preservation endeavors.

	Unit	FY2023	FY2024	FY2025
Petrol	Liter	6,905	5,803	5,916
Diesel	Liter	304	265	209
<b>Total</b>	<b>Liter</b>	<b>7,209</b>	<b>6,068</b>	<b>6,125</b>

Note:

- (i) Petrol and diesel consumption is compiled based on the actual usage by the company vehicles.

	Unit	FY2023	FY2024	FY2025
Electricity	kWh	1,380,340	1,389,945	1,360,747
Revenue	RM'000	242,516	222,092	184,228
Electricity intensity	kWh/ RM'000	5.69	6.26	7.39

Note:

- (i) Electricity consumption data is compiled based on the monthly utility bills.  
(ii) Electricity intensity represents the electricity used (kWh) per revenue (RM'000).

In FY2025, the Group recorded a 2.1% reduction in purchased electricity consumption compared to FY2024, with total consumption decreasing to 1,360,747 kWh, representing a reduction of 29,198 kWh. This improvement reflects ongoing efforts to enhance operational efficiency and optimise energy usage across the Group's operations. The Group remains committed to monitoring energy performance and implementing practical initiatives to improve energy efficiency where feasible.

Moving forward, the Group aims to progressively improve energy efficiency and stabilise electricity intensity through continuous operational improvements, adoption of energy-efficient technologies, potential expansion of renewable energy initiatives, and further embedding sustainability practices across its operations and workforce.

	Unit	FY2023	FY2024	FY2025
Scope 1 <sup>(i)</sup>	tco2e	17.06	14.36	14.48
Scope 2 <sup>(ii)</sup>	tco2e	1,035.54	1,039.35	1,020.79
<b>Total</b>	<b>tco2e</b>	<b>1,052.60</b>	<b>1,053.71</b>	<b>1,035.27</b>

Note:

- (i) The conversion factor for petrol and diesel has been restated using the latest figure from the GHG Protocol – GHG Emissions from Transport or Mobile Sources. Reference: <https://ghgprotocol.org/calculation-tools-and-guidance>.  
(ii) The conversion factor for electricity purchased has been restated using the Malaysia Energy Information Hub's (MEIH) emissions factors for Malaysian regions, and using Enerdata's global emissions factor database for China.

## SUSTAINABILITY STATEMENT (cont'd)

### WATER MANAGEMENT

The issue of water scarcity is becoming increasingly alarming due to several factors, such as climate change, inadequate water management, and contamination. Although we do not operate in water-stressed region, we are committed to implementing water conservation initiatives and fostering awareness among our employees regarding proper water management practices across all our premises. Some of our initiatives include:

Periodic inspection and maintenance of toilets, water tanks and other facilities to minimise water wastage

Install water-efficient taps with reduced flow rates for toilet faucets to promote sustainable water usage

Add water bottle into toilet flush tanks to reduce the amount of water used with each flush

Promote water-saving habits among employees by consistently raising awareness through reminders at our office premises

Across all our operation sites, we source water from established water supply companies with well-developed water distribution infrastructure. We do not withdraw water from oceans, rivers, lakes, natural ponds and wells. In adherence to our commitment to environmental responsibility, we do not discharge our wastewater into oceans, rivers, lakes, natural ponds and wells. Instead, all wastewater is directed to the sewage system for comprehensive treatment, ensuring responsible and sustainable water use throughout our operations.

Our water consumption primarily arises from manufacturing activities as well as sanitary and amenity purposes.

	Unit	FY2023	FY2024	FY2025
Water	m <sup>3</sup>	16,003	13,470	11,950
Revenue	RM'000	242,516	222,092	184,228
Water intensity	m <sup>3</sup> /RM'000	0.0660	0.0607	0.0649

Note:

- (i) Water consumption data is compiled based on the monthly utility bills.
- (ii) Water intensity represents the water consumed (m<sup>3</sup>) per revenue (RM'000).

In FY2025, the Group recorded a 11.3% reduction in total water consumption compared to FY2024, reducing total consumption to 11,950 m<sup>3</sup>, representing a decrease of 1,520 m<sup>3</sup>. While the associated cost savings are not material to the Group's financial statements, this achievement reflects strong progress in resource efficiency.

Looking ahead, the Group has established a medium-term target to reduce total water consumption by 3% by 2028, using FY2025 as the baseline year, reinforcing its commitment to long-term sustainability and climate resilience.

### WASTE MANAGEMENT

Waste management is crucial to preserving the environment. At UCHITEC, we take into consideration the use of chemicals in our manufacturing processes and ensure that proper protocols are adhered to. We have implemented protocols such as Work Procedure and Waste Handling, Emergency Preparedness and Response, and Scheduled Waste and Chemical Handling Work Instruction to ensure the practice of responsible waste disposal.

We uphold a strict zero-tolerance policy for non-compliance, consistently ensuring adherence to the Department of Environment's ("DOE") requirements for scheduled waste management, encompassing punctual and proper waste disposal. To reinforce our commitment, we have meticulously designated a specific area dedicated to the storage of scheduled waste, demonstrating our proactive measures to maintain regulatory compliance and environmental responsibility.

Industrial scraps and salvageable material are either sold to licensed scrap vendors or recycled or reused in the production line to minimise waste to the environment.

**WASTE MANAGEMENT (cont'd)**

Other initiatives in waste management include the following:

Promote a paperless environment in the workplace by encouraging employees to utilise electronic means for sharing and storing documents	Reduce the use of printing or photocopying	Optimise paper usage by printing on both sides of paper whenever feasible
Implement a comprehensive waste management system by furnishing separate bins for efficient waste segregation, specifically designated for plastic, paper, and other materials.	Provide recycling guidelines to encourage employees' active participation in the workplace's recycling efforts	Promote reusable options and discourage the use of single-use plastics (e.g. plastic utensils)

In FY2025, the Group generated a total of 17.44 tonnes of waste, comprising both hazardous and non-hazardous waste. Of this, 17.22 tonnes were diverted from disposal through recycling, reuse, and partnerships with licensed scrap vendors, while 0.20 tonnes were sent for disposal. This represents a waste diversion rate of 98.70%.

Importantly, there were zero reported incidents of non-compliance with environmental regulations, reaffirming our strict zero-tolerance policy and commitment to DOE requirements.




Looking ahead, the Group aims to sustain high waste diversion performance and further strengthen material recovery practices. A FY2028 target of 80% recycling rate for defined recyclable waste streams has been established, supported by continued improvements in waste segregation practices and collaboration with licensed recycling vendors.

**SOCIAL**

At UCHITEC, our people are integral to our business and our success. We strive to create a safe, diverse and inclusive environment where we treat our employees fairly and with respect, and where they are encouraged to succeed and grow.

**LABOUR PRACTICES AND HUMAN RIGHTS**

Basic human rights shall be universally protected by any responsible business. Our human rights practices are clearly stated in our Code of Conduct and Employee Handbook. All employees are expected to adhere to these high standards that enshrines the following:

<p>Freely chosen employment</p> 	<p>We do not use forced, bonded (including debt bondage), indentured or involuntary prison labour. Neither do we exploit persons working for us by means of slavery or trafficking by means of threat, coercion or fraud. At UCHITEC, our terms of employment are voluntary and workers are free to leave at any time or terminate their employment upon reasonable notice under the terms of their labour contracts. We only hire foreign workers with legal work permits; they always have free access to their passports with accommodation provided.</p>
<p>Young workers</p> 	<p>Child labour is not to be used in any stage of the business process. We strictly adhere to the various restrictions on the employment of child labour imposed by both the local and international regulations.</p>
<p>Working hours</p> 	<p>Workweeks are not to exceed the maximum set by local law. We encourage reasonable working hours including overtime, except in emergency or unusual situations. However, overtime is voluntary and employees are paid according to statutory requirements.</p>

## SUSTAINABILITY STATEMENT (cont'd)

### LABOUR PRACTICES AND HUMAN RIGHTS (cont'd)

<p>Wages and benefits</p> 	<p>Compensation and benefits paid to employees shall comply with all applicable wage laws, including those relating to minimum wages, overtime hours and legally mandated benefits. We do not impose wage deduction as a disciplinary measure.</p>
<p>Humane treatment</p> 	<p>Across our organisation, we have embedded a culture of no harsh and inhumane treatment including any sexual harassment, sexual abuse, corporal punishment, mental or physical coercion or verbal abuse of workers; nor is there to be the threat of any such treatment. We have put in place clearly defined disciplinary policy in support of these requirements with multiple communication channels broadcast to all level of employees to ensure effective implementation throughout the Group.</p>
<p>Freedom of association</p> 	<p>We respect the rights of workers to associate freely, seek representation, and join workers' councils in accordance with local laws. We adopt open communication and direct engagement between workers and Management as we believe they are the most effective ways to resolve workplace and compensation issues. Our doors are always open for employees to communicate and share grievances with the Management regarding working conditions and management practices without fear of reprisal, intimidation, or harassment.</p>
<p>Non-discrimination</p> 	<p>UCHITEC embraces a workforce free of harassment and unlawful discrimination such as race, colour, age, gender, sexual orientation, ethnicity, disability, pregnancy, religion, political affiliation, union membership or marital status in hiring and employment practices such as promotions, rewards, and access to training. Hiring and remuneration are determined with reference to job related factors such as performance, qualifications and experience. In addition, employees are not subjected to medical tests that could be used in a discriminatory way. We accommodate our workers' religious practices as we understand and respect everyone's faith. The Company takes extra steps to provide the space, time, and flexibility to allow employees to meet their religious obligations.</p>
<p>Grievance mechanism</p> 	<p>The grievance procedure is designed to address complaints and disputes of employees related to working relationships, working conditions, employment practices and differences in interpretation of policies. Employees need to have an avenue to effectively communicate, including on any dissatisfaction or grievances, to ensure that concerns or issues are addressed early, safeguarding the mutual interests of the Group and employees and maintaining a healthy workplace morale.</p> <p>The Group's grievance mechanism is formalised in our Employee Handbook which is provided to all employees and is accessible by all employees via the Group's intranet. The grievance reporting process has several levels, including first discussing the issue with the employee's immediate supervisor to raising the issue to the Administration Department if the employee is not comfortable discussing the issue with their immediate supervisors, depending on the nature of the issue or the employee's preference. The Administration Department oversees the Group's grievance mechanism and processes based on established policies and procedures.</p>

During the year, there have been no substantiated complaints concerning human rights violations (forced or child labour, discrimination, harassment or other breach of human and labour rights).

	Unit	FY2023	FY2024	FY2025
Number of substantiated complaints concerning human rights violations	No.	0	0	0

Our commitment to protecting human rights extends to our suppliers. As outlined in our Supplier Code of Conduct, we expect our suppliers to conduct their business in a manner that upholds the human rights of all individuals, treating them fairly and in accordance with all applicable laws. UCHITEC do not tolerate the occurrence of involuntary labour, child labour, prison labour, bonded labour or human trafficking in our operations or supply chain. We require our suppliers to take proactive and reasonable steps to identify, prevent and manage human rights impacts, reporting any incidents promptly.

In addition, we emphasis the promotion of equal employment opportunities by our suppliers, prohibiting discrimination based on race, colour, gender, national origin, sex orientation, religion, age, disability status or any other personal characteristic unrelated to job performance and will comply with all applicable employment discrimination laws. This also applies to the treatment of other counterparties.

We strictly prohibit suppliers from engaging in any form of harassment, including sexual harassment and bullying of any employee on the basis of any status protected by law. It can be in the form of physical, verbal, visual or any conduct toward a person that is unwelcomed by that person and has the purpose or effect of creating an intimidating, hostile or offensive work environment. This includes the conduct of anyone in the workplace, such as employees of UCHITEC and non-employees.

**EMPLOYEE WELFARE**

The welfare of our employees is closely monitored to ensure compliance with labour laws and to protect their human rights.

We adhere to the Employment Act 1955, which is the main legislation governing labour matters in Malaysia. We offer competitive remuneration packages and benefits to attract top talent, as well as the Employee Share Option Scheme ("ESOS"), a long-term incentive plan to motivate employees to work towards better performance through greater productivity and loyalty.

To foster a healthy work environment and boost productivity levels, UCHITEC implemented various welfare initiatives in the past year aimed at motivating and inspiring our employees. These include organising events such as a festival hi-tea, an annual trip, and an annual dinner, among other activities. Through these initiatives, we strive to create a positive and encouraging workplace culture that supports the well-being and growth of our team members.



Annual Dinner



Recognizing Outstanding Service & Dedication

EMPLOYEE WELFARE (cont'd)



Hi-tea session



Bowling tournament



Appreciation session for employees



2025 Company Trip to Hatyai and Songkhla







EMPLOYEE WELFARE (cont'd)



2025 Company Trip to Melaka

The benefits and privileges provided to our permanent full-time employees include:

Benefits	
Statutory Benefits 	<ul style="list-style-type: none"> <li>Adhere to minimum wages</li> <li>Statutory contributions such as EPF, SOCSO, EIS and HRDF</li> <li>Overtime payments</li> <li>Public holidays</li> </ul>
Leave Provision 	<ul style="list-style-type: none"> <li>Annual leave</li> <li>Medical leave</li> <li>Maternity leave</li> <li>Paternity leave</li> <li>Marriage leave</li> <li>Compassionate leave</li> <li>Exam leave</li> </ul>
Employment Benefits 	<ul style="list-style-type: none"> <li>ESOS</li> <li>Overtime compensation</li> <li>Subsidised meal coupons</li> <li>Outpatient medical benefits</li> <li>Group hospitalisation and surgical insurance</li> <li>Group personal accident insurance</li> <li>Group term life insurance</li> <li>Transportation to/from work</li> <li>Telecommuting or work from home (for applicable roles)</li> <li>Flexible working hours (for applicable roles)</li> <li>Annual dinner/ gathering / events</li> <li>Wedding congratulatory gift</li> <li>New-born baby gift</li> <li>Employee birthday gift</li> <li>Christmas gift</li> <li>Festival hi-tea</li> <li>Annual trip</li> <li>Long service award</li> <li>Outstanding performance award</li> </ul>
Facilities 	<ul style="list-style-type: none"> <li>Car park</li> <li>Canteen</li> <li>Gymnasium</li> <li>Badminton court</li> <li>Personal lockers</li> <li>Prayer rooms</li> <li>First aid room</li> </ul>

## SUSTAINABILITY STATEMENT (cont'd)

### EMPLOYEE DEVELOPMENT AND TALENT RETENTION

The Group is committed to its social responsibilities at the workplace, including compliance and respect for human rights. This involves recruiting employees under fair and equitable terms, as well as offering equal opportunities for career advancement based on performance. Throughout the year, we carried out continuous learning and development programmes to equip our employees with relevant skills, knowledge and experience to enhance their individual competencies and ultimately, add value to the Group. These programmes include:

Career mapping and succession planning to develop an employee's capabilities and facilitate their career growth

Competency assessment to identify employees' training needs

Annual performance evaluation for all employees at all levels

Annual training calendar and budget set for both in-house and external training for all departments

We also place great importance on 'On-the-Job' training ("OJT") as we believe that our workforce can gain more from first-hand technical experience. As a result, we traditionally offer more hours of OJT than classroom training.



Sustainability Health Training - Employee Physical & Mental Wellness (Climate Change)



Positivity at the Workplace for Balancing Mental Health



Innovate to Simplify – A Practical Guide to Issue Resolution and Process Improvement



Effective Time Management & Productivity

EMPLOYEE DEVELOPMENT AND TALENT RETENTION (cont'd)



Mastering Clear and Impactful Interactions and Meeting Excellences



Leadership and Supervisory Excellence Inspiring People and Driving Performance



Integrated Management Systems ISO Awareness Training

During this reporting period, we conducted a total of 2,514 hours of training throughout all our operations, with an average of 9 training hours per employee (2024: 3,314 hours of training with an average of 12 training hours per employee).

	Unit	FY2023	FY2024	FY2025
Manager and above	Hours	364	358	196
Executive	Hours	1,228	2,196	1,578
Non-Executive	Hours	626	760	740
<b>Total</b>	<b>Hours</b>	<b>2,218</b>	<b>3,314</b>	<b>2,514</b>

The Group values talent retention as vital for sustainable growth. To enhance this, it fosters open communication through workplace reporting, employee surveys, and performance appraisals.

These efforts ensure effective feedback and address challenges like labour shortages and high turnover rates.

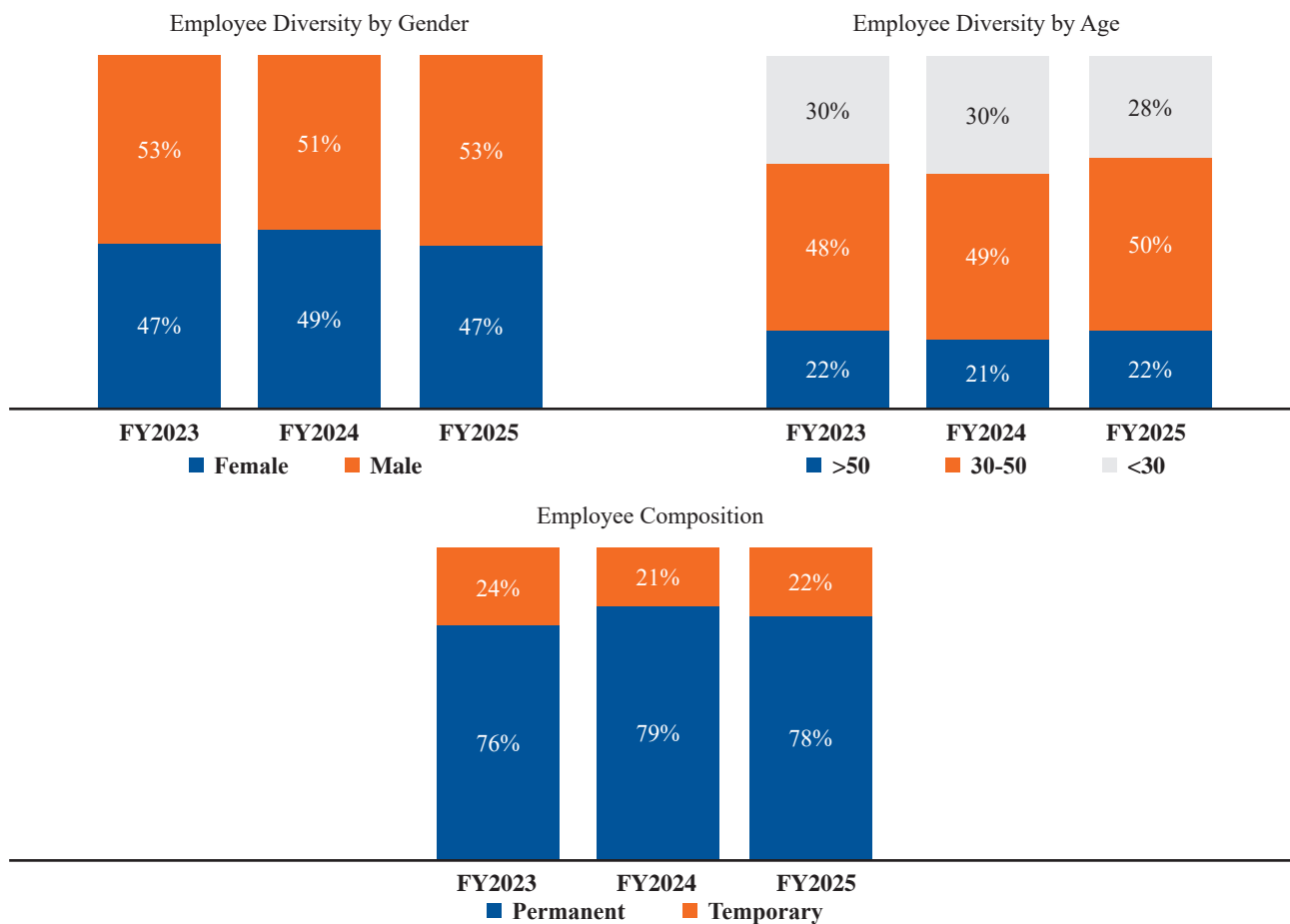
The total number of employee turnover by employee category for the Group’s operations are summarised in the table below:

	Unit	FY2023	FY2024	FY2025
Manager and above	No.	2	3	4
Executive	No.	7	6	5
Non-Executive	No.	9	18	9
<b>Total</b>	<b>No.</b>	<b>18</b>	<b>27</b>	<b>18</b>

## EMPLOYEE DIVERSITY

To uphold our commitment as an ethical and socially responsible employer, we strive to promote diversity among our employees. This fosters a healthy culture where employees are recognised and valued for their diverse skills, experiences and background. When employees feel supported and empowered, the Group is able to innovate and grow while maintaining its competitive position in the industry. As of December 31, 2025, our workforce comprises 265 dedicated employees, with 53% being male employees and 47% female employees. To promote women in leadership, 39% of managerial role (managers and above) are represented by women.

The Group's recruitment process is based solely on the merit and qualifications of the candidates. Our remuneration policy ensures that no pay distinctions are made based on gender or ethnicity.

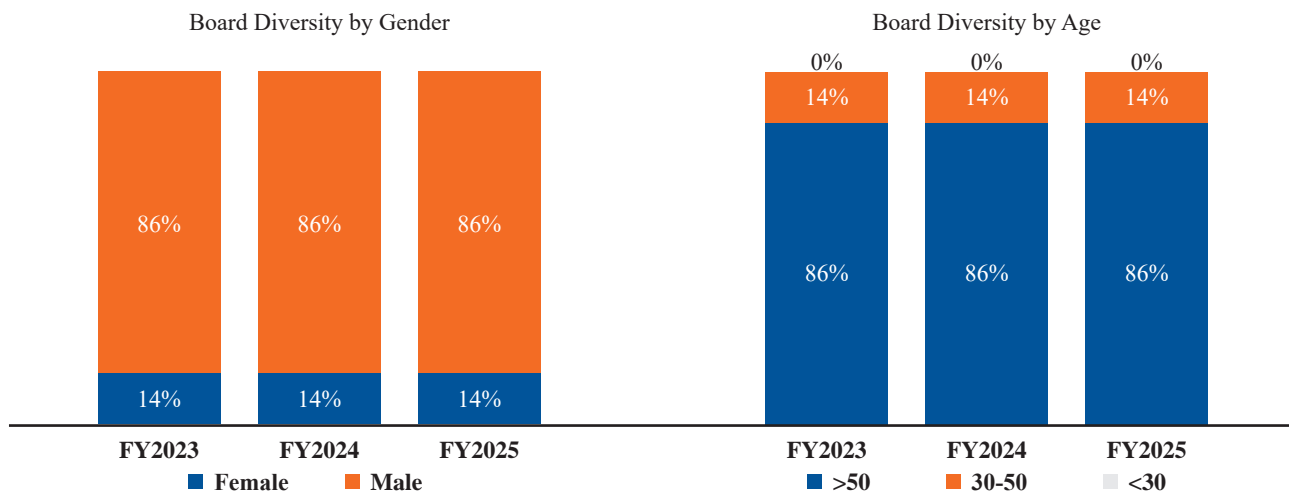


By gender	Unit	FY2023		FY2024		FY2025	
		Female	Male	Female	Male	Female	Male
Manager and above	%	41	59	47	53	39	61
Executive	%	52	48	55	45	57	43
Non-Executive	%	45	55	46	54	44	56
<b>Total</b>	%	<b>47</b>	<b>53</b>	<b>49</b>	<b>51</b>	<b>47</b>	<b>53</b>

By age	Unit	FY2023			FY2024			FY2025		
		>50	30-50	<30	>50	30-50	<30	>50	30-50	<30
Manager and above	%	66	34	0	60	40	0	61	39	0
Executive	%	18	66	16	20	62	18	23	59	18
Non-Executive	%	15	40	45	14	45	41	13	49	38
<b>Total</b>	%	<b>22</b>	<b>48</b>	<b>30</b>	<b>21</b>	<b>49</b>	<b>30</b>	<b>22</b>	<b>50</b>	<b>28</b>

	Unit	FY2023	FY2024	FY2025
Contractors/ temporary staffs	%	24	21	22

EMPLOYEE DIVERSITY (cont'd)



By gender	Unit	FY2023		FY2024		FY2025	
		Female	Male	Female	Male	Female	Male
Director	%	14	86	14	86	14	86

By age	Unit	FY2023			FY2024			FY2025		
		>50	30-50	<30	>50	30-50	<30	>50	30-50	<30
Director	%	86	14	0	86	14	0	86	14	0

OCCUPATIONAL HEALTH AND SAFETY

Uchi Optoelectronic (M) Sdn. Bhd. (“UOM”) and Uchi Technologies (Dongguan) Co., Ltd. (“Uchi Dongguan”) are both ISO 45001:2018 certified, reflecting the Group’s steadfast commitment to strengthening its Occupational Health and Safety (OH&S) management systems across all operations. This certification underscores our dedication to safeguarding employees as well as relevant outsourcing and contracting representatives.

The Group’s OH&S Policy promotes a safe and healthy work environment by proactively eliminating hazards and minimizing occupational risks. To embed safety awareness into daily operations, we conduct regular first aid training, fire drills, and plant evacuation exercises—instilling essential knowledge and values that support a resilient safety culture.

Oversight of OH&S matters is anchored in our governance framework. The Managing Director holds overall responsibility for OH&S management and has formally delegated operational authority to the appointed OH&S Management Representative (MR), supported by an assistant from the management team. This structure ensures accountability, regulatory alignment, and effective implementation of safety protocols.

To foster cross-functional coordination, the MR is supported by the OH&S Steering Committee, comprising departmental representatives and/or members of the management team. The committee plays a pivotal role in guiding OH&S initiatives, monitoring performance, and driving continuous improvement.

Additionally, the Company maintains a Safety and Health Committee, as outlined in the Safety and Health Committee Chart. This committee includes both employer and employee representatives, ensuring balanced participation and compliance with statutory requirements under the Occupational Safety and Health Act.

## SUSTAINABILITY STATEMENT (cont'd)

### OCCUPATIONAL HEALTH AND SAFETY (cont'd)

Together, these governance mechanisms reflect the Group's proactive approach to risk management, stakeholder engagement, and the continuous enhancement of workplace safety practices.

In FY2025, 88 employees were trained in health and safety standards:

	Unit	FY2023	FY2024	FY2025
Employees trained on Health and Safety standards	No.	79	93	88



Fire drill

In FY2025, we achieved zero work-related fatalities and lost time incident rate as shown below:

	Unit	FY2023	FY2024	FY2025
Work-related fatalities	No.	0	0	0
Lost time incident injuries	No.	0	0	0
Lost time incident rate	No.	0	0	0

Note: Lost time incident rate= Number of lost time injuries / total number of work hours x 1,000,000

### LOCAL COMMUNITIES

At UCHITEC, our corporate social responsibility ("CSR") vision is rooted in a culture of care, responsibility, and long-term value creation. We believe that integrating social responsibility into our business strategies is essential for the sustainable growth of the Company and the well-being of the communities we serve.

Throughout FY2025, UCHITEC continued to uphold this commitment by actively supporting local communities through charitable partnerships, employee-led initiatives, and targeted philanthropic contributions. These efforts reflect our belief that meaningful engagement begins with listening, responding, and contributing to causes that matter.

LOCAL COMMUNITIES (cont'd)

During the financial year under review, we contributed a total of RM80,000, positively impacting 165 individuals across various community-focused programmes.

Community	Amount (RM)	No. of Beneficiaries
MyKasih ('Love My School' cashless bursary programme)	48,000	50
Program Penanaman Pokok Pinang Peringkat Negeri Pulau Pinang	20,000	Tree Planting organised by YB Dato' Seri Sundarajoo A/L Somu, EXCO Perumahan dan Alam Sekitar Negeri Pulau Pinang, Kerajaan Negeri, and MBSP
Befrienders Penang (Pertubuhan Sedia Bersahabat Pulau Pinang)	2,000	Everyone
The Children's Protection Society (CPS)	2,000	33
St. John Ambulance Penang	2,000	Everyone
The Salvation Army	2,000	20
The Penang Buddhist Association Senior Citizens' Home	2,000	40
Persatuan Untuk Kanak-kanak Terencat Akal Seberang Perai Utara Butterworth	2,000	22
<b>Total</b>	<b>80,000</b>	

	Unit	FY2023	FY2024	FY2025
Total amount invested where the target beneficiaries are external parties	RM	136,000	125,980	80,000
Total number of beneficiaries of the investment in community	No.	390	921	165

The Group has also hired 18 interns who are undergoing an internship programme in the Engineering Department and Mechatronic Development Division.



The graduation of our sponsored students marks a milestone in our journey to nurture future leaders who will drive sustainable progress.

LOCAL COMMUNITIES (cont'd)



Sponsored to Tree Planting organised by YB Dato’ Seri Sundarajoo A/L Somu, EXCO Perumahan dan Alam Sekitar Negeri Pulau Pinang, Kerajaan Negeri, and MBSP



**GOVERNANCE**

**CORPORATE GOVERNANCE AND ETHICS**



At UCHITEC, we understand that upholding good corporate governance and ethics is paramount as it establishes a foundation of trust among stakeholders, fosters a positive corporate culture and enhances the Company’s reputation. Hence, we seamlessly integrate responsible business practices into our corporate governance framework, ensuring that our business’ ethical values remain uncompromised as we strive to achieve our corporate goals at UCHITEC.

It is our policy that we take zero-tolerance approach to corruption and bribery. We conduct all our business in an honest, ethical and transparent manner. We are committed to acting professionally, fairly and with integrity in all our relationships and business dealings in accordance with our Code of Business Conduct and Ethics Policy, and to implement and enforce effective system to counter bribery. We will uphold all laws relevant to countering corruption and bribery. We remain bound by the laws of Malaysia, including the Malaysian Anti-Corruption Commission Act 2009 and any of its amendments or re-enactments that may be made by the relevant authority from time to time in respect of our conduct both at home and abroad.

The Board has continuously aimed to promote sound governance through policies which comply with the latest regulatory requirements and the principles of best practices. These include our Code of Ethics, Whistle Blowing Policy, and Anti-Bribery and Corruption Policy which are made available on the Company's website at [www.uchi.net](http://www.uchi.net). The importance of these policies was communicated to all the directors and employees to ensure that our core values are recognised and upheld by everyone in the Company.

<p>Code of Ethics</p> 	<p>UCHITEC is committed to the highest standards of ethical business conduct. The principles on which this Code rely are those that concern transparency, integrity, accountability and civic social responsibility.</p>
<p>Whistle Blowing Policy</p> 	<p>UCHITEC has put in place a Whistle Blowing Policy for preventing and detecting defalcations, misappropriations and other irregularities, by encouraging stakeholders to be confident in raising serious genuine concerns through the whistleblowing channel.</p>

## CORPORATE GOVERNANCE AND ETHICS (cont'd)

<p>Anti-Bribery and Corruption Policy</p> 	<p>UCHITEC has established an Anti-Bribery and Corruption Policy that outlines UCHITEC's commitment toward its ethical business practices complying with the Malaysian Anti-Corruption Commission Act 2009 and any of its amendments or re-enactments that may be made by the relevant authority from time to time.</p> <p>This Policy applies to all individuals working for UCHITEC at all levels and grades which include Directors, Managers, Employees (who are employed full time, on probation, contractually or temporarily), the Board and any third parties associated with us (suppliers, contractors, agents, consultants, outsourced personnel, distributors, advisers, government and public bodies including their advisors, representatives and officials).</p>
<p>Corporate governance and compliance</p> 	<p>The Board is committed to uphold the highest standards of corporate governance conduct, sustainability governance and best practices as laid out in the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia and Malaysia Code on Corporate Governance. Corporate governance policies are elaborated in the Corporate Governance Statement on page 62 to 71 of this annual report.</p>

All our new employees undergo an induction program where they will be briefed on our Group’s Anti-Bribery and Corruption Policy and other accompanying policies and procedures. In addition, we ensure our existing employees receive ongoing refresher training on anti-corruption to uphold a steadfast commitment to ethical practices.

	Unit	FY2023	FY2024	FY2025
Manager and above	%	100	100	100
Executive	%	80	95	95
Non-Executive	%	92	84	83

During the financial year under review, we have undertaken a corruption risk assessment that covers all of our operations.

	Unit	FY2023	FY2024	FY2025
Operations assessed for corruption related risks	%	100	100	100

As of December 31, 2025, we recorded zero incidents of corruption across our operations.

	Unit	FY2023	FY2024	FY2025
Confirmed incident of corruption	No.	0	0	0

In alignment with the Company’s commitment in enhancing the social responsibility of our supply chain practices, we have established the Supplier Code of Conduct, which all suppliers are required to adhere to. We expect full compliance from our suppliers with all the anti-corruption principles, conducting all business dealings with utmost transparency. As indicated in the Supplier Code of Conduct, all suppliers shall:

- ✓ Committing to promote values of integrity, transparency, accountability and good corporate governance;
- ✓ Strengthening internal systems that support corruption prevention;
- ✓ Fighting any form of corrupt practice; and
- ✓ Supporting corruption prevention initiatives by the Government and the local authorities.

**DATA PRIVACY AND SECURITY**

At our company, we understand the crucial role that data protection and privacy play in building trust with our stakeholders and ensuring the sustained success of our business. Accordingly, we place a high priority on the implementation of an integrated data protection and information security strategy to safeguard data and privacy.

Our practices include:

- ✓ Safeguarding personal information by limiting access and usage to authorised individuals.
- ✓ Controlling system access with privileged access controls, policy-based password management, and network segmentation to restrict access to sensitive areas.
- ✓ Protecting resources with a comprehensive security strategy that includes firewalls, audit logs, anti-virus and anti-malware software, intrusion detection and prevention system, and patches and updates management to keep the systems secure and up-to-date.
- ✓ Enabling disaster recovery to quickly restore vital data and systems after unexpected outages or disasters, minimising the impact on the organisation and its customers.
- ✓ Conducting periodic backups of system and data on and off site to ensure their availability in the event of system failure or data loss.
- ✓ Providing awareness training to our employees to equip them with the necessary knowledge to identify and prevent cyber threats.
- ✓ Requiring stakeholders, where applicable, who have access to sensitive information to sign Non-Disclosure Agreements (NDAs), ensuring that any accessed or shared information is kept confidential or compliant with agreed terms.

We continuously review and enhance our security measures to ensure compliance with industry standards and best practices.

In FY2025, there were no reports of major cyber security violations and no cases related to breaches of data or complaints received from external stakeholders.

	Unit	FY2023	FY2024	FY2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	%	0	0	0

CSI REPORT

**Uchi Technologies Berhad**  
BMLR Transition Period

Date & Time: 2026-04-15\_09:15:41  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
1. Anti-Corruption	1. (a)(i) Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	100	—	Internal
1. Anti-Corruption	1. (a)(ii) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	95	—	Internal
1. Anti-Corruption	1. (a)(iii) Percentage of employees who have received training on anti-corruption by employee category - Non-executive	Percentage	83	—	Internal
1. Anti-Corruption	1. (b) Percentage of operations assessed for corruption-related risks	Percentage	100	—	Internal
1. Anti-Corruption	1. (c) Confirmed incidents of corruption and action taken	Number	0	—	Internal
2. Community / Society	2. (a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	80000	•Support local communities through corporate social responsibility programmes	Internal
2. Community / Society	2. (b) Total number of beneficiaries of the investment in communities	Number	165	—	Internal
3. Diversity	3. (a)(1) Percentage of employees by gender and age group, for each employee category - Age Group (Management Under 30)	Percentage	0	—	Internal
3. Diversity	3. (a)(2) Percentage of employees by gender and age group, for each employee category - Age Group (Management Between 30-50)	Percentage	39	—	Internal

## CSI REPORT (cont'd)

Date & Time: 2026-04-15\_09:15:41  
FYE 31/12/2025

Uchi Technologies Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
3. Diversity	3.(a)(3) Percentage of employees by gender and age group, for each employee category - Age Group (Management Above 50)	Percentage	61	—	Internal
3. Diversity	3.(a)(4) Percentage of employees by gender and age group, for each employee category - Age Group (Executive Under 30)	Percentage	18	—	Internal
3. Diversity	3.(a)(5) Percentage of employees by gender and age group, for each employee category - Age Group (Executive Between 30-50)	Percentage	59	—	Internal
3. Diversity	3.(a)(6) Percentage of employees by gender and age group, for each employee category - Age Group (Executive Above 50)	Percentage	23	—	Internal
3. Diversity	3.(a)(7) Percentage of employees by gender and age group, for each employee category - Age Group (Non-executive/Technical Staff Under 30)	Percentage	38	—	Internal
3. Diversity	3.(a)(8) Percentage of employees by gender and age group, for each employee category - Age Group (Non-executive/Technical Staff Between 30-50)	Percentage	49	—	Internal
3. Diversity	3.(a)(9) Percentage of employees by gender and age group, for each employee category - Age Group (Non-executive/Technical Staff Above 50)	Percentage	13	—	Internal
3. Diversity	3.(a)(10) Percentage of employees by gender and age group, for each employee category - Gender Group (Management Male)	Percentage	61	—	Internal

CSI REPORT (cont'd)

**Uchi Technologies Berhad**  
BMLR Transition Period

Date & Time: 2026-04-15\_09:15:41  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
3. Diversity	3.(a)(1) Percentage of employees by gender and age group, for each employee category - Gender Group (Management Female)	Percentage	39	• Provide equal employment and career growth opportunities for all, irrespective of gender, race, religion or disability	Internal
3. Diversity	3.(a)(2) Percentage of employees by gender and age group, for each employee category - Gender Group (Executive Male)	Percentage	43	—	Internal
3. Diversity	3.(a)(3) Percentage of employees by gender and age group, for each employee category - Gender Group (Executive Female)	Percentage	57	—	Internal
3. Diversity	3.(a)(4) Percentage of employees by gender and age group, for each employee category - Gender Group (Non-executive/Technical Staff Male)	Percentage	56	—	Internal
3. Diversity	3.(a)(5) Percentage of employees by gender and age group, for each employee category - Gender Group (Non-executive/Technical Staff Female)	Percentage	44	—	Internal
3. Diversity	3.(b)(1) Percentage of directors by gender and age group - Gender Group (Male)	Percentage	86	—	Internal
3. Diversity	3.(b)(2) Percentage of directors by gender and age group - Gender Group (Female)	Percentage	14	—	Internal
3. Diversity	3.(b)(3) Percentage of directors by gender and age group - Age Group (Under 30)	Percentage	0	—	Internal
3. Diversity	3.(b)(4) Percentage of directors by gender and age group - Age Group (Between 30-50)	Percentage	14	—	Internal

## CSI REPORT (cont'd)

Date & Time: 2026-04-15\_09:15:41  
FYE 31/12/2025

Uchi Technologies Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
3. Diversity	3. (b)(5) Percentage of directors by gender and age group - Age Group (Above 50)	Percentage	86	—	Internal
4. Energy Management	4. Total energy consumption	Megawatt-hour	1360.747	•Efficiency in energy management	Internal
5. Health and Safety	5. (a) Number of work-related fatalities	Number	0	•Zero work-related fatalities	Internal
5. Health and Safety	5. (b) Lost time incident rate ("LTIR")	Rate	0.00	—	Internal
5. Health and Safety	5. (c) Number of employees trained on health and safety standards	Number	88	•Trained 50 or more employees annually on health and safety standards	Internal
6. Labour practices and standards	6. (a) (1) Total hours of training by employee category - Management	Hours	196	—	Internal
6. Labour practices and standards	6. (a) (2) Total hours of training by employee category - Executive	Hours	1578	—	Internal
6. Labour practices and standards	6. (a) (3) Total hours of training by employee category - Non-executive/Technical Staff	Hours	740	—	Internal
6. Labour practices and standards	6. (b) Percentage of employees that are contractors or temporary staff	Percentage	22	—	Internal
6. Labour practices and standards	6. (c) (1) Total number of employee turnover by employee category - Management	Number	4	—	Internal
6. Labour practices and standards	6. (c) (2) Total number of employee turnover by employee category - Executive	Number	5	—	Internal
6. Labour practices and standards	6. (c) (3) Total number of employee turnover by employee category - Non-executive/Technical Staff	Number	9	—	Internal

CSI REPORT (cont'd)

Date & Time: 2026-04-15\_09:15:41  
FYE 31/12/2025

Uchi Technologies Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
6. Labour practices and standards	6. (d) Number of substantiated complaints concerning human rights violations	Number	0	•Zero tolerance to human rights violations (forced or child labour, discrimination, harassment and others breach of human and labour rights)	Internal
7. Supply Chain Management	7. (a) Proportion of spending on local suppliers	Percentage	26	•Achieve a spending percentage of 20% or more with local suppliers	Internal
8. Data Privacy and Security	8. (a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	•Zero substantiated complaints concerning breaches of customer privacy and losses of customer data	Internal
9. Water	9. (a) Total volume of water used	Megalitres	11950	•Reduce total water consumption by 3% by 2028, compared to 2025 baseline levels	Internal
10. Waste Management	10. (a) Total waste generated	Metric tonnes	1744	—	Internal
10. Waste Management	10. (a)(1) Total waste diverted from disposal	Metric tonnes	1722	•Achieve 80% recycling rate for defined recyclable waste streams by 2028	Internal
10. Waste Management	10. (a)(2) Total waste directed to disposal	Metric tonnes	0.20	—	Internal
11. Emission Management	11. (a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	14.48	•CHG emissions management	Internal
11. Emission Management	11. (b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	1020.79	•CHG emissions management	Internal

## CORPORATE GOVERNANCE STATEMENT

The Board of Directors (“the Board”) of Uchi Technologies Berhad (“the Company” or “UCHITEC”) is committed to ensure that the highest standards of corporate governance are observed throughout the Group so that the affairs of the Group are conducted with integrity, transparency and professionalism with the objective of safeguarding shareholders’ investment, enhancing shareholders value as well as the interests of other stakeholders.

The ensuing paragraphs summarizing the Company’s corporate governance practices during the financial year ended December 31, 2025 with reference to the application of the Principles set out in the Malaysian Corporate Governance Code (“MCCG”). The detailed application for each practice as set out in the Code is disclosed in the Corporate Governance Report (“CG Report”) which is available on the corporate website: [www.uchi.net](http://www.uchi.net).

### **PRINCIPLE A. BOARD LEADERSHIP AND EFFECTIVENESS**

#### **I. Board Responsibilities**

##### **The Board Charter**

Board Charter was established and made available on the Company website, outlining a framework designed to:

- enable the Board to provide strategic guidance for the Company and effective oversight of the management; and
- clarify the respective roles and responsibilities of Board, Board committees, individual directors and the management to facilitate the Board and the management accountability to both the Company and its shareholders; and
- ensure a balance of authority so that no single individual has unfettered powers; and
- identify issues and decisions reserved for the Board.

The Board reviewed and assessed the adequacy of Board Charter in November 2025 and resolved that it remains in compliance with the relevant rules and regulations promulgated by the regulatory authorities.

##### **The Responsibilities of the Board and Management**

The Board explicitly assumes the following principal duties and responsibilities as follows:

- Reviewing and adopting a strategic plan for the Group; and
- Overseeing the conduct of the Group’s businesses and evaluate whether the businesses are being properly managed; and
- Identifying principal risks and ensure the implementation of appropriate systems to manage these risks; and

- To conduct and review succession planning, including appointing, training, evaluating, fixing the compensation of and where appropriate, replacing senior management; and
- Developing and implementing an investor relations programme or shareholder communications policy for the Group; and
- Reviewing the adequacy and integrity of the Group’s internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.

Whilst the management is responsible to:

- Recommend the Company’s corporate strategy to the Board for approval and upon approval, implement the corporate strategy;
- Assume day-to-day responsibility for the Company’s conformance with relevant laws and regulations and its compliance framework;
- Achieve the performance targets set by the Board;
- Develop, implement and manage the Company’s risk management and internal control framework;
- Develop, implement and update the Company’s policies, procedures and systems;
- Be alert to relevant trends in the industry and the Company’s operating environment;
- Provide sufficient and relevant information to the Board to enable the Board to effectively discharge its responsibilities;
- Act as a conduit between the Board and the Company; and
- Manage the Company’s human, physical and financial resources to achieve the Company’s objectives.

The Board may, by resolution, delegate its authority to the Board Committees and/or the management, whom shall at all times be under the direction and control of the Board. The delegation could be for authorization of expenditure, approval of credit facilities and for other corporate actions. The thresholds for the identified authorities will depend upon the operating requirements of the Company.

Matters which are specifically reserved for the Board’s approval are defined in the Board Charter which includes issuance of new securities, appointment of Board members, establishment of Board Committee, their membership and authority, approval of dividends, corporate governance principles and policies, approval of major capital expenditure, capital management, and acquisitions and divestitures, calling of meetings and any other specific matters nominated by the Board from time to time.

**PRINCIPLE A.****BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)****I. Board Responsibilities (cont'd)****Chairman and Managing Director**

There is clear division of responsibilities between the Chairman and Managing Director where the position of Chairman and Managing Director are held by different individuals. The Chairman, Mr. Charlie Ong Chye Lee, a Non-Independent Non-Executive Director is responsible for effective functioning of the Board and together with the MD and the members of the Board for formulating general Company policies and making strategic business decisions. The Managing Director, Mr. Chin Yau Meng is responsible for the execution of these decisions and the day-to-day management, operation and administration of the business.

The roles of individual Board members are stipulated in the Board Charter. The role of the Independent Non-Executive Directors is particularly important as they provide robust and independent views, advice and true and fair judgement which take into account the long-term interest, not only of the Group but also of shareholders, employees and other stakeholders of the Group.

**Qualified and Competent Company Secretaries**

The Board acquires corporate secretarial services from a professional secretarial firm to assist the Board of Directors in discharging its duties and responsibilities.

Number of Board of Directors' meetings and number of attendances for each Director for the financial year ended December 31, 2025 are as follows:

No.	Director	Year 2025 Period of Directorship	Total No. of Meetings	Attendance
1.	Kao, De-Tsan also known as Ted Kao	1/1/2025 to 31/12/2025	4	4
2.	Chin Yau Meng	1/1/2025 to 31/12/2025	4	4
3.	Huang, Yen-Chang also known as Stanley Huang	1/1/2025 to 31/12/2025	4	4
4.	Charlie Ong Chye Lee	1/1/2025 to 31/12/2025	4	4
5.	Tan Boon Hoe	1/1/2025 to 31/12/2025	4	4
6.	Lim Tian How	1/1/2025 to 31/12/2025	4	4
7.	Han Chin Ling	1/1/2025 to 31/12/2025	4	4

**Supply of Information**

The Board has unrestricted access to the management and employees of the Company to acquire timely and accurate information, necessary in the furtherance of their duties, which is not only quantitative but also other information deemed necessary such as information on customer satisfaction, products and services qualities, market share, market reaction and environmental performance.

The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of its functions. The Company Secretaries play an advisory role with the Board in relation to the Company's constitution, Board's policies and procedures and compliance with the relevant regulatory requirements, codes or guidance and legislation. The Company Secretaries also ensure that deliberations at the Board and Board Committee meetings are well captured and minuted, and subsequently communicated to the relevant management for necessary action.

**Board Meetings**

The Chairman is responsible for ensuring Board effectiveness and The Board met four times in this financial year. A formal time schedule was pre-determined in advance. The Agenda and Board papers for each meeting were circulated at least one week in advance before each meeting to the Board members to enable the Directors to review the papers in preparation for the meeting and to obtain further explanations, where necessary, to be briefed properly before the meeting. In addition to the Group performance discussed at the meeting, the Board also discussed, reviewed and decided on the financial decision and annual plans, changes to Board or management and control structure of the Group, including strategies, key policies, procedures and authority limits. The Board and its committees were supplied with all necessary information to enable them to discharge their responsibilities efficiently and effectively.

All decisions of the Board were duly recorded in the Board's minutes and circulated. All Directors fulfilled the requirement of Bursa Malaysia Securities Berhad (Bursa Securities) in relation to their attendance at the Board meetings.

All Directors have access to the advice and services of the Company Secretaries and where necessary, seek independent professional advice at the Group's expense.

**PRINCIPLE A.****BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)****I. Board Responsibilities (cont'd)****Code of Ethics**

UCHITEC is committed to the highest standards of ethical business conduct. The Directors and employees continue to adhere to the Code of Ethics of UCHITEC codified in the Employees' Handbook. The Code of Conduct and Ethics for the Directors is also available on the group website. The principles on which this Code rely are those that concern transparency, integrity, accountability and civic social responsibility.

This Code is formulated to enhance the standard of corporate governance and behaviour with a view to achieve the following objectives:

- to establish standard of ethical conduct for Directors and employees based on acceptable belief and values that one upholds; and
- to uphold the spirit of social responsibility and accountability of the Group in line with the legislations, regulations and guidelines governing it.

**Whistle Blowing Policy**

UCHITEC has put in place a Whistle Blowing Policy to provide an avenue for all employees and stakeholders, to raise their concern about illegal or immoral conduct or behaviour in the Group to the Administrator without fear of reprisal. Informants are assured that their identity is kept confidential and their concern will be acted upon. Ms. Han Chin Ling, the Independent Non-Executive Director of UCHITEC is appointed for the administration, revision, interpretation and application of this policy.

**Anti-bribery and Corruption Policy**

The Group had established an Anti-Bribery and Corruption Policy that outlines UCHITEC's commitment toward its ethical business practices complying with the Malaysian Anti-Corruption Commission Act 2009 and any of its amendments or re-enactments that may be made by the relevant authority from time to time. UCHITEC takes zero-tolerance to corruption and bribery, and UCHITEC is committed to carry out all its business practice with transparency, accountability and integrity. The Group communicates the Anti-bribery and Corruption Policy to all employees and business associate to ensure good standards of ethical behavior flow through all levels of the Group to prevent unethical practices and consequently, support the delivery of long-term sustainable success of the Group.

**Directors' Fit and Proper Policy**

The Group had adopted the Directors' Fit and Proper Policy which outlined the fit and proper criteria for the appointment and re-appointment of Directors on the Board of the Company.

The said policy is devised to ensure that each of Directors has the character, experience, integrity, competence and capability, financial soundness and time to effectively discharge his/her role as a Director of the Company and its subsidiary. A copy of the Directors' Fit and Proper Policy is made available on the Company's website at [www.uchi.net](http://www.uchi.net).

**II. Board Composition**

The Board of Directors of the Company currently consists of seven (7) members; including a woman director; of whom three (3) are Executive Directors, three (3) are Independent Non-Executive Directors and one (1) is Non-Independent Non-Executive Director.

The present composition of the Board meets the requirements as stipulated in Chapter 15.02 of the Listing Requirements of Bursa Malaysia Securities Berhad.

The Board's standards for determining the independence of a Director is set forth in the Board Charter. The Nomination & Remuneration Committee (NRC) is authorized to assess the independence of the Independent Directors in accordance with the Boards Independence Standards annually. Based on the assessment in 2025, the Board is generally satisfied that all the Independent Directors are independent of management and free from any business or other relationship which could interfere with the exercise of independent judgment or the ability to act in the best interest of the Company and minority shareholders.

**Tenure of Independent Director**

The Board is mindful of the recent amendments to the Listing Requirements, a Director cannot act as an Independent Director for more than twelve (12) years and that the amendment was implemented on or after June 1, 2023.

With the foregoing amendment and the implementation thereof in mind, each of the Independent Directors continues to comply with the current definition of an Independent Director under paragraph 1.01 and Practice Note 13 of the Listing Requirements.

It has also been stipulated that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. Should the Board intend to retain the Director as Independent after he/she has served a cumulative term of nine (9) years, the Board must justify the decision and seek shareholders' approval through a two-tier voting process at general meeting.

**PRINCIPLE A.****BOARD LEADERSHIP AND EFFECTIVENESS  
(cont'd)****II. Board Composition (cont'd)****Tenure of Independent Director (cont'd)**

Summary of tenure of service of Independent Directors who currently sit on Board are as follows:

Name of Directors	Date of Appointment	Tenure of Service as of March 31, 2026
Tan Boon Hoe	August 1, 2016	9 years 8 months
Lim Tian How	April 2, 2018	8 years
Han Chin Ling	December 1, 2021	4 years 4 months

Mr. Tan Boon Hoe's tenure on the Board has reached a cumulative term of nine (9) years on July 31, 2025. The Nomination Committee, with Mr. Tan Boon Hoe abstaining from the deliberation of his own assessment, has assessed his independence and is satisfied with the following attributes necessary in discharging his roles and functions as an Independent Non-Executive Director of the Company, i.e.

- He has met the criteria under the definition of Independent Director pursuant to Chapter 1 of the Listing Requirements of Bursa Malaysia Securities Berhad; and
- He has vast experience in the industries the Group is involved and as such could provide the Board with a diverse range of experience, expertise and independent judgment; and
- He consistently challenges the management in an effective and constructive manner; and
- He actively expresses his views and participates in Board deliberations and decision making in an objective manner; and
- His length of service on the Board does not in any way interfere with his fiduciary duties in exercising due care in the best interest of the Company and minority shareholders.

After considering the NRC's justification and recommendation, the Board intends to seek shareholders' approval through a two-tier voting process at this forthcoming Annual General Meeting to retain Mr. Tan Boon Hoe as an Independent Non-Executive Director of the Company.

In ascertaining the independent status of the Directors, the Board continues to believe that tenure is not the most important assessment criteria. It is of the view that how a Director discharges the fiduciary duties are the primary concern, regardless of their status. In fact, continued tenure brings stability to the Board as the Group benefits from their mix of skills, professional and commercial experience, technical expertise in their relevant fields and competencies for informed and balanced decision-making by the Board.

**Effectiveness of the Board, Board Committee and Individual Directors**

The NRC was established to undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The NRC was chaired by Mr. Lim Tian How, Independent Non-Executive Director and comprised exclusively of Independent Non-Executive Directors, namely:

Chairman	: Lim Tian How Independent Non-Executive Director
Members	: Tan Boon Hoe Independent Non-Executive Director  Han Chin Ling Independent Non-Executive Director

Summary of activities of the NRC in 2025 are as follows:

- reviewed the required mix of skills of experience and other qualities, including core competencies, which Non-Executive Directors brought to the Board;
- reviewed and recommended to the Board the re-election of Directors who retired in accordance with the Constitution;
- assessed the independence of each of the existing Independent Directors with each director abstaining from deliberation on his own assessment;
- assessed the Company's compliance with applicable laws and regulations relating to corporate governance;
- assessed the contribution of each individual Director in terms of skills, experience and other qualities, attendance in all Board meetings, Board Committee meetings and annual meeting of shareholders, willingness to rigorously prepare prior to each meeting, level of participation in the meeting, willingness to make himself/herself available to management upon required to provide advice and counsel, willing to develop a broad knowledge of both critical issues affecting the Company (including industry, technology and market specific information), ability to exercise independent judgment at all times, demonstration of high professionalism and integrity in decision-making process;
- reviewed and assessed the annual performance of the Board Committee and the effectiveness of the Board as a whole;
- reviewed and reassessed the adequacy of the Nomination & Remuneration Committee Charter including the evaluation criteria of recruitment and assessment of Directors.

**PRINCIPLE A.****BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)****II. Board Composition (cont'd)****Effectiveness of the Board, Board Committee and Individual Directors (cont'd)**

The assessment was conducted using a set of questionnaires comprising both quantitative and open-ended questions, based on a self- and peer-rating model. Additional insights were gathered from the respective Directors to corroborate the questionnaire findings. The evaluation outcomes were subsequently reviewed by the NRC, and recommendations have been presented to the Board to support further improvement.

For the year under review, the NRC reported that the Board is adequately represented by diverse expertise, encompassing corporate, business acumen and analytical, legal and financial, engineering, and production. The Board's composition reflects a balanced mix of executive, non-executive, and independent members. The NRC further noted that the Board Committees and individual Directors discharged their duties and responsibilities in an adequate and proper manner.

The Board is satisfied with the current structure, effectiveness, and the commitment demonstrated by the Directors in fulfilling their roles and responsibilities.

**Appointments of the Board**

The appointment of any additional Directors is made as and when it is deemed necessary by the Board, with due consideration given to the mix of expertise and experience required for discharging its duties and responsibilities effectively. The Board is assisted in this regard by the NRC, who is authorized to assess and propose new nominees for the Board and is further empowered to assess the existing Directors on an on-going basis. The decision as to who shall be nominated shall be the responsibility of the full Board after considering the recommendations of the Committee.

The Board has set forth Director's qualification and the Board's expectation towards its Board members in the Board Charter and the Fit and Proper Policy, among others, the Directors are required to commit sufficient time and energy to satisfy the requirements of the Board and Board Committee membership particularly in terms of:

- Attendance and participation in Board meetings and annual general meetings;
- Preparation prior to each meeting;
- Availability to the management upon request to provide advice and counsel;
- Attending continuing education programmes to update knowledge and enhance their skills.

To ensure that the Directors have ample time to focus and fulfill their roles and responsibilities effectively, the Board has imposed in the Board Charter that Directors may serve on the boards of other public companies provided that the directorships shall not be more than five (5) and these commitments do not materially interfere and are compatible with their ability to fulfill their duties as a Board member.

Directors are required to advise the Chairman in writing in advance of accepting an invitation to serve on the Board of another public company and to declare their directorship semi-annually.

**Diversification Policy**

UCHITEC endeavours to provide a diversified and equal opportunity work environment throughout the Company i.e. free of discrimination of any form irrespective of an individual's gender, race, age and religion. As such, the evaluation of the suitability of Board composition is purely based on the candidates' competency, skills, character, time, commitment, knowledge, experience and other qualities in meeting the needs of the Company.

The Board members have a wide range of business, financial and technical skills and experience. This mixture of skills and experience is vital to the success of the Group. The profiles and credentials of the members of the Board are provided on pages 15 to 17 of this annual report.

The Board through the NRC does consider gender diversity as part of its future selection and appointment of directors and key senior management.

The Board has set its target to achieve at least 20% of women directors and key senior management for 2025. During the year, there was 33% women representation on the board and key senior management.

**Re-Election**

In accordance with the Company's Constitution, one third of the Board members are required to retire at every Annual General Meeting and be subject to re-election by shareholders. Newly appointed directors shall hold office until the next following Annual General Meeting and shall then be eligible for re-election by shareholders.

Directors who have served as Independent Non-Executive Directors of the Company for a cumulative term of more than 9 years are required to submit themselves for re-appointment annually in accordance with the recommendations of the MCG accordingly.

**PRINCIPLE A.****BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)****II. Board Composition (cont'd)****Directors' Training**

All existing members have completed the Mandatory Accreditation Programme ("MAP") Part I and MAP Part II conducted by the Research Institute of Investment Analysis Malaysia, an affiliate company of the Bursa Securities and attended various training programmes under the Continuing Education Programmes (CEP) for Directors in compliance with the requirements of Bursa Securities.

The Chairman, with the assistance of the management, provides new Directors with an initial orientation in order to familiarize them with their responsibilities as Directors under the relevant rules and regulations, and with the Company and its strategic plans, business environment, significant financial, accounting and risk management issues, compliance programs, Code of Conduct, the management and internal and independent auditors.

The NRC reviews and recommends, as appropriate, director orientation and continuing education programs for members of the Board. Management is responsible for sourcing and providing available continuing education programmes to the Directors, as well as arranging their attendance at these training sessions.

Directors are encouraged to participate in various training programmes and seminars to remain abreast of industry and business developments, particularly in the areas of corporate governance and regulatory compliance.

In 2025, all the Board members had attended / participated in one or more of the following training programmes / conferences / seminars / workshops on areas relating to operational management, corporate governance, risk management, and financial reporting:

- National Taxation Seminar 2025 – Budget 2026
- Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
- Deloitte TaxMax - The 51st series– Building economic resilience through strategic tax reforms
- The Future of Corporate Reporting: Embracing IFRS S1 & S2 and the Continued Relevance of Integrated Thinking and Reporting
- Updates to the Code of Ethics
- Technology in Practice: Artificial Intelligence
- Navigating Recent Development in Sustainability Reporting and the Continued Relevance of Integrated Thinking and Reporting
- Global Minimum Tax: Latest Developments and Implications for Businesses
- Training on Insider Trading
- Navigating the National Sustainability Reporting Framework: Insights on Implementation

All Directors will continue to undertake further training, as required from time to time, to remain abreast of developments in the industry and current changes in laws and regulations.

**III. Remuneration**

The NRC is also responsible to ensure that the remuneration package of members of the Board and Board Committee are internally equitable, externally competitive, motivates the Board towards the achievement of business objectives and aligns their focus on the long-term business of the Company.

For the year ended December 31, 2025, the NRC reviewed and recommended to the Board the Nomination & Remuneration Committee Charter, as well as the remuneration packages and other benefits extended to all Directors. The Board determined the remuneration packages collectively, with the Director concerned abstaining from deliberation and voting on matters relating to his or her individual remuneration.

The remuneration package of the members of the Board and Board Committee is as follows:

- **Fee**  
The Board, based on the fixed sum as authorized by the Company's shareholders, determines fees payable to all Directors after considering comparable industry rate and the level of responsibilities undertaken by the Directors.
- **Salary and Other Emoluments**  
The Executive Directors are entitled to a fixed component of remuneration package which includes a monthly salary, employer contributions to the Employee Provident Fund and performance-based bonus.
- **Benefits-in-Kind**  
Benefits-in-Kind consists of fringe benefits provided to Executive Directors such as the provision of accommodation allowance, air ticket fare for home-country visits and medical coverage.
- **Share-Based Payment**  
Share-based payment is the fair value arising from the granting of share options to Directors. All Directors of the Company are eligible to participate in the Employee Share Option Scheme. Upon shareholders' approval, the Board is authorized to grant share options to the Directors.

**PRINCIPLE A.****BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)****III. Remuneration (cont'd)**

The details of the remuneration of the Directors for the financial year ended December 31, 2025 are as follows:

## The Company

Category	Fees RM '000	Salaries & Other Emoluments RM '000	Benefits- in- Kind RM '000	Share-Based Payment RM '000	Total RM'000
Kao, De-Tsan also known as Ted Kao	61	-	-	35	96
Chin Yau Meng	48	-	-	26	74
Huang, Yen-Chang also known as Stanley Huang	48	-	-	-	48
Charlie Ong Chye Lee	90	-	-	14	104
Tan Boon Hoe	108	-	-	14	122
Lim Tian How	90	-	-	10	100
Han Chin Ling	84	-	-	13	97
<b>Total</b>	<b>529</b>	<b>-</b>	<b>-</b>	<b>112</b>	<b>641</b>

## The Group

Category	Fees RM '000	Salaries & Other Emoluments RM '000	Benefits- in- Kind RM '000	Share-Based Payment RM '000	Total RM'000
Kao, De-Tsan also known as Ted Kao	61	864	128	35	1,088
Chin Yau Meng	48	494	4	26	572
Huang, Yen-Chang also known as Stanley Huang	48	482	163	26	719
Charlie Ong Chye Lee	90	-	-	14	104
Tan Boon Hoe	108	-	-	14	122
Lim Tian How	90	-	-	10	100
Han Chin Ling	84	-	-	13	97
<b>Total</b>	<b>529</b>	<b>1,840</b>	<b>295</b>	<b>138</b>	<b>2,802</b>

The remuneration of key senior management of the Group for the financial year ended December 31, 2025 is as follows:

Range of Aggregate Remuneration	Key Senior Management
RM100,001 to RM150,000	1
RM150,001 to RM200,000	0
RM200,001 to RM250,000	0
RM250,001 to RM300,000	3
RM300,001 to RM350,000	1

**The Employee Share Option Scheme (“ESOS”) Committee (whose members include some management staff)**

The ESOS Committee was established on August 7, 2006 and was empowered to act, execute, enter into any transaction pertaining thereto for and on behalf of the Company in such manner deemed fit by it and in accordance with the By-Laws of ESOS, regulations and guidelines in force from time to time.

Upon expiration of ESOS 2006 on August 7, 2016, a new ESOS (“Uchi Technologies Berhad ESOS 2016” or “ESOS 2016”) was launched on November 8, 2016. The maximum number of new shares which may be issued and allotted pursuant to the exercise of ESOS 2016 shall not at any point in time in aggregate exceed fifteen percent (15%) of the issued and paid-up share capital of the Company.

Upon the recommendation by the ESOS Committee and in pursuant to the By-Law 19.2 of ESOS 2016, the Board of Directors extended the expiry of ESOS 2016 for another 5 years commencing November 8, 2021.

**PRINCIPLE A.****BOARD LEADERSHIP AND EFFECTIVENESS  
(cont'd)****III. Remuneration (cont'd)****The Employee Share Option Scheme (“ESOS”) Committee (whose members include some management staff) (cont'd)**

During the financial year ended December 31, 2025, the Company granted total share options of 244,500 ordinary shares to eligible employees. As of December 31, 2025, balance number of share options available for allotment under ESOS 2016 was 16,324,400 ordinary shares.

The aggregate maximum allocation of share options to Directors and key senior management of the Group shall not exceed 70% of the Share Options available under ESOS 2016. As of December 31, 2025, the actual allocation of share options to Directors and key senior management was 39%.

The details of share options granted to and exercised by categories of participants during the year under review are summarized as follows:

Participant	Opening	Granted	Forfeited	Exercised	Balance
Director	3,664,500	0	0	972,500	2,692,000
Manager & above	7,846,900	104,200	774,700	492,500	6,683,900
Executive	6,039,700	127,100	263,900	235,400	5,667,500
Non-Executive	1,333,000	13,200	60,000	5,200	1,281,000
<b>Total:</b>	<b>18,884,100</b>	<b>244,500</b>	<b>1,098,600</b>	<b>1,705,600</b>	<b>16,324,400</b>

**PRINCIPLE B.****EFFECTIVE AUDIT AND RISK MANAGEMENT****I. Audit Committee**

The Audit Committee consists solely of independent non-executive directors and is chaired by Mr. Tan Boon Hoe, who is a member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountant.

Deriving from the annual performance evaluation carried out by the NRC, the Board is satisfied that the Audit Committee is adequately represented by a wide range of expertise from diverse backgrounds with core competencies in corporate, business acumen and analytical, legal and financial, engineering and production and were able to discharge their duties and responsibilities in an adequate and proper manner.

In 2025, Audit Committee members attended / participated in conferences / seminars on areas relating to Corporate Disclosures, Corporate Governance and Income Tax Updates.

**Relationship with the Auditor**

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

The Board adopted the Auditors' Independence Policy which stipulated that external auditors must remain independent of the Company both in fact as well as in appearance. Generally, external auditors' independence is impaired when the external auditors provide services which:

- Create a mutual or conflicting interest between the external auditors and the Company;
- Result in the external auditors functioning in the role of management;
- Place the external auditors in the position of auditing its own work;
- Place the external auditors in the position of being an advocate for the Company.

Taking into account the auditors' statement on independence and the Audit Committee's own enquiries, the Committee is satisfied with the suitability, objectivity, and independence of Deloitte Malaysia PLT as external auditors. Accordingly, the Committee has recommended to the Board the re-appointment of Deloitte Malaysia PLT as the Company's auditors.

The re-appointment of Deloitte Malaysia PLT is subject to shareholders' approval at the forthcoming Annual General Meeting.

**II. Risk Management and Internal Control Framework**

The Board acknowledges its responsibility for establishing a sound system of internal control to safeguard shareholders' investment and Group's assets, and to provide reasonable assurances on the reliability of the financial statements. In addition, equal priority is given to financial controls, operational and compliance controls as well as risk management. While the internal control system is designed to address the specific needs and risks of the Group, such controls can, by their nature, provide only reasonable assurance and not absolute assurance against unintended material misstatement or loss.

The Group has implemented an ongoing process and sound framework for identifying, evaluating, monitoring, and managing significant risks affecting the Group. The Board continuously reviews the adequacy and integrity of the Group's system of internal controls, with the Audit Committee assisting in overseeing the Company's risk management and internal control framework and policies.

Audit Committee Report and Statement on Risk Management & Internal Control incorporating report on risk management review, internal audit function and conclusion of the review are set out from page 72 to 76 of this annual report.

**PRINCIPLE C.****INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS****I. Communication with Stakeholders**

The Board values dialogue with investors and recognizes the importance of accountability to its shareholders through proper and equal dissemination of information to its shareholders. The Executive Director has regular dialogue sessions with institutional investors, fund managers and analysts to explain the Group's strategy, performance and major developments.

The annual report, quarterly results and any announcements on material corporate exercises are the primary modes of disseminating information on the Group's business activities and financial performance.

The Company maintains a corporate website at [www.uchi.net](http://www.uchi.net) which provides all relevant information about UCHITEC and is accessible by the public. This corporate website enhances the investor relation function by including share price information, all announcements made via Bursa LINK, annual reports as well as the corporate governance structure of the Company.

The Board recognizes that the Independent Directors are vital towards protecting the interests of shareholders, through whom, stakeholders may convey their concerns pertaining to the Group via [chin.ling.han4444@gmail.com](mailto:chin.ling.han4444@gmail.com).

**Corporate Disclosure Policy**

The Company adopted Corporate Disclosure Policy to ensure informative, timely and accurate disclosure of material information concerning the Company to the public. UCHITEC recognizes that individual investors deserve the same access to material information as institutional shareholders and analysts, and is committed to providing fair and equal access to such information through broadly disseminated disclosure.

This Corporate Disclosure Policy deals with how UCHITEC and its employees handle material non-public information. It applies to all directors, officers and employees of UCHITEC and its operating subsidiaries (collectively, the "Employees") and insiders (as defined in the Listing Requirements of Bursa Malaysia Securities Berhad).

This disclosure policy does not apply to communications in the ordinary course of business not involving material information.

**II. Conduct of General Meeting**

The notice of the Twenty-Seventh Annual General Meeting (AGM) held on May 28, 2025 was dispatched to the shareholders on April 29, 2025, which is more than 28 days before the AGM, so as to ensure the shareholders are given sufficient notice and time to go through the Annual Report and make the necessary attendance and voting arrangement.

Both AGM and EGM, act as the principal forum for dialogue with shareholders. At each AGM, the Board presents the progress and performance of the Group and encourages shareholders to participate in the "Questions and Answers" session. Each item of special business included in the notice of the meeting will be accompanied by a full explanation of the effects of a proposed resolution. Separate resolutions are proposed for substantially separate issues at the meeting.

All Directors, the management and external auditors were in attendance to respond to shareholders' questions during the Twenty-Seventh Annual General Meeting held on May 28, 2025.

**PRINCIPLE D.****ACCOUNTABILITY AND AUDIT****Financial Reporting**

The Board aims to present a clear and meaningful assessment of the Company's financial positions and their reports to the shareholders, investors and regulatory authorities. This assessment is primarily provided in the annual financial statements, quarterly result announcements as well as the Chairman's statement and review of the operations in the annual report.

The Board, assisted by the Audit Committee, ensures that in presenting the financial statements and quarterly announcements, the Group has used appropriate accounting policies, consistently applied, and supported by reasonable and prudent judgements and estimates.

**Responsibility Statement**

The Board is required by the Companies Act 2016 to ensure that financial statements prepared for each financial year give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the results of the Group and of the Company for the financial year then ended.

For the year ended December 31, 2025, the Directors, in discharging their responsibilities, with the assistance of the Audit Committee:

- Reviewed the appropriateness of the accounting policies used and consistency in its application;
- Ensured accounting and other records are properly kept enabling the preparation of financial statements with reasonable accuracy;
- Reviewed the presentation of the financial statements with the external auditors to ensure that the financial statements are prepared in accordance with the approved accounting standards, the provision of the Companies Act, 2016 and the Listing Requirements of the Bursa Securities;

**PRINCIPLE D.**  
**ACCOUNTABILITY AND AUDIT**  
**(cont'd)**

**Responsibility Statement (cont'd)**

- Ensured the financial statements present a true and fair view of the state of affairs of the Group and of the Company at the end of financial year, their results and cash flows for the financial year;
- Ensured accounting estimates included in the financial statements are reasonable and prudent; and
- Ensured adequate system of internal control is in place to safeguard the interest of the Group through prevention and detection of fraud and other irregularities.

The Directors approved the audited financial statements for the year ended December 31, 2025 on March 26, 2026.

**COMPLIANCE STATEMENT**

The Board is satisfied that the Company has fared well during the financial year in application of the corporate practices recommended under the MCCG. The collective approval by the Board on this Statement was tabled on March 26, 2026.

For and on behalf of the Board of Directors of

**Uchi Technologies Berhad**

Charlie Ong Chye Lee  
*Chairman*

## AUDIT COMMITTEE REPORT

The Board of Directors of Uchi Technologies Berhad is pleased to present the report of the Audit Committee for the year ended December 31, 2025.

### AUDIT COMMITTEE

The Audit Committee was established by a resolution of the Board on March 29, 2000. Currently, the Committee comprises the following:

Chairman: Tan Boon Hoe  
*Independent Non-Executive Director*

Members : Lim Tian How  
*Independent Non-Executive Director*

Han Chin Ling  
*Independent Non-Executive Director*

### TERMS OF REFERENCE

#### 1. Objectives

The Audit Committee is appointed by the Board to assist the Board in the oversight of:

- the integrity of the financial statement of the Company;
- the independent auditors' qualification and independence;
- the quality of the audit conducted by the internal and external auditors;
- the adequacy of the Company's control environment;
- the compliance by the Company with legal and regulatory requirements and observance of a proper code of conduct; and
- the Company's policies and practices with respect to major risk exposure.

#### 2. Composition

The Audit Committee shall be appointed by the Board of Directors on the recommendation of the Nomination & Remuneration Committee from amongst their members and comprising not less than three (3) members, all of whom shall be Non-Executive Directors, with the majority being Independent Directors.

At least one (1) member of the Audit Committee must be a member of the Malaysian Institute of Accountants, or if he is not a member of the Malaysian Institute of Accountants, must have at least three (3) years working experience and either have passed the examinations specified in Part I of the First Schedule of the Accountants Act, 1967, or a member of one of the associations of accountants specified in Part II of the First Schedule of the Accountants Act, 1967 or fulfils such other requirements as prescribed or approved by Bursa Malaysia Securities Berhad.

No Director may serve as member of the Audit Committee if such Director serves on the audit committee of more than two (2) other public companies unless the Board determines that such simultaneous service would not impair such director's ability to serve effectively on the Audit Committee.

The members of the Audit Committee shall elect a Chairman from amongst their number who shall be an Independent Non-Executive Director. No alternate Director shall be appointed as a member of the Committee.

#### 3. Authority

The Committee is authorized by the Board to investigate any activity within its terms of reference and have unlimited access to both the internal and external auditors, as well as the employees of the Group. All employees are directed to co-operating with any request made by the Committee.

The Committee shall also be able to convene meetings with the external auditors, the internal auditors or both, excluding the attendance of other directors and employees of the Company, whenever deemed necessary.

The Committee shall have unlimited access to all information and documents relevant to its activities, to the internal and external auditors, and to senior management of the Group.

The Committee shall have the authority to obtain independent legal or other professional advice as it considers necessary.

It shall also have the power to establish Sub-Audit Committee(s) to carry out certain investigations on behalf of the Committee in such manner, as the Committee shall deem fit and necessary.

#### 4. Meetings

The Committee is at liberty to determine the frequency of its meetings, which in any event shall not be less than four (4) times a year. The quorum shall consist of two (2) members of whom the majority of members present must be independent directors.

The Finance Manager and representatives of the internal and external auditors should normally attend meetings. Other Board members may attend meeting upon the invitation of the Committee. However, the Committee should meet with the external auditors without Executive Board members present at least twice a year. The Committee may invite any person to be in attendance to attend to assist in its deliberations.

Operation of the Committee meeting is stipulated in the Board Charter.

The Company Secretary shall be the Secretary of the Committee and shall be responsible for drawing up the agenda with concurrence of the chairperson and circulating it, supported by explanatory documentation to committee members prior to each meeting.

## 5. Audit Committee Responsibilities

The Committee's responsibility is to oversee the financial reporting process and practices of the Company and to assist the Board in fulfilling its responsibilities to the shareholders, potential shareholders and the investment community to ensure the corporate accounting and reporting practices of the Company are in accordance with all applicable requirements. The Audit Committee members are not expected to conduct field work or other types of technical reviews to assure themselves of the quality of work performed. The Committee shall be entitled to rely upon the integrity of the Company's financial executive management and the independent auditors. Should financial executive management or the independent auditors become aware that information provided to the Committee cannot be relied upon, that party has a responsibility to promptly report such findings to the Audit Committee and the Board of Directors.

The Audit Committee, to the extent it deems necessary or appropriate, shall:

- review and reassess the adequacy of this Charter annually, and when considered necessary, make recommendations to the Board to modify it;
- review the adequacy and effectiveness of risk management and internal control system of the Group annually and when necessary, recommend for enhancement;
- review the independence of external auditors in accordance with the Independent Policy adopted by the Board of Directors and recommend the appointment and re-appointment of the external auditors, the compensation and any questions of resignation or dismissal, if any;
- discuss with the external auditors on their audit plan including the assistance given by the employees of the Company to the external auditors;
- review and discuss the quarterly financial statements and audited financial statements of the Company, with the Management and the independent auditors, focusing particularly on:
  - any changes in accounting policies and practices;
  - significant adjustments arising from the audit;
  - the going concern assumption;
  - compliance with accounting standards and other legal requirements; and
  - significant and unusual events;
- discuss problems and reservations arising from the interim and final audits, and any matter the auditors may wish to discuss, including resolution of disagreements between management and the independent auditors regarding financial reporting (in the absence of management where necessary);
- review the external auditors' management letter and management's response;
- do the following where an internal audit function exists;
  - review the adequacy of the scope, functions, competency and resources of the internal audit function and that it has the necessary authority to carry out its work;
  - review the internal audit programme, processes, results of the internal audit programme, processes or investigation undertaken and whether, appropriate action is taken on the recommendations of the internal audit function;
  - review any appraisal or assessment of the performance of the internal audit function;
  - approve any appointment or termination of the internal audit function;
  - review the resignation of internal audit function and its reasons for resigning;
- consider any related party transactions and conflict of interest situations which arose or persist that may arise within the Company or the Group including any transaction, procedure or course of conduct that raises questions of management integrity, and the measures taken to resolve, eliminate, or mitigate the conflict of interest;
- review the allocation of options during the year under the Uchi Technologies Berhad Employee Share Option Scheme 2016 ("ESOS 2016") to ensure compliance with the allocation criteria determined by the ESOS committee and in accordance with the By-Laws of ESOS 2016;
- consider the major findings of internal investigations and management's response; and
- consider other topics as defined by the Board.

## 6. Reporting

The Audit Committee shall report to the Board on its activities through presentations during the next Board meeting and/or by submission of the Minutes of the Audit Committee meetings to the Board.

**SUMMARY OF ACTIVITIES FOR THE FINANCIAL YEAR**

During the financial year ended December 31, 2025, the Committee met seven times with full attendance of all members of the Committee, of which the Audit Committee met the external auditors twice without the management's presence. The minutes of the Committee meetings were formally tabled to the Board for its attention and action.

Summary of activities of the Audit Committee in the discharge of its duties and responsibilities for the financial year ended December 31, 2025 is as follows:

- Reviewed the adequacy of Terms of Reference Audit Committee;
- Recommended the re-appointment of the external auditors and agreed on their remuneration;
- Reviewed the external auditors' audit plan and scope of works for the year, assessed the independence and objectivity of the external auditors and discussed the results of the annual audit and audit report with the external auditors;
- Reviewed the audited financial statements for the year ended December 31, 2025 and the un-audited quarterly financial results of the Group;
- Reported and recommended to the Board to approve the annual financial statements and un-audited quarterly financial results;
- Reviewed the internal auditors' audit reports and considered the audit issues, recommendations and the management's written response;
- Reviewed with the Company's management and the internal auditors' on the adequacy and effectiveness of risk management and internal control system of the Group;
- Reviewed the adequacy of the Risk Assessment and Evaluation Framework and approved the adoption of such Framework;
- Reviewed and assessed the adequacy of the scope, functions, competency and resources of the internal audit function and that it has the necessary authority to carry out its work;
- Review the quarterly updates on the conflict-of-interest situation and related party transaction of the Group. There were no conflicts of interest reported to the audit committee; and
- Reviewed the allocation of options during the year under the ESOS 2016 to ensure compliance with the allocation criteria determined by the ESOS committee and in accordance with the By-Laws of ESOS 2016.

**INTERNAL AUDIT FUNCTION**

In line with the approved internal audit plan, the internal audit team conducted reviews on the following key areas during the financial year:

- Quality assurance
- Engineering management

The objective of these review was to assess the adequacy and effectiveness of the Group's internal control system and its compliance with the established policies and procedures. Reports from these reviews, including agreed action plans with the operational level management where applicable, were circulated to the Management, and subsequently tabled at the Audit Committee meeting for deliberation.

The total cost incurred for internal audit function for the financial year ended December 31, 2025 was approximately RM47,000.

The Board of Directors (“Board”) of Uchi Technologies Berhad (“UCHITEC” or “the Group”) is pleased to present its Statement on Risk Management and Internal Control for the financial year ended December 31, 2025, which has been prepared pursuant to paragraph 15.26(b) of Bursa Malaysia Securities Berhad Main Market Listing Requirements and as guided by the Statement on Risk Management and Internal Control: Guideline for Directors of Listed Issuers (“the Guidelines”), in this annual report. This statement outlines the nature and state of the internal controls of the Group.

### Board Responsibility

The Board acknowledges the importance of maintaining a sound internal control system and a robust risk management framework for good corporate governance; with the objective of safeguarding the shareholders’ investment, the interest of customers, regulators, and the Group’s assets. The Board affirms its overall responsibility for the Group’s system of risk management and internal control, which is vital to managing principal risk which may impede the achievement of the Group’s corporate and business objectives. This responsibility includes reviewing the adequacy and integrity of this system which covers enterprise risk management, financial, organizational, operation and compliance controls.

However, in view of the limitations that are inherent in any system of internal control, this system is designed to manage rather than eliminate risk of failure to achieve business objectives, and to provide only reasonable and not absolute assurance against material misstatement or loss.

### Management Responsibility

The Management is responsible for implementing the Board’s framework, policies and procedures on risk and control by identifying, assessing monitoring and reporting risks and internal control; as well as taking proper actions to address the risks.

### RISK MANAGEMENT REVIEW

The Board regards risk management as an integral component of the Group’s business operations and continuously reviews and identifies risk factors that could significantly impact on the Group’s medium to long term business objectives. In line with this commitment, a risk-based internal audit plan was developed and approved by the Audit Committee.

The Board is supported by the Management Team in ensuring that a systematic and ongoing risk management process is in place to identify, assess and evaluate principal risks. The Management Team comprises the Executive Directors, Division Heads, Department Heads and Managers of the subsidiaries. This team has identified and assessed significant risks faced by the Group against a defined risk appetite and ensured that appropriate risk treatments are implemented to mitigate risks that could affect the achievement of the Group’s business objectives.

Throughout the financial year, the Board has actively monitored, evaluated and managed significant risks through regular reviews of the Group’s operational efficiency and profitability during Board meetings.

### KEY RISK MANAGEMENT & INTERNAL CONTROL PROCESSES

The Group has established a comprehensive framework to ensure effective risk management and robust internal controls. Key features include:

- **Code of Ethics**  
A formal Code of Ethics sets out principles to guide Directors’ and employees’ in upholding the highest standards of personal and corporate integrity;
- **Fraud Policy**  
This Policy promotes consistent organisational behaviour by providing clear guidelines and assigning responsibilities for the developing controls and conducting investigations into suspected fraud;
- **Whistle Blowing Policy**  
The Group is committed to fostering a culture of honesty, openness and transparency. The Policy enables employees to raise concerns about wrongdoings or malpractice responsibly, without fear of victimization or discrimination. All disclosures are handled with strict confidentiality and investigated appropriately;
- **Anti-bribery and Corruption Policy**  
The Group adopts a zero-tolerance approach towards bribery and corruption. This Policy outlines the procedures to ensure all business activities are conducted ethically, honestly and transparently;
- **Documented Operating Procedures**  
Policies, procedures and practices are clearly documented and communicated to staff to ensure accountability. These procedures are regularly reviewed and updated to maintain effectiveness and support the Group’s business activities;
- **Organizational Structure and Governance**  
The Board has established a formal organizational structure with well-defined reporting lines, roles, responsibilities and authority limits. Structured review and approval processes enhance the decision-making and strengthen internal controls;
- **ISO Certifications**  
The Group’s main subsidiaries, namely Uchi Optoelectronic (M) Sdn. Bhd. and Uchi Technologies (Dongguan) Co., Ltd. are certified under ISO9001:2015, ISO14001:2015, and ISO45001 OH&S standards. Annual surveillance audits by independent external ISO auditors ensure compliance with ISO requirements;
- **Board Oversight**  
The Board meets regularly to review the Group’s activities, operations and any significant changes in the business and external environment that may pose risks;

## STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL (cont'd)

### KEY RISK MANAGEMENT & INTERNAL CONTROL PROCESSES (cont'd)

- **Financial Monitoring**  
Quarterly reviews of financial results and key performance indicators are conducted by the Board and Audit Committee;
- **Executive Involvement**  
Executive Directors are actively engaged in daily operations and business performance. Regular meetings with Head of Departments address operational, corporate, financial and key management issues with significant matters escalated to the Board; and
- **Effective Reporting System**  
A robust reporting system ensures timely generation of accurate information for management review, supported by a documented and auditable trail of accountability.

### INTERNAL AUDIT FUNCTION

The internal audit engagement by KPMG Management & Risk Consulting Sdn. Bhd. (“KPMG MRC”) is headed by an Executive Director, namely Mr. Chan Chee Keong, who is a professional member of ACCA and MIA as well as licensed auditor by Ministry of Finance. He currently leads the Risk Consulting Practice in KPMG Malaysia. He has accumulated more than 27 years of experience with extensive audit, accounting, due diligence exercises and consulting experience. He provides overall direction for the internal audit engagement and is responsible for all stages of the audit work and maintains contact with the management to ensure open communication is practised and all internal audit work is carried out effectively and in a timely manner.

All the personnel deployed by KPMG are free from any relationships or conflicts of interest, which could impair their objectivity and independence during work.

During the financial year, KPMG MRC deployed a total of five personnel to carry out internal audit assignments for the Group. All the personnel possess tertiary qualifications and demonstrate high levels of expertise and professionalism, summarized below:

Expertise category	Percentage of total auditors
Bachelor degree	60%
Professional (ACCA, CPA, CIA, etc)	40%

The internal audit work was conducted in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors. Final communications including the internal audit plan, processes and results of the internal audit assessment were supported by sufficient, reliable and relevant information, signifying a satisfactory conclusion of the internal audit work.

The internal audit adopts a risk-based approach, preparing its audit plan based on the Group’s risk assessment and evaluation framework. The internal audit plan is reviewed and approved by the Audit Committee.

The internal audit reports were submitted to the relevant Management for attention and necessary action and subsequently presented to the Audit Committee. Management is responsible for providing a written response with an action plan to the Internal Auditors and ensuring timely implementation of corrective measures.

KPMG reported to the Audit Committee that while certain individual lapses in internal controls were identified and addressed during the year, no fundamental deficiencies were noted in the Group’s internal control and risk management system.

### CONCLUSION

The Board has received assurance from the Management, including the Managing Director and the Finance Manager, that the Company’s risk management and internal control system operate adequately and effectively, in all material aspects, based on the risk management framework adopted by the Company.

For the financial year under review, there were no material control failures or adverse compliance events that have directly resulted in any material loss to the Group.

In line with the guidance for directors on risk management and internal control stipulated in the ‘Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers’, the Board is satisfied that there is an ongoing and effective process for identifying, evaluating and managing the risk management and internal control of the Group to safeguard the Group’s assets and stakeholders’ interest.

### REVIEW OF THIS STATEMENT

Pursuant to paragraph 15.23 of the Listing Requirements of Bursa Malaysia Securities Berhad, the External Auditors have reviewed this Statement for inclusion in the 2025 Annual Report, and reported to the Board that nothing has come to their attention that causes them to believe that the Statement is not prepared, in all material aspects, in accordance with disclosures required by Section 7 of the Statement on Risk Management and Internal Control Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate.

This Statement was approved by the Board on March 26, 2026.



## ISO 9001 QUALITY POLICY

Uchi Optoelectronic (M) Sdn Bhd believes that “Exceed Customers’ Expectations Through Continuous Improvement” is the key to sustain success in business.

Total customer satisfaction is our business priority. In line with this commitment, we provide:

Products and services which fully meeting interested parties expectations in a balance approach with on time and defect free delivery; and

Product and services improvement through employees training and development and implementation of Plan Do Check Action (PDCA) cycle.

Continuous commitment to implement ISO9001 Quality Management System and satisfy applicable requirements.

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宇琦光电(东莞)有限公司  
ISO9001

质量政策：  
通过持续改进，  
超越客户期望是维持商务成功的关键

质量目标：  
顾客完全满意是我们业务优先事项



## DIRECTORS' REPORT

The directors of **UCHI TECHNOLOGIES BERHAD** have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended December 31, 2025.

### PRINCIPAL ACTIVITIES

The Company is principally involved in investment holding and providing management services. The information on the name, principal activities, place of incorporation and percentage of issued share capital wheld by the Company in each subsidiary are as follows:

Name of companies	Principal activities	Place of incorporation and operations	Percentage of issued share capital held by the Company
Uchi Electronic (M) Sdn. Bhd.	Assembly of electrical components onto printed circuit boards and trading of complete electric module and saturated paper for PCB lamination.	Malaysia	100%
Uchi Optoelectronic (M) Sdn. Bhd.	Design, research, development and manufacture of touch screen advance display, high precision light measurement (optoelectronic) equipment, mixed signal control system for centrifuge or laboratory equipment, mixed signal microprocessor based application and system integration products.	Malaysia	100%
Uchi Technologies (Dongguan) Co., Ltd.	Design, research, development, manufacture and trading of electronic modules.	People's Republic of China	100%

### RESULTS OF OPERATIONS

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

	The Group RM	The Company RM
<b>Profit for the year</b>	92,297,946	89,403,559

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

### DIVIDENDS

During the financial year, the following interim tax-exempt dividends and interim single-tier dividends were declared and paid by the Group and by the Company:

	RM
Third interim single-tier dividend of 4 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on February 25, 2025 and paid on March 27, 2025.	18,474,678
Special interim tax exempt dividend of 5 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on February 25, 2025 and paid on March 27, 2025.	23,093,348
Final single-tier dividend of 6 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on February 25, 2025 and paid on June 26, 2025.	27,753,910

**DIVIDENDS (cont'd)**

	RM
First interim single-tier dividend of 4.5 sen per ordinary share, in respect of financial year ended December 31, 2025, declared on August 21, 2025 and paid on September 25, 2025.	20,820,754
Second interim tax exempt dividend of 4.5 sen per ordinary share, in respect of financial year ended December 31, 2025, declared on November 25, 2025 and paid on December 24, 2025.	<u>20,830,699</u>
	<u>110,973,389</u>

Subsequent to the financial year end, a third interim single-tier dividend of 4.5 sen per ordinary share amounting to RM20,839,611 was proposed and declared on February 27, 2026 and payable on March 31, 2026 by the Group and by the Company in respect of the current financial year. The dividend will be accounted for in equity as an appropriation of retained earnings during the financial year ending December 31, 2026.

On February 27, 2026, the directors have also proposed a final single-tier dividend of 6 sen per ordinary share, in respect of the current financial year. The proposed single-tier dividend amounted to RM27,786,148 in respect of all ordinary shares in issue as of February 28, 2026 and has not been included as a liability in the financial statements. The dividend is subject to the approval by the shareholders at the forthcoming Annual General Meeting of the Company and the date of entitlement of dividend has yet to be determined as of the date of this Directors' Report.

**RESERVES AND PROVISIONS**

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

**ISSUE OF SHARES AND DEBENTURES**

During the financial year, the issued and paid-up ordinary share capital of the Company was increased from 463,279,359 ordinary shares to 464,984,959 ordinary shares by way of issuance of 1,705,600 new ordinary shares, amounting to RM4,941,518, for cash pursuant to the Employees' Share Options Scheme ("ESOS") of the Company at exercise prices ranging from RM1.57 to RM2.97 per ordinary share.

The new ordinary shares issued rank pari passu with the then existing ordinary shares of the Company.

The Company has not issued any debentures during the financial year.

**TREASURY SHARES**

The Company has not repurchased or resold any treasury shares during the financial year.

**EMPLOYEES' SHARE OPTIONS SCHEME**

On November 8, 2016, the Company implemented an Employees' Share Options Scheme ("ESOS") for a period of 5 years. The Company had extended the ESOS for another period of 5 years commencing from November 8, 2021 on the same terms and conditions as mentioned in the ESOS By-Laws. The extended share options are exercisable at any time within the option period up to November 7, 2026.

The principal features of the ESOS are as follows:

- (a) The total number of share options offered under the scheme shall not exceed 15% of the issued and paid-up share capital of the Company at any point of time during the existence of the ESOS.
- (b) Persons who are eligible to participate in the ESOS are all employees including directors of the Group who, as of the date of offer, are confirmed in writing of his/her employment in the Group.
- (c) The option price shall be determined at a discount of not more than 10% from the weighted average market price of the ordinary shares of the Company as quoted and shown in the Daily Official List issued by the Bursa Malaysia Securities Berhad for the five preceding market days prior to the date of offer.
- (d) The options granted may be exercised upon giving notice in writing to the Company within a period of 5 years from the date of offer of the option or such shorter period as may be specifically stated in the offer.
- (e) The new ordinary shares to be allotted upon any exercise of the ESOS shall upon allotment and issuance, rank pari passu in all respects with the then existing ordinary shares of the Company except that these new ordinary shares will not be entitled to any dividends or distributions which may be declared prior to the allotment of these shares.

## DIRECTORS' REPORT (cont'd)

## EMPLOYEES' SHARE OPTIONS SCHEME (cont'd)

The share options granted, exercised and forfeited during the financial year are as follows:

Granted on	Expiry date	Exercise price per ordinary share RM	No. of options over ordinary shares				
			Balance as of 1.1.2025	Granted	Exercised	Forfeited	Balance as of 31.12.2025
November 8, 2016	November 7, 2026	1.57	759,400	-	(65,400)	-	694,000
February 8, 2017	November 7, 2026	1.67	4,800	-	-	-	4,800
September 8, 2017	November 7, 2026	2.11	59,000	-	-	-	59,000
February 8, 2018	November 7, 2026	2.43	9,300	-	-	-	9,300
February 8, 2019	November 7, 2026	2.57	2,000	-	-	-	2,000
February 7, 2020	November 7, 2026	2.62	13,000	-	-	-	13,000
November 6, 2020	November 7, 2026	2.60	2,500	-	-	-	2,500
February 4, 2022	November 7, 2026	2.95	15,469,900	-	(1,577,700)	(655,300)	13,236,900
March 8, 2022	November 7, 2026	2.97	145,800	-	(12,500)	-	133,300
May 6, 2022	November 7, 2026	3.06	139,600	-	-	-	139,600
May 26, 2022	November 7, 2026	2.95	140,000	-	(50,000)	-	90,000
October 7, 2022	November 7, 2026	3.21	529,600	-	-	(363,000)	166,600
December 8, 2022	November 7, 2026	3.32	74,000	-	-	-	74,000
February 8, 2023	November 7, 2026	3.22	220,000	-	-	-	220,000
March 8, 2023	November 7, 2026	3.30	74,000	-	-	-	74,000
June 8, 2023	November 7, 2026	3.34	182,000	-	-	-	182,000
July 6, 2023	November 7, 2026	3.48	54,000	-	-	-	54,000
August 8, 2023	November 7, 2026	3.45	6,000	-	-	-	6,000
October 6, 2023	November 7, 2026	3.44	74,000	-	-	-	74,000
November 8, 2023	November 7, 2026	3.46	55,500	-	-	-	55,500
January 8, 2024	November 7, 2026	3.67	55,500	-	-	(55,500)	-
February 8, 2024	November 7, 2026	3.88	158,900	-	-	-	158,900
March 8, 2024	November 7, 2026	3.95	170,600	-	-	-	170,600
April 8, 2024	November 7, 2026	3.91	161,800	-	-	-	161,800
May 8, 2024	November 7, 2026	4.03	168,600	-	-	-	168,600
July 5, 2024	November 7, 2026	3.98	43,100	-	-	-	43,100
August 8, 2024	November 7, 2026	3.79	24,700	-	-	-	24,700
September 6, 2024	November 7, 2026	3.77	3,200	-	-	-	3,200
October 8, 2024	November 7, 2026	3.79	10,900	-	-	-	10,900
November 8, 2024	November 7, 2026	3.83	37,000	-	-	-	37,000
December 6, 2024	November 7, 2026	3.95	35,400	-	-	-	35,400
January 8, 2025	November 7, 2026	3.93	-	33,900	-	-	33,900
February 7, 2025	November 7, 2026	3.92	-	101,200	-	(24,800)	76,400
March 7, 2025	November 7, 2026	3.71	-	10,000	-	-	10,000
July 8, 2025	November 7, 2026	3.18	-	35,300	-	-	35,300
August 8, 2025	November 7, 2026	3.22	-	41,800	-	-	41,800
September 8, 2025	November 7, 2026	3.32	-	2,300	-	-	2,300
November 7, 2025	November 7, 2026	3.08	-	20,000	-	-	20,000
			<u>18,884,100</u>	<u>244,500</u>	<u>(1,705,600)</u>	<u>(1,098,600)</u>	<u>16,324,400</u>

**EMPLOYEES' SHARE OPTIONS SCHEME (cont'd)**

Subsequent to year end, the following share options to subscribe for ordinary shares offered under ESOS scheme were granted to employees:

Options series	Expiry date	Fair value at grant date RM	Exercise price RM	Number
<b>The Group and the Company</b>				
<b>Granted on:</b>				
January 8, 2026	November 7, 2026	0.0124	3.19	16,400
February 9, 2026	November 7, 2026	0.0512	3.05	42,400
				58,800

**OTHER STATUTORY INFORMATION**

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

- (a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts, and had satisfied themselves that there were no known bad debts to be written off and that adequate allowance had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

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

- (a) which would require the writing off the bad debts written off or render the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
- (b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
- (c) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or
- (d) not otherwise dealt with in this report or financial statements of the Group and of the Company, which would render any amount stated in the financial statements of the Group and of the Company misleading.

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

- (a) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year and 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 has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year, which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

In the opinion of the directors, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of operations of the Group and of the Company for the financial year in which this report is made.

## DIRECTORS' REPORT (cont'd)

### DIRECTORS

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

Chin Yau Meng  
 Kao, De-Tsan also known as Ted Kao  
 Huang, Yen-Chang also known as Stanley Huang  
 Charlie Ong Chye Lee  
 Tan Boon Hoe  
 Lim Tian How  
 Han Chin Ling

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

Direct subsidiaries	Directors of the subsidiaries
Uchi Electronic (M) Sdn. Bhd.	Chin Yau Meng Kao, De-Tsan also known as Ted Kao Huang, Yen-Chang also known as Stanley Huang Eng Chiew Ming
Uchi Optoelectronic (M) Sdn. Bhd.	Chin Yau Meng Kao, De-Tsan also known as Ted Kao Huang, Yen-Chang also known as Stanley Huang Eng Chiew Ming
Uchi Technologies (Dongguan) Co., Ltd.	Huang, Yen-Chang also known as Stanley Huang Chin Yau Meng Eng Chiew Ming

### DIRECTORS' INTERESTS

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

	No. of ordinary shares			Balance as of 31.12.2025
	Balance as of 1.1.2025	Share options exercised	Sold/ transfer	
<b>Direct interest:</b>				
Kao, De-Tsan also known as Ted Kao	3,219,500	622,500	-	3,842,000
Huang, Yen-Chang also known as Stanley Huang	769,670	-	(36,800)	732,870
Charlie Ong Chye Lee	1,195,900	100,000	-	1,295,900
Tan Boon Hoe	650,000	130,000	-	780,000
Chin Yau Meng	878,400	-	-	878,400
Lim Tian How	-	70,000	(70,000)	-
Han Chin Ling	220,000	50,000	-	270,000
<b>Indirect interest:</b>				
Kao, De-Tsan also known as Ted Kao <sup>(a)</sup>	86,778,696	-	-	86,778,696
Chin Yau Meng <sup>(b)</sup>	50,000	-	-	50,000
Lim Tian How <sup>(b)</sup>	184,000	70,000	(61,000)	193,000

<sup>(a)</sup> Deemed interest through Eastbow International Limited\* and spouse.

<sup>(b)</sup> Deemed interest through spouse.

\* A company in which Mr. Kao, De-Tsan also known as Ted Kao has substantial interest and is a director.

**DIRECTORS' INTERESTS (cont'd)**

In addition to the above, the following directors are deemed to have an interest in the shares of the Company to the extent of the options granted to them pursuant to the ESOS of the Company:

	No. of options over ordinary shares			Balance as of 31.12.2025
	Balance as of 1.1.2025	Granted	Exercised	
Kao, De-Tsan also known as Ted Kao	1,120,500	-	(622,500)	498,000
Huang, Yen-Chang also known as Stanley Huang	889,000	-	-	889,000
Charlie Ong Chye Lee	200,000	-	(100,000)	100,000
Tan Boon Hoe	230,000	-	(130,000)	100,000
Chin Yau Meng	945,000	-	-	945,000
Lim Tian How	140,000	-	(70,000)	70,000
Han Chin Ling	140,000	-	(50,000)	90,000

**DIRECTORS' BENEFITS**

Since the end of the previous financial year, none of the directors of the Group or the Company have received or become entitled to receive any benefit (other than benefits included in the aggregate amount of remuneration received or due and receivable by directors or the fixed salary of a full-time employee of the Company or its related corporations as disclosed below) by reason of a contract made by the Company or a related corporation with the director or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

Details of remuneration of the directors of the Group and of the Company are as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Executive directors of the Company:</b>				
Fee	157,200	157,200	157,200	157,200
Equity-settled share-based payments	87,717	147,660	61,276	103,150
Contributions to Employees' Provident Fund	266,184	266,160	-	-
Benefits-in-kind	294,704	232,839	-	-
Other emoluments	1,574,000	1,574,000	-	-
<b>Non-executive directors of the Company:</b>				
Fee	372,000	348,000	372,000	348,000
Equity-settled share-based payments	50,233	84,480	50,233	84,480
	<b>2,802,038</b>	<b>2,810,339</b>	<b>640,709</b>	<b>692,830</b>
<b>Executive directors of a subsidiary:</b>				
Fee	24,000	24,000	-	-
Equity-settled share-based payments	16,648	28,025	-	-
Contributions to Employees' Provident Fund	29,985	28,834	-	-
Other emoluments	249,558	240,082	-	-
Benefits-in-kind	3,606	-	-	-
	<b>323,797</b>	<b>320,941</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>3,125,835</b>	<b>3,131,280</b>	<b>640,709</b>	<b>692,830</b>

During and as of the end of the financial year, no arrangement subsisted to which the Company was a party whereby directors of the Company might acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate except for options granted to the directors pursuant to the Company's ESOS as disclosed above.

## DIRECTORS' REPORT (cont'd)

### INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Company maintains directors' liability insurance for purposes of Section 289 of the Companies Act, 2016, throughout the year, which provides appropriate insurance cover for the directors of the Company. During the financial year, the total amount of indemnity coverage and insurance premium paid for the Directors of the Company were RM10,000,000 and RM16,075 respectively.

There was no indemnity given to or insurance effected for officers and auditors of the Company in accordance with Section 289 of the Companies Act, 2016.

### AUDITORS' REMUNERATION

The amount paid/payable as remuneration of the auditors of the Group and of the Company for the financial year ended December 31, 2025, are RM161,592 and RM80,000, respectively.

### AUDITORS

The auditors, Deloitte Malaysia PLT (formerly know as Deloitte PLT), have indicated their willingness to continue in office.

Signed on behalf of the Board, as approved by the Board  
in accordance with a resolution of the Directors,

**CHIN YAU MENG**

**KAO, DE-TSAN also known as TED KAO**

Penang,

March 26, 2026

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UCHI TECHNOLOGIES BERHAD

(Incorporated in Malaysia)

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Uchi Technologies Berhad, which comprise the statements of financial position of the Group and of the Company as of December 31, 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 89 to 134.

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

### Basis for Opinion

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

#### *Independence and Other Ethical Responsibilities*

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants (“By-Laws”) and the International Ethics Standards Board for Accountants’ *International Code of Ethics for Professional Accountants (including International Independence Standards)* (“IESBA Code”), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

### Key Audit Matter

Key audit matter is a matter that, in our professional judgement, was of most significance in our audit of the financial statements of the Group and of the Company for the current year. This matter was 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 this matter.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UCHI TECHNOLOGIES BERHAD (cont'd)

(Incorporated in Malaysia)

## Key Audit Matter (cont'd)

Key Audit Matter	How The Matter Was Addressed In The Audit
<p><b>Equity-settled share-based payments</b></p> <p>On November 8, 2016, the Group and the Company implemented an Employees' Share Options Scheme ("ESOS") for a period of 5 years. The Group and the Company had extended the ESOS for another period of 5 years commencing from November 8, 2021 on the same terms and conditions as mentioned in the ESOS By-Laws. The extended share options are exercisable at any time within the option period up to November 7, 2026.</p> <p>As at December 31, 2025, the carrying amount of equity-settled employee benefits reserve of the Group and of the Company amounted to RM7,120,212.</p> <p>As described in Note 3 and Note 4 to the financial statements, management determined the fair value of the equity-settled share-based payments at grant date using the Binomial Option Pricing model and recognised share-based payment expenses over the vesting period based on a straight-line basis. The fair value of equity-settled share-based payments requires management's estimation and key assumptions, such as underlying share price as at the valuation date, volatility of the underlying share price, dividend yield and risk-free rate. As a result, this matter was considered as a key audit matter.</p> <p>The equity-settled share-based payments of the Group and the Company are disclosed in Note 22 to the financial statements.</p>	<p>We evaluated the accounting treatment of equity-settled share-based payments adopted by management to determine whether it was consistent with the requirements of MFRS 2 <i>Share-based Payment</i>.</p> <p>We compared the ESOS's terms and conditions related to the share-based payment calculations with the ESOS By-Laws, publicly available supporting data and offer letters for share options granted to employees.</p> <p>We assessed and challenged the estimation and key assumptions used in the valuation by management to determine whether they were reasonable and in line with the Group's and the Company's ESOS's terms and conditions. This included evaluating the following:</p> <ul style="list-style-type: none"> <li>- The underlying share price as at the valuation date compared with the closing price of the Company's shares as at the grant date.</li> <li>- The volatility of the underlying share price compared with the Company's historical share price volatility over the ESOS's expected term.</li> <li>- The dividend yield of the underlying share compared with the most recent dividend payout.</li> <li>- The risk-free rate compared with the Malaysia Government Securities (Conventional) based on the ESOS's expected term.</li> <li>- Recalculated the share-based payment expense for the ESOS.</li> </ul> <p>We engaged our internal fair valuation specialists to assist us in reviewing management's valuation methodology and recomputed the fair value of the equity-settled share-based payments using management's assumptions under the Binomial Option Pricing model.</p> <p>We evaluated the adequacy of disclosures made by the Group and the Company in the financial statements based on the requirements of MFRS 2.</p>

## 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 the other information, we are required to report that fact. We have nothing to report in this regard.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UCHI TECHNOLOGIES BERHAD (cont'd)

(Incorporated in Malaysia)

## Responsibilities of the Directors for the Financial Statements

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

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

## Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- (a) 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.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- (d) Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's 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.
- (e) 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.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the 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.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UCHI TECHNOLOGIES BERHAD (cont'd)

(Incorporated in Malaysia)

## **Auditors' Responsibilities for the Audit of the Financial Statements (cont'd)**

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

## **Report on Other Legal and Regulatory Requirements**

In accordance with the requirements of the Companies Act, 2016 in Malaysia, we report that the subsidiary of which we have not acted as auditors, is disclosed in Note 14 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.

**DELOITTE MALAYSIA PLT (LLP0010145-LCA)**  
**Chartered Accountants (AF 0080)**

**ADRIAN LAM KEEN LEONG**  
**Partner – 03553/02/2027 J**  
**Chartered Accountant**

Penang,

March 26, 2026

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

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	5	184,228,292	222,092,376	86,095,341	121,160,963
Investment income	6	5,196,419	7,391,639	2,248,269	2,178,342
Other gains and losses	7	1,930,957	(3,116,573)	4,420,718	960
Raw materials consumed		(41,823,627)	(50,647,890)	-	-
Changes in inventories of finished goods and work-in-progress		(1,629,375)	(2,254,558)	-	-
Employee benefit expenses	8	(19,583,331)	(18,994,475)	(2,212,853)	(2,255,547)
Depreciation and amortisation expenses		(3,704,592)	(4,017,903)	-	-
Other expenses		(5,695,252)	(7,245,509)	(606,749)	(568,684)
Profit before tax		118,919,491	143,207,107	89,944,726	120,516,034
Tax expenses	9	(26,621,545)	(29,490,072)	(541,167)	(576,798)
<b>Profit for the year attributable to owners of the Company</b>	10	<b>92,297,946</b>	<b>113,717,035</b>	<b>89,403,559</b>	<b>119,939,236</b>
<b>Other comprehensive loss, net of income tax</b>					
Items that will be reclassified subsequently to profit or loss:					
Exchange differences on translating foreign operations		(1,612,317)	(1,737,959)	-	-
<b>Total comprehensive income for the year, net of tax attributable to owners of the Company</b>		<b>90,685,629</b>	<b>111,979,076</b>	<b>89,403,559</b>	<b>119,939,236</b>
<b>Earnings per share</b>	11				
Basic (sen per share)		19.96	24.69		
Diluted (sen per share)		19.89	24.45		

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

STATEMENTS OF FINANCIAL POSITION  
AS OF DECEMBER 31, 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	12	30,445,289	32,445,720	-	-
Right-of-use assets	13	3,720,785	4,063,691	-	-
Investments in subsidiaries	14	-	-	60,579,659	56,007,643
Deferred tax assets	15	403,035	396,187	211,000	261,000
<b>Total non-current assets</b>		<b>34,569,109</b>	<b>36,905,598</b>	<b>60,790,659</b>	<b>56,268,643</b>
<b>Current assets</b>					
Inventories	16	13,545,485	18,074,346	-	-
Trade and other receivables	17	20,088,276	17,090,853	56,183,199	80,181,279
Other assets	18	3,480,061	4,156,864	2,000	2,000
Other financial assets	25	1,473,271	-	-	-
Short-term deposits	19	131,509,683	145,081,767	56,136,109	53,042,196
Cash and bank balances	20	4,500,329	4,744,313	109,341	60,660
<b>Total current assets</b>		<b>174,597,105</b>	<b>189,148,143</b>	<b>112,430,649</b>	<b>133,286,135</b>
<b>Total assets</b>		<b>209,166,214</b>	<b>226,053,741</b>	<b>173,221,308</b>	<b>189,554,778</b>
<b>Equity and liabilities</b>					
<b>Capital and reserves</b>					
Share capital	21	99,048,716	94,107,198	99,048,716	94,107,198
Treasury shares	21	(3,295,223)	(3,295,223)	(3,295,223)	(3,295,223)
Reserves	22	12,306,862	13,585,647	13,897,858	13,564,326
Retained earnings	23	72,489,161	90,976,384	62,323,687	83,848,274
<b>Total equity attributable to owners of the Company</b>		<b>180,549,516</b>	<b>195,374,006</b>	<b>171,975,038</b>	<b>188,224,575</b>
<b>Non-current liability</b>					
Deferred tax liabilities	15	247,485	424,007	-	-
<b>Current liabilities</b>					
Trade and other payables	24	21,220,545	22,558,265	1,154,894	1,283,989
Current tax liabilities		5,706,328	3,665,591	91,376	46,214
Other financial liabilities	25	-	2,422,783	-	-
Provision for rework and warranty	26	1,442,340	1,609,089	-	-
<b>Total current liabilities</b>		<b>28,369,213</b>	<b>30,255,728</b>	<b>1,246,270</b>	<b>1,330,203</b>
<b>Total liabilities</b>		<b>28,616,698</b>	<b>30,679,735</b>	<b>1,246,270</b>	<b>1,330,203</b>
<b>Total equity and liabilities</b>		<b>209,166,214</b>	<b>226,053,741</b>	<b>173,221,308</b>	<b>189,554,778</b>

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

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

The Group

	Non-distributable				Distributable		Total RM
	Share capital RM	Treasury shares RM	Equity-settled employee benefits reserve RM	Foreign currency translation reserve RM	Retained earnings RM		
Balance as of January 1, 2025	94,107,198	(3,295,223)	6,786,680	6,798,967	90,976,384		195,374,006
Profit for the year	-	-	-	-	92,297,946		92,297,946
Other comprehensive loss for the year, net of income tax	-	-	-	(1,612,317)	-		(1,612,317)
Total comprehensive income for the year	-	-	-	(1,612,317)	92,297,946		90,685,629
Issue of ordinary shares under employees' share options scheme (Note 21)	4,941,518	-	-	-	-		4,941,518
Recognition of share-based payments	-	-	521,752	-	-		521,752
Share-based payments forfeited	-	-	(188,220)	-	188,220		-
Dividends (Note 27)	-	-	-	-	(110,973,389)		(110,973,389)
<b>Balance as of December 31, 2025</b>	<b>99,048,716</b>	<b>(3,295,223)</b>	<b>7,120,212</b>	<b>5,186,650</b>	<b>72,489,161</b>		<b>180,549,516</b>
Balance as of January 1, 2024	89,791,534	(3,295,223)	6,032,538	8,536,926	101,495,498		202,561,273
Profit for the year	-	-	-	-	113,717,035		113,717,035
Other comprehensive loss for the year, net of income tax	-	-	-	(1,737,959)	-		(1,737,959)
Total comprehensive income for the year	-	-	-	(1,737,959)	113,717,035		111,979,076
Issue of ordinary shares under employees' share options scheme (Note 21)	4,315,664	-	-	-	-		4,315,664
Recognition of share-based payments	-	-	940,195	-	-		940,195
Share-based payments forfeited	-	-	(186,053)	-	186,053		-
Dividends (Note 27)	-	-	-	-	(124,422,202)		(124,422,202)
<b>Balance as of December 31, 2024</b>	<b>94,107,198</b>	<b>(3,295,223)</b>	<b>6,786,680</b>	<b>6,798,967</b>	<b>90,976,384</b>		<b>195,374,006</b>

STATEMENTS OF CHANGES IN EQUITY (cont'd)  
FOR THE YEAR ENDED DECEMBER 31, 2025

The Company

	Non-distributable			Distributable		Total RM
	Share capital RM	Treasury shares RM	Merger reserve RM	Equity-settled employee benefits reserve RM	Retained earnings RM	
Balance as of January 1, 2025	94,107,198	(3,295,223)	6,777,646	6,786,680	83,848,274	188,224,575
Profit for the year	-	-	-	-	89,403,559	89,403,559
Other comprehensive income for the year, net of income tax	-	-	-	-	-	-
Total comprehensive income for the year	-	-	-	-	89,403,559	89,403,559
Issue of ordinary shares under employees' share options scheme (Note 21)	4,941,518	-	-	-	-	4,941,518
Recognition of share-based payments:	-	-	-	227,559	-	227,559
Recognised in profit or loss	-	-	-	151,216	-	151,216
Included in investments in subsidiaries	-	-	-	(45,243)	45,243	-
Share-based payments forfeited	-	-	-	-	(110,973,389)	(110,973,389)
Dividends (Note 27)	-	-	-	-	-	-
<b>Balance as of December 31, 2025</b>	<b>99,048,716</b>	<b>(3,295,223)</b>	<b>6,777,646</b>	<b>7,120,212</b>	<b>62,323,687</b>	<b>171,975,038</b>
Balance as of January 1, 2024	89,791,534	(3,295,223)	6,777,646	6,032,538	88,294,480	187,600,975
Profit for the year	-	-	-	-	119,939,236	119,939,236
Other comprehensive income for the year, net of income tax	-	-	-	-	-	-
Total comprehensive income for the year	-	-	-	-	119,939,236	119,939,236
Issue of ordinary shares under employees' share options scheme (Note 21)	4,315,664	-	-	-	-	4,315,664
Recognition of share-based payments:	-	-	-	399,543	-	399,543
Recognised in profit or loss	-	-	-	391,359	-	391,359
Included in investments in subsidiaries	-	-	-	(36,760)	36,760	-
Share-based payments forfeited	-	-	-	-	(124,422,202)	(124,422,202)
Dividends (Note 27)	-	-	-	-	-	-
<b>Balance as of December 31, 2024</b>	<b>94,107,198</b>	<b>(3,295,223)</b>	<b>6,777,646</b>	<b>6,786,680</b>	<b>83,848,274</b>	<b>188,224,575</b>

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

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2025

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Cash flows from operating activities</b>				
Profit for the year	92,297,946	113,717,035	89,403,559	119,939,236
Adjustments for:				
Tax expenses recognised in profit or loss	26,621,545	29,490,072	541,167	576,798
Depreciation and amortisation of non-current assets	3,704,592	4,017,903	-	-
Unrealised loss/(gain) on foreign exchange	865,728	(503,203)	14	(4)
Equity-settled share-based payments	521,752	940,195	227,559	399,543
Impairment loss recognised on trade receivables	398,749	254,365	-	-
Provision for rework and warranty	97,120	6,359	-	-
Property, plant and equipment written-off	14,751	17,578	-	-
Interest income recognised in profit or loss	(5,196,419)	(7,391,639)	(2,248,269)	(2,178,342)
Unrealised (gain)/loss arising on financial assets/ liabilities designated as at fair value through profit or loss	(1,473,271)	2,422,783	-	-
(Reversal of allowance)/Allowance for slow moving inventories	(376,509)	502,739	-	-
Reversal of impairment loss on trade receivables	(254,365)	(7,889)	-	-
Gain on disposal of property, plant and equipment	(28,694)	(343,439)	-	-
Reversal of impairment loss on investment in subsidiary	-	-	(4,420,800)	-
Gross dividend income from a subsidiary	-	-	(85,000,000)	(120,000,000)
Operating cash flows before changes in working capital	117,192,925	143,122,859	(1,496,770)	(1,262,769)
Movements in working capital:				
Decrease in inventories	4,801,113	12,620,553	-	-
Increase in trade and other receivables	(3,971,953)	(486,406)	-	-
Decrease/(Increase) in other assets	673,661	(2,295,819)	-	-
Decrease in other financial liabilities	(2,422,783)	(286,573)	-	-
Decrease in trade and other payables	(1,265,389)	(6,950,220)	(129,095)	(407,278)
Cash from/(used in) operating activities	115,007,574	145,724,394	(1,625,865)	(1,670,047)
Income tax paid, net	(24,768,064)	(33,782,988)	(446,005)	(614,871)
Rework and warranty costs paid	(263,869)	(201,809)	-	-
Net cash from/(used in) operating activities	89,975,641	111,739,597	(2,071,870)	(2,284,918)

**STATEMENT OF CASH FLOWS** (cont'd)  
FOR THE YEAR ENDED DECEMBER 31, 2025

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Cash flows from investing activities</b>				
Interest received	5,513,151	7,410,623	2,327,804	2,038,416
Proceeds from disposal of property, plant and equipment	38,134	945,120	-	-
Purchase of property, plant and equipment (Advances to)/Repayment of advances from subsidiaries	(1,963,070)	(4,495,451)	-	-
Dividend received from a subsidiary	-	-	(81,455)	503,829
	-	-	109,000,000	141,360,000
Net cash from investing activities	3,588,215	3,860,292	111,246,349	143,902,245
<b>Cash flows from financing activities</b>				
Proceeds from issue of equity shares	4,941,518	4,315,664	4,941,518	4,315,664
Dividends paid to owners of the Company	(110,973,389)	(124,422,202)	(110,973,389)	(124,422,202)
Net cash used in financing activities	(106,031,871)	(120,106,538)	(106,031,871)	(120,106,538)
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(12,468,015)</b>	<b>(4,506,649)</b>	<b>3,142,608</b>	<b>21,510,789</b>
<b>Cash and cash equivalents as of the beginning of the year</b>	<b>149,826,080</b>	<b>154,975,184</b>	<b>53,102,856</b>	<b>31,592,064</b>
Effects of exchange rate changes on the balances of cash held in foreign currencies	(1,348,053)	(642,455)	(14)	3
<b>Cash and cash equivalents as of the end of the year (Note 28)</b>	<b>136,010,012</b>	<b>149,826,080</b>	<b>56,245,450</b>	<b>53,102,856</b>

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

**1. GENERAL INFORMATION**

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

The Company is principally involved in investment holding and providing management services. The information on the name, principal activities, place of incorporation and percentage of issued share capital held by the Company in each subsidiary is as disclosed in Note 14.

The registered office of the Company is located at Suite A, Level 9, Wawasan Open University, 54, Jalan Sultan Ahmad Shah, 10050 Georgetown, Penang, Malaysia.

The principal place of business of the Company is located at 3097, Tingkat Perusahaan 4A, Free Trade Zone, 13600 Prai, Penang, Malaysia.

The financial statements of the Group and of the Company were authorised by the Board of Directors for issuance in accordance with a resolution of the directors on March 26, 2026.

**2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS**

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

**Amended MFRS Standards that are effective for the current year**

In the current year, the Group and the Company have applied all the amendments to MFRS issued by the Malaysian Accounting Standards Board (“MASB”) that are mandatorily effective for an accounting period that begins on or after January 1, 2025:

Amendments to MFRS 121	Lack of Exchangeability
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The adoption of the above-mentioned amendments to MFRSs did not have any material impact on the amounts reported in the financial statements of the Group and of the Company upon its initial application

**New and revised standards in issue but not yet effective**

The Group and the Company have not applied the following new and revised MFRS that have been issued but are not yet effective:

Amendments to MFRS 7 and MFRS 9	Classification and Measurement of Financial Instruments <sup>(a)</sup>
Amendments to MFRS 7 and MFRS 9	Disclosures (“the Amendments”) on Contracts Referencing Nature-dependent Electricity <sup>(a)</sup>
Amendment to MFRSs MFRS 18	Annual Improvements to MFRS Standards - Volume 11 <sup>(a)</sup>
MFRS 19	Presentation and Disclosure in Financial Statements <sup>(b)</sup>
Amendments to MFRS 121	Subsidiaries without Public Accountability: Disclosures <sup>(b)</sup>
Amendments to MFRS 10 and MFRS 128	Translation to Hyperinflationary Presentation Currency <sup>(b)</sup>
	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture <sup>(c)</sup>

<sup>(a)</sup> Effective for annual periods beginning on or after January 1, 2026, with earlier application permitted.

<sup>(b)</sup> Effective for annual periods beginning on or after January 1, 2027, with earlier application permitted.

<sup>(c)</sup> Effective date deferred to a date to be announced by MASB.

The directors anticipate that the above-mentioned new and revised amendments to MFRSs will be adopted in the financial statements of the Group and the Company when they become effective and that the adoption of these new and revised amendments to MFRSs will have no material impact on the financial statements of the Group and the Company in the period of initial application except as discussed below:

## 2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (cont'd)

### MFRS 18 Presentation and Disclosures in Financial Statements

MFRS 18 replaces MFRS 101 *Presentation of Financial Statements*, carrying forward many of the requirements in MFRS 101 unchanged and complementing them with new requirements. In addition, some MFRS 101 paragraphs have been moved to MFRS 108 *Accounting Policies, Change in Accounting Estimates and Errors* and MFRS 7 *Financial Instruments: Disclosures*. Furthermore, the MASB has made minor amendments to MFRS 107 *Statement of Cash Flows* and MFRS 133 *Earnings per Share*.

MFRS 18 introduces new requirements to:

- (a) present specified categories and defined subtotals in the statement of profit or loss.
- (b) provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements.
- (c) improve aggregation and disaggregation.

An entity is required to apply MFRS 18 for annual reporting periods beginning on or after January 1, 2027, with earlier application permitted. The amendments to MFRS 107 and MFRS 133, as well as the revised MFRS 108 and MFRS 7, become effective when an entity applies MFRS 18. MFRS 18 requires retrospective application with specific transition provisions.

The Group and the Company are currently assessing the impact of the application of MFRS 18 since the effects would only be observable for the future periods.

## 3. MATERIAL ACCOUNTING POLICY INFORMATION

### Basis of accounting

The financial statements have been prepared on the basis of historical cost, except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies below.

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

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of MFRS 2 *Share-based Payment*, leasing transactions that are within the scope of MFRS 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in MFRS 102 *Inventories* or value in use in MFRS 136 *Impairment of Assets*.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- (a) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access as of the measurement date;
- (b) Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- (c) Level 3 inputs are unobservable inputs for the asset or liability.

The principal accounting policies are set out below.

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Revenue recognition and other income

The Group and the Company recognise revenue from sales of goods and management fees. Revenue is measured based on the consideration to which the Group and the Company expect to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group and the Company recognise revenue when it transfers control of a product or service to a customer.

#### (a) Sales of goods

The Group's sales of goods include design, research, development and manufacture of touch screen advance display, high precision light measurement (optoelectronic) equipment, mixed signal control system for centrifuge or laboratory equipment, mixed signal microprocessor-based application and system integration products.

For sales of goods, revenue is recognised when control of the goods has transferred to the customer depending on the shipping term agreed with its customers. The shipping term of the Group's sales comprise of Ex Works ("EXW"), Free Carrier ("FCA"), Cost, Insurance and Freight ("CIF"), and Free on Board ("FOB") terms. A receivable is recognised by the Group when the control of the goods is transferred as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

Revenue is measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring the promised goods or services to the customers, excluding amounts collected on behalf of third parties such as sales taxes or goods and services taxes. If the amount of consideration varies due to discounts, rebates, refunds, credits, incentives, penalties or other similar items, the Group estimates the amount of consideration to which it will be entitled based on the expected value or the most likely outcome. The Group uses its accumulated historical experience to estimate the number of returns on a portfolio level using the expected value method. It is considered highly probable that a significant reversal in the cumulative revenue recognised will not occur given the consistent level of returns over previous years.

#### (b) Dividend income

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that the economic benefits will flow to the Group and the Company and the amount of revenue can be measured reliably).

#### (c) Interest income

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

#### (d) Management fee and other income

Management fee and other income are recognised on an accrual basis.

#### Employee benefits

#### (a) Short-term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

**3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)****Employee benefits (cont'd)****(b) Defined contribution plans**

The Group and the Company participate in the national pension schemes as defined by the laws of the countries in which it has operations. The Group and the Company make contributions to the Employees' Provident Fund ("EPF"), a defined contribution pension scheme for the operations in Malaysia.

For the Group's operations in the People's Republic of China ("PRC"), pursuant to the relevant regulations in PRC, the subsidiary participates in a local municipal government retirement benefits scheme ("the Scheme"). The subsidiary is required to contribute a certain percentage of the basic salaries of its employees to the Scheme to fund their retirement benefits.

Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

**(c) Share-based payment**

Equity-settled share-based payments to employees are measured at the fair value of the equity instruments as of the grant date. Details regarding the determination of the fair value of equity-settled share-based payments using Binomial Option Pricing model are set out in Note 22.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's and the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. As of the end of each reporting period, the Group and the Company revise its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

**Taxation**

Income tax expense represents the sum of the tax currently payable and deferred tax.

**(a) Current tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from "profit before tax" as reported in the statements of profit or loss and other comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's and the Company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

**(b) Deferred tax**

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profits will be available against which those deductible temporary differences, unused tax losses and unused tax credits can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The tax effects of unutilised reinvestment allowances are only recognised upon actual realisation.

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Taxation (cont'd)

##### (b) Deferred tax (cont'd)

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group and the Company expect, as of the end of the reporting period, to recover or to settle the carrying amount of their assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group and the Company intend to settle their current tax assets and liabilities on a net basis.

##### (c) Current and deferred tax for the year

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items that are recognised outside profit or loss (whether in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss, or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is included in the accounting for the business combination.

#### Foreign currencies

The individual financial statements of each group entity are presented in the currency of the primary economic environment in which the entity operates (its functional currency). For the purpose of the consolidated financial statements, the results and financial position of each entity are expressed in Ringgit Malaysia ("RM"), which is the functional currency of the Company and its subsidiaries and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recorded at the rates of exchange prevailing on the dates of the transactions. As of the end of reporting period, monetary items denominated in foreign currencies are retranslated at the rate prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences are recognised in profit or loss in the period in which they arise except for:

- (a) exchange differences arising on the retranslation of non-monetary items carried at fair value in respect of which gains and losses are recognised in other comprehensive income. For such non-monetary items, the exchange component of that gain or loss is also recognised in other comprehensive income;
- (b) exchange differences on transactions entered into in order to hedge certain foreign currency risks; and
- (c) exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur (therefore, forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reclassified from equity to profit or loss on disposal or partial disposal of the net investment.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated to RM using exchange rates prevailing as of the end of the reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity (attributed to non-controlling interests as appropriate).

#### Research and development expenses

Research and development expenses are charged to profit or loss in the period in which they are incurred.

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Property, plant and equipment

Land and buildings held for use in the production or supply of goods or services, or for administrative purposes, are stated in the statement of financial position at costs, less any accumulated depreciation and any accumulated impairment losses.

Construction in progress are not depreciated. All other property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives, using the straight-line method, on the following bases:

Buildings	2.5% & 4.5%
Plant and machinery	9% - 50%
Fire-fighting and security system	12% & 18%
Air conditioning system	12% & 18%
Furniture and fittings	12% & 18%
Office equipment	12% - 50%
Electrical installation	9% & 10%
Motor vehicles	18% & 20%

Properties in the course of construction for production, supply or administrative purposes, or for purposes not yet determined, are carried at cost, less any impairment loss. Depreciation of these assets in progress, determined on the same basis as other property assets, commences when the assets are ready for their intended use.

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

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

#### Inventories

Inventories are stated at the lower of cost and net realisable value. Costs comprise direct materials and, where applicable, includes an appropriate portion of fixed and variable overhead expenses that have been incurred in bringing the inventories to their present location and condition. Cost is determined based on the first-in, first-out method.

Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Financial instruments

Financial assets and financial liabilities are recognised in the Group's and the Company's statement of financial position when the Group and the Company become a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

#### (a) Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### *Classification of financial assets*

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss ("FVTPL").

#### (i) Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

Interest income is recognised in profit or loss and is included in the "investment income" line item (Note 6).

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Financial instruments (cont'd)

##### (a) Financial assets (cont'd)

###### Impairment of financial assets

The Group and the Company recognise a loss allowance for expected credit losses (“ECL”) on investments in debt instruments that are measured at amortised cost, lease receivables, trade receivables and contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at the end of each reporting period to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group and the Company always recognise lifetime ECL for trade receivables, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group and the Company’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the end of the reporting period, including time value of money where appropriate.

For all other financial instruments, the Group and the Company recognise lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group and the Company measure the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

###### Derecognition of financial assets

The Group and the Company derecognise a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group and the Company neither transfer nor retain substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group and the Company recognise its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group and the Company retain substantially all the risks and rewards of ownership of a transferred financial asset, the Group and the Company continue to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset’s carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument which the Group and the Company have elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investment revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

##### (b) Financial liabilities and equity

###### (i) Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

###### (ii) Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group and the Company are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Group’s and the Company’s own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group’s and the Company’s own equity instruments.

**3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)**

**Financial instruments (cont'd)**

**(b) Financial liabilities and equity (cont'd)**

**(iii) Financial liabilities**

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL.

**(1) Financial liabilities measured subsequently at amortised cost**

Financial liabilities that are not (i) contingent consideration of an acquirer in a business combination, (ii) held-for-trading, or (iii) designated as at FVTPL, are measured subsequently at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

**(2) Derecognition of financial liabilities**

The Group and the Company derecognise financial liabilities when, and only when, the Group's and the Company's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

When the Group and the Company exchange with the existing lender one debt instrument into another one with the substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, the Group and the Company account for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial liability.

If the modification is not substantial, the difference between: (1) the carrying amount of the liability before the modification; and (2) the present value of the cash flows after modification should be recognised in profit or loss as the modification gain or loss within other gains and losses.

**(c) Derivative financial instruments**

The Group enters into derivative financial instruments to manage its exposure to foreign exchange rate risks, including foreign exchange forward contracts. Further details of derivative financial instruments are disclosed in Note 25.

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in profit or loss immediately.

**Treasury shares**

Where the Company reacquires its own equity share capital, the consideration paid, including attributable transaction costs on repurchased ordinary shares of the Company that have not been cancelled, are classified as treasury shares and presented as a deduction from equity. No gain or loss is recognised in statements of comprehensive income on the sale, re-issuance or cancellation of treasury shares. When treasury shares are reissued by resale, the difference between the sales consideration and the carrying amount is recognised in equity.

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Segment information

For management purpose, the Group is organised into operating segments based on their business segment which is regularly reviewed by the Group's chief operation decision officer for the performance of the respective segments under their charge. The segment chief operations officer reports directly to the chief operating decision maker, to make decisions about resources to be allocated to the segment and assess its performance.

#### Cash and cash equivalents

The Group and the Company adopt the indirect method in the preparation of the statements of cash flows.

Cash and cash equivalents comprise of cash and bank balances, demand deposits, bank overdrafts and highly liquid investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 3, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

#### a) Critical judgements in applying the Group's accounting policies

In the process of applying the Group and the Company's accounting policies, the directors are of the opinion that there are no instances of application of judgement which are expected to have a significant effect on the amounts recognised in the financial statements.

#### b) Key sources of estimation uncertainty

The key assumptions made concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below:

##### (i) Equity-settled employee benefits

The Group and the Company measure equity-settled share-based payments granted under the ESOS at fair value at the grant date. The determination of fair value of the equity-settled share-based payments requires management's estimation and the key assumptions, such as underlying share price as at the valuation date, volatility of the underlying share price, dividend yield and risk-free rate. Changes in these assumptions may affect the amount of equity-settled share-based payments expense recognised in profit or loss in the respective financial periods.

Management assessed the reasonableness of the assumptions applied in the valuation model. Further details of the fair value of the equity-settled share-based payments are disclosed in Note 22.

##### (ii) Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of the property, plant and equipment to be 2 to 40 years. Changes in the expected level of usage and technological developments could impact the economic useful lives and residual values of the property, plant and equipment. Therefore, the future depreciation charge could be revised.

5. REVENUE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Revenue from contracts with customers:</b>				
Sales of goods	184,228,292	222,092,376	-	-
Management fee	-	-	1,095,341	1,160,963
<b>Revenue from other source:</b>				
Dividend income from a subsidiary	-	-	85,000,000	120,000,000
	<u>184,228,292</u>	<u>222,092,376</u>	<u>86,095,341</u>	<u>121,160,693</u>

Disaggregation of the Group's and the Company's revenue from contracts with customers:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Segment revenue</b>				
Sales of goods	184,228,292	222,092,376	-	-
Management fee	-	-	1,095,341	1,160,963
<b>Timing of revenue recognition</b>				
At a point in time				
Sales of goods	184,228,292	222,092,376	-	-
Management fee	-	-	1,095,341	1,160,963

6. INVESTMENT INCOME

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest income on short-term deposits	<u>5,196,419</u>	<u>7,391,639</u>	<u>2,248,269</u>	<u>2,178,342</u>

The following is an analysis of investment income by category of asset:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest income for financial assets not designated as at fair value through profit or loss:				
Financial assets measured at amortised cost (including cash and bank balances)	<u>5,196,419</u>	<u>7,391,639</u>	<u>2,248,269</u>	<u>2,178,342</u>

## 7. OTHER GAINS AND LOSSES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Net gain/(loss) arising from financial assets/ liabilities designated as at fair value through profit or loss	4,380,376	(1,045,037)	-	-
Reversal of allowance/ Allowance for slow moving inventories	376,509	(502,739)	-	-
Reversal of impairment loss on trade receivables	254,365	7,889	-	-
Gain on disposal of property, plant and equipment	28,694	343,439	-	-
Loss on foreign exchange	(4,747,631)	(3,019,460)	(82)	(24)
Impairment loss recognised on trade receivables	(398,749)	(254,365)	-	-
Property, plant and equipment written-off	(14,751)	(17,578)	-	-
Reversal of impairment loss on investment cost of subsidiary	-	-	4,420,800	-
Others	2,052,144	1,371,278	-	984
	<b>1,930,957</b>	<b>(3,116,573)</b>	<b>4,420,718</b>	<b>960</b>

## 8. EMPLOYEE BENEFIT EXPENSES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Contributions to Employees' Provident Fund	1,539,524	1,400,181	167,881	138,319
Equity-settled share-based payments	521,752	940,195	227,559	399,543
Other employee benefits	17,522,055	16,654,099	1,817,413	1,717,685
Total employee benefit expenses	<b>19,583,331</b>	<b>18,994,475</b>	<b>2,212,853</b>	<b>2,255,547</b>

Other employee benefit expenses include directors' remuneration, salaries, bonuses, and all other employees related expenses.

**8. EMPLOYEE BENEFIT EXPENSES (cont'd)**

Details of remuneration of the directors of the Group and of the Company are as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Executive directors of the Company:</b>				
Fee	157,200	157,200	157,200	157,200
Equity-settled share-based payments	87,717	147,660	61,276	103,150
Contributions to Employees' Provident Fund	266,184	266,160	-	-
Benefits-in-kind	294,704	232,839	-	-
Other emoluments	1,574,000	1,574,000	-	-
<b>Non-executive directors of the Company:</b>				
Fee	372,000	348,000	372,000	348,000
Equity-settled share-based payments	50,233	84,480	50,233	84,480
	<b>2,802,038</b>	<b>2,810,339</b>	<b>640,709</b>	<b>692,830</b>
<b>Executive directors of a subsidiary:</b>				
Fee	24,000	24,000	-	-
Equity-settled share-based payments	16,648	28,025	-	-
Contributions to Employees' Provident Fund	29,985	28,834	-	-
Other emoluments	249,558	240,082	-	-
Benefits-in-kind	3,606	-	-	-
	<b>323,797</b>	<b>320,941</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>3,125,835</b>	<b>3,131,280</b>	<b>640,709</b>	<b>692,830</b>

There are no key management personnel, other than the directors of the Group and of the Company, having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly.

**9. TAX EXPENSES**

**Tax expenses recognised in profit or loss**

Tax expenses comprise:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Current tax expenses:</b>				
Malaysian	26,824,744	29,240,541	491,237	489,785
Foreign	3,458	9,581	-	-
<b>Deferred tax expenses:</b>				
Relating to origination and reversal of temporary differences (Note 15)	(17,924)	(118,605)	50,000	87,000
<b>Adjustments recognised in the current year in relation to prior year:</b>				
Current tax	(19,115)	271,555	(70)	13
Deferred tax (Note 15)	(169,618)	87,000	-	-
<b>Tax expenses</b>	<b>26,621,545</b>	<b>29,490,072</b>	<b>541,167</b>	<b>576,798</b>

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
DECEMBER 31, 2025

9. TAX EXPENSES (cont'd)

The tax expenses for the year can be reconciled to the accounting profit as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	<b>118,919,491</b>	143,207,107	<b>89,944,726</b>	120,516,034
Tax expense calculated using the Malaysian statutory income tax rate of 24% (2024: 24%)	<b>28,540,678</b>	34,369,706	<b>21,586,734</b>	28,923,848
Effect of expenses that are not deductible in determining taxable profit	<b>702,009</b>	1,394,209	<b>415,495</b>	452,937
Effect of revenue that is exempted from taxation	<b>(2,220,163)</b>	(6,204,272)	-	-
Effect of income that is not taxable in determining taxable profit	<b>(212,246)</b>	(428,126)	<b>(21,460,992)</b>	(28,800,000)
	<b>26,810,278</b>	29,131,517	<b>541,237</b>	576,785
Adjustments recognised in the current year in relation to prior year:				
Current tax	<b>(19,115)</b>	271,555	<b>(70)</b>	13
Deferred tax (Note 15)	<b>(169,618)</b>	87,000	-	-
Tax expenses recognised in profit or loss	<b>26,621,545</b>	29,490,072	<b>541,167</b>	576,798

The Group is operating in the jurisdictions of Malaysia and the People's Republic of China. The applicable domestic statutory income tax rates are 24% (2024: 24%) for Malaysia and 25% (2024: 25%) for the People's Republic of China. The applicable tax rate of 24% (2024: 24%) used in the above numerical reconciliation of tax of the Group and of the Company is determined based on the statutory income tax rate prevailing for the Company.

**Tax expense recognised in other comprehensive income**

	The Group	
	2025 RM	2024 RM

**Deferred tax**

Translation of foreign operations	<b>4,172</b>	4,559
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A subsidiary, Uchi Optoelectronic (M) Sdn. Bhd. ("UO") was granted pioneer status by the Ministry of International Trade and Industry ("MITI") for the design, development and manufacture of configurable presence and distance sensing time-of-flight (CPDS-ToF) module. Under this incentive, upon certain terms and conditions being fulfilled, 100% of the UO's statutory income derived from the design, development and manufacture of the abovementioned product will be exempted from income tax for a period of five years commencing January 1, 2023 and will end on December 31, 2027.

As of December 31, 2025, the approximate amounts of unused tax benefits of the Group which are available to be offset against future taxable income are as follows:

	The Group	
	2025 RM	2024 RM
Unused reinvestment allowances*	-	1,236,000

\* The unused reinvestment allowances of RM1,236,000 had expired in the current year.

## 10. PROFIT FOR THE YEAR

Profit for the year has been arrived at:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
<b>After charging:</b>				
Depreciation of property, plant and equipment	3,526,139	3,833,072	-	-
Loss on foreign exchange:				
Realised	3,881,903	3,522,663	68	28
Unrealised	865,728	-	14	-
Research and development expense:				
Employee benefit expenses	3,734,820	3,405,400	-	-
Equity-settled share-based payments	521,752	940,195	227,559	399,543
Amortisation of right-of-use assets	178,453	184,831	-	-
Statutory audit fees:				
Deloitte Malaysia PLT	152,000	138,000	80,000	72,205
Other auditors	9,592	10,222	-	-
Provision for rework and warranty*	97,120	6,359	-	-
Non-statutory audit fees:				
Deloitte Malaysia PLT and its affiliates	57,000	95,810	19,000	18,310
Loss arising from financial assets/liabilities designated as at fair value through profit or loss	-	2,422,783	-	-
<b>And crediting:</b>				
Gain arising from financial assets/liabilities designated as at fair value through profit or loss	1,473,271	-	-	-
Unrealised gain on foreign exchange	-	503,203	-	4

\* Included in other expenses

## 11. EARNINGS PER SHARE

### Basic earnings per share

The earnings and weighted average number of ordinary shares used in the calculation of basic earnings per share are as follows:

	The Group	
	2025	2024
Profit for the year attributable to owners of the Company (RM)	92,297,946	113,717,035
Weighted average number of ordinary shares for the purposes of basic earnings per share (unit)	462,377,326	460,548,586
Basic earnings per share (sen)	19.96	24.69

## 11. EARNINGS PER SHARE (cont'd)

### Diluted earnings per share

The earnings used in the calculation of diluted earnings per share are as follows:

	The Group	
	2025	2024
	RM	RM
Profit for the year attributable to owners of the Company	<u>92,297,946</u>	<u>113,717,035</u>

The weighted average number of ordinary shares for the purposes of diluted earnings per share reconciles to the weighted average number of ordinary shares used in the calculation of basic earnings per share as follows:

	The Group	
	2025	2024
Weighted average number of ordinary shares used in the calculation of basic earnings per share (unit)	462,377,326	460,548,586
Shares deemed to be issued for no consideration in respect of employees' share options (unit)	<u>1,757,586</u>	<u>4,585,517</u>
Weighted average number of ordinary shares used in the calculation of diluted earnings per share (unit)	<u>464,134,912</u>	<u>465,134,103</u>
Diluted earnings per share (sen)	<u>19.89</u>	<u>24.45</u>

The following potential ordinary shares are anti-dilutive and are therefore excluded from the weighted average number of ordinary shares for the purposes of diluted earnings per share:

	The Group	
	2025	2024
	Unit	Unit
Weighted average number of unissued shares in respect of employees' share options	<u>198,830</u>	<u>5,676</u>

12. PROPERTY, PLANT AND EQUIPMENT

The Group

	Buildings RM	Plant and machinery RM	Fire-fighting and security system RM	Air conditioning system RM	Furniture and fittings RM	Office equipment RM	Electrical installation RM	Motor vehicles RM	Construction -in -progress RM	Total RM
<b>Cost</b>										
Balance as of January 1, 2025	42,907,879	32,836,807	1,747,575	3,712,857	1,420,450	4,710,278	5,479,646	1,904,117	2,663,831	97,383,440
Additions	-	614,642	-	481,090	19,720	53,645	19,571	103,552	670,850	1,963,070
Disposals/Write-off	-	(206,985)	-	-	(1,394)	(5,280)	-	(239,175)	-	(452,834)
Currency translation differences	(1,001,934)	(172,776)	(33,769)	(57,588)	(6,414)	(35,366)	(169,852)	(7,966)	-	(1,485,665)
Balance as of December 31, 2025	<b>41,905,945</b>	<b>33,071,688</b>	<b>1,713,806</b>	<b>4,136,359</b>	<b>1,432,362</b>	<b>4,723,277</b>	<b>5,329,365</b>	<b>1,760,528</b>	<b>3,334,681</b>	<b>97,408,011</b>
Balance as of January 1, 2024	42,570,954	35,986,650	1,753,402	3,764,184	1,386,791	4,591,268	5,641,729	1,915,958	-	97,610,936
Additions	1,414,004	140,581	30,475	10,580	40,546	175,834	19,600	-	2,663,831	4,495,451
Disposals/Write-off	-	(3,102,914)	-	-	-	(18,601)	-	-	-	(3,121,515)
Currency translation differences	(1,077,079)	(187,510)	(36,302)	(61,907)	(6,887)	(38,223)	(181,683)	(11,841)	-	(1,601,432)
Balance as of December 31, 2024	<b>42,907,879</b>	<b>32,836,807</b>	<b>1,747,575</b>	<b>3,712,857</b>	<b>1,420,450</b>	<b>4,710,278</b>	<b>5,479,646</b>	<b>1,904,117</b>	<b>2,663,831</b>	<b>97,383,440</b>

## 12. PROPERTY, PLANT AND EQUIPMENT (cont'd)

## The Group

	Buildings RM	Plant and machinery RM	Fire-fighting and security system RM	Air conditioning system RM	Furniture and fittings RM	Office equipment RM	Electrical installation RM	Motor vehicles RM	Construction -in-progress RM	Total RM
<b>Accumulated depreciation</b>										
Balance as of January 1, 2025	20,316,266	28,676,454	1,652,236	3,576,844	1,165,162	3,840,710	4,632,305	1,077,743	-	64,937,720
Charge for the year	1,480,231	1,520,363	4,556	12,562	39,189	188,005	71,935	209,298	-	3,526,139
Disposals/Write-off	-	(199,631)	-	-	(1,381)	(5,277)	-	(222,354)	-	(428,643)
Currency translation differences	(705,203)	(115,714)	(30,354)	(51,257)	(5,671)	(30,611)	(127,290)	(6,394)	-	(1,072,494)
Balance as of December 31, 2025	21,091,294	29,881,472	1,626,438	3,538,149	1,197,299	3,992,827	4,576,950	1,058,293	-	66,962,722
Balance as of January 1, 2024	19,507,602	29,502,500	1,681,958	3,624,282	1,135,152	3,694,938	4,690,442	876,393	-	64,713,267
Charge for the year	1,525,779	1,778,192	2,884	7,418	36,053	195,363	75,376	212,007	-	3,833,072
Disposals/Write-off	-	(2,485,515)	-	-	-	(16,741)	-	-	-	(2,502,256)
Currency translation differences	(717,115)	(118,723)	(32,606)	(54,856)	(6,043)	(32,850)	(133,513)	(10,657)	-	(1,106,363)
Balance as of December 31, 2024	20,316,266	28,676,454	1,652,236	3,576,844	1,165,162	3,840,710	4,632,305	1,077,743	-	64,937,720
<b>Net carrying amount</b>										
Balance as of December 31, 2025	20,814,651	3,190,216	87,368	598,210	235,063	730,450	752,415	702,235	3,334,681	30,445,289
Balance as of December 31, 2024	22,591,613	4,160,353	95,339	136,013	255,288	869,568	847,341	826,374	2,663,831	32,445,720

**12. PROPERTY, PLANT AND EQUIPMENT (cont'd)**

**The Company**

	Furniture and fittings RM	Office equipment RM	Total RM
<b>Cost</b>			
Balance as of January 1, 2025/ December 31, 2025	5,825	60,980	66,805
Balance as of January 1, 2024/December 31, 2024	5,825	60,980	66,805
<b>Accumulated depreciation</b>			
Balance as of January 1, 2025/ December 31, 2025	5,825	60,980	66,805
Balance as of January 1, 2024/December 31, 2024	5,825	60,980	66,805
<b>Net carrying amount</b>			
Balance as of December 31, 2025	-	-	-
Balance as of December 31, 2024	-	-	-

**13. RIGHT-OF-USE ASSETS**

**The Group**

	2025 RM	2024 RM
<b>Leasehold land</b>		
<b>Cost</b>		
As of January 1	6,680,012	6,961,140
Currency translation difference	(261,512)	(281,128)
As of December 31	6,418,500	6,680,012
<b>Accumulated amortisation</b>		
As of January 1	2,616,321	2,531,180
Charge for the year	178,453	184,831
Currency translation difference	(97,059)	(99,690)
As of December 31	2,697,715	2,616,321
<b>Net carrying amount</b>		
As of December 31	3,720,785	4,063,691

As of December 31, 2025, the unexpired lease periods of the leasehold land are 25 and 29 years (2024: 26 and 30 years).

The Group and the Company lease certain office equipment such as photocopy machines, which qualify as low-value assets. The Group and the Company have elected to apply the recognition exemption and thus, did not recognise right-of-use assets and lease liabilities for these leases.

#### 14. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2025 RM	2024 RM
<b>Unquoted equity shares, at cost</b>	<b>60,579,659</b>	60,428,443
<b>Accumulated impairment losses:</b>		
At the beginning of year	(4,420,800)	(4,420,800)
Reversal of impairment loss during the year	4,420,800	-
At the end year	-	(4,420,800)
<b>Carrying amount</b>	<b>60,579,659</b>	<b>56,007,643</b>

Included in the cost of investments in subsidiaries as of December 31, 2025 is a cumulative charge of RM3,832,680 (2024: RM3,681,464) representing the recognition of equity-settled share-based payments for share options granted to subsidiaries' employees to acquire ordinary shares of the Company.

An impairment charge of RM4,420,800 on its investment in Uchi Electronic (M) Sdn. Bhd. ("UE") was recognised several financial years ago. During the current financial year, the recoverable amount of the Company's investment in UE has been determined based on its fair value less cost of disposal. The cost of disposal was assessed to be insignificant. As a result of this analysis, the management has recognised a reversal of impairment charge of RM4,420,800 in the current year. The reversal of impairment charge is recorded within other gains and losses in the statement of profit or loss and other comprehensive income of the Company.

Details of the Company's subsidiaries as of the end of the reporting period are as follows:

Direct subsidiaries	Principal activities	Place of incorporation and operations	Proportion of ownership interest	
			2025	2024
Uchi Electronic (M) Sdn. Bhd. <sup>^</sup>	Assembly of electrical components onto printed circuit boards and trading of complete electric module and saturated paper for PCB lamination.	Malaysia	100%	100%
Uchi Optoelectronic (M) Sdn. Bhd. <sup>^</sup>	Design, research, development and manufacture of touch screen advance display, high precision light measurement (optoelectronic) equipment, mixed signal control system for centrifuge or laboratory equipment, mixed signal microprocessor based application and system integration products.	Malaysia	100%	100%
Uchi Technologies (Dongguan) Co., Ltd. <sup>*#</sup>	Design, research, development, manufacture and trading of electronic modules.	People's Republic of China	100%	100%

<sup>^</sup> Audited by Deloitte Malaysia PLT.

<sup>\*</sup> Audited by Deloitte Malaysia PLT for forming audit opinion on consolidated financial statements purposes only.

<sup>#</sup> The financial statements of the subsidiary are audited by auditors other than auditors of the Company.

**15. DEFERRED TAX ASSETS/(LIABILITIES)**

Deferred tax balances are presented in the statements of financial position as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deferred tax assets	403,035	396,187	211,000	261,000
Deferred tax liabilities	(247,485)	(424,007)	-	-
	<b>155,550</b>	<b>(27,820)</b>	<b>211,000</b>	<b>261,000</b>

Movement in deferred tax assets/(liabilities) is as follows:

**The Group**

	Opening balance RM	Recognised in profit or loss (Note 9) RM	Recognised in other comprehensive income (Note 9) RM	Closing balance RM
<b>2025:</b>				
<b>Deferred tax assets</b>				
Provision for rework and warranty	402,000	(76,000)	-	326,000
Accrued expenses	315,000	(35,000)	-	280,000
Inventories	143,609	(79,980)	(850)	62,779
Others	1,087,364	59,000	(3,322)	1,143,042
	<b>1,947,973</b>	<b>(131,980)</b>	<b>(4,172)</b>	<b>1,811,821</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	(1,719,786)	311,000	-	(1,408,786)
Gain on revaluation of properties	(256,007)	8,522	-	(247,485)
	<b>(1,975,793)</b>	<b>319,522</b>	<b>-</b>	<b>(1,656,271)</b>
<b>Net</b>	<b>(27,820)</b>	<b>187,542</b>	<b>(4,172)</b>	<b>155,550</b>
<b>2024:</b>				
<b>Deferred tax assets</b>				
Provision for rework and warranty	492,000	(90,000)	-	402,000
Accrued expenses	394,700	(79,700)	-	315,000
Inventories	45,533	99,065	(989)	143,609
Unused tax losses	8,300	(8,300)	-	-
Others	1,830,148	(739,214)	(3,570)	1,087,364
	<b>2,770,681</b>	<b>(818,149)</b>	<b>(4,559)</b>	<b>1,947,973</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	(2,069,000)	349,214	-	(1,719,786)
Gain on revaluation of properties	(756,547)	500,540	-	(256,007)
	<b>(2,825,547)</b>	<b>849,754</b>	<b>-</b>	<b>(1,975,793)</b>
<b>Net</b>	<b>(54,866)</b>	<b>31,605</b>	<b>(4,559)</b>	<b>(27,820)</b>

15. DEFERRED TAX ASSETS/(LIABILITIES) (cont'd)

The Company

	Opening balance RM	Recognised in profit or loss (Note 9) RM	Closing balance RM
<b>2025:</b>			
<b>Deferred tax asset</b>			
Accrued expenses	261,000	(50,000)	211,000
<b>2024:</b>			
<b>Deferred tax asset</b>			
Accrued expenses	348,000	(87,000)	261,000

16. INVENTORIES

	The Group	
	2025 RM	2024 RM
<b>At cost:</b>		
Raw materials	11,076,372	13,708,283
Work-in-progress	607,844	1,095,633
Finished goods	553,140	1,767,662
Goods-in-transit:		
Raw materials	1,308,129	1,502,768
	<b>13,545,485</b>	<b>18,074,346</b>

The cost of inventories recognised as an expense during the financial year is RM43,453,002 (2024: RM52,902,448).

The cost of inventories recognised as an income included RM376,509 in respect of reversal of allowance for slow moving inventories during the financial year. In prior year, the cost of inventories recognised as an expenses included RM502,739 in respect of allowance for slow moving inventories.

17. TRADE AND OTHER RECEIVABLES

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables	20,143,486	16,705,491	-	-
Less: Loss allowance	(398,749)	(254,365)	-	-
	19,744,737	16,451,126	-	-
Amount owing by subsidiaries, net amount	-	-	56,066,640	79,985,185
Interest receivable	322,738	639,472	116,559	196,094
Other receivables	20,801	255	-	-
	<b>20,088,276</b>	<b>17,090,853</b>	<b>56,183,199</b>	<b>80,181,279</b>

17. TRADE AND OTHER RECEIVABLES (cont'd)

The currency exposure profile of trade and other receivables is as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
United States Dollars	19,825,533	16,771,087	-	-
Ringgit Malaysia	262,743	319,766	56,183,199	80,181,279
	<u>20,088,276</u>	<u>17,090,853</u>	<u>56,183,199</u>	<u>80,181,279</u>

The average credit periods granted to trade receivables on sale of goods range from 21 to 60 days (2024: 21 to 60 days). No interest is charged on the outstanding balance of trade receivables.

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses ("ECL"). The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings. None of the trade receivables that have been written off is subject to enforcement activities.

Trade receivables disclosed above include amounts (see below for aged analysis) that are past due at the end of the reporting period for which the Group has not recognised an allowance for doubtful debts because there has not been a significant change in credit quality and the amounts are still considered recoverable. The Group does not hold any collateral or other credit enhancements over these balances nor does it have a legal right of offset against any amounts owed by the Group to the counterparty.

Ageing analysis of trade receivables:

	The Group	
	2025 RM	2024 RM
Neither past due nor impaired	17,562,009	12,549,352
1 to 30 days past due but not impaired	2,080,537	2,008,639
31 to 60 days past due but not impaired	102,191	1,893,135
	2,182,728	3,901,774
Impaired	398,749	254,365
Total	<u>20,143,486</u>	<u>16,705,491</u>

Movement in the allowance for doubtful debts:

	The Group	
	2025 RM	2024 RM
Balance at beginning of the year	254,365	7,889
Impairment loss recognised	398,749	254,365
Reversal of impairment loss no longer required	(254,365)	(7,889)
Balance at end of the year	<u>398,749</u>	<u>254,365</u>

NOTES TO THE FINANCIAL STATEMENTS (cont'd)  
DECEMBER 31, 2025

**17. TRADE AND OTHER RECEIVABLES (cont'd)**

In determining the recoverability of a trade receivable, the Group considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the end of the reporting period.

The allowance for doubtful debts on trade receivables are made for individually impaired receivables relating to dispute over quality issues on products sold. The Group does not hold any collateral over these balances.

Ageing of impaired trade receivables:

	The Group	
	2025 RM	2024 RM
31 to 60 days	348,495	904
61 to 90 days	-	69,883
91 to 120 days	8,945	4,989
More than 120 days	41,309	178,589
Total	<u>398,749</u>	<u>254,365</u>

The amount owing by subsidiaries are as follows:

	The Company	
	2025 RM	2024 RM
Uchi Optoelectronic (M) Sdn. Bhd.	56,060,268	79,979,306
Uchi Electronic (M) Sdn. Bhd.	6,372	5,879
Total	<u>56,066,640</u>	<u>79,985,185</u>

The amount owing by subsidiaries arose mainly from dividend and advances which are unsecured, interest free and are repayable on demand.

Included in amount owing by subsidiaries is dividend receivable amounting to RM56,000,000 (2024: RM80,000,000).

**18. OTHER ASSETS**

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Prepayments	3,348,167	4,046,512	-	-
Deposits	131,894	110,352	2,000	2,000
	<u>3,480,061</u>	<u>4,156,864</u>	<u>2,000</u>	<u>2,000</u>

**19. SHORT-TERM DEPOSITS**

The currency exposure profile of short-term deposits is as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	92,776,313	70,450,956	56,136,109	53,042,196
United States Dollars	23,640,370	59,930,811	-	-
Chinese Renminbi	15,093,000	14,700,000	-	-
	<u>131,509,683</u>	<u>145,081,767</u>	<u>56,136,109</u>	<u>53,042,196</u>

The short-term deposits of the Group earn interest at rates ranging from 0.95% to 4.05% (2024: 1.45% to 4.95%) per annum and have maturity periods ranging between 1 to 12 months (2024: 1 to 12 months).

The short-term deposits of the Company earn interest at rates ranging from 3.05% to 3.36% (2024: 3.65% to 3.80%) per annum and have maturity periods ranging between 1 to 6 months (2024: 3 to 6 months).

## 20. CASH AND BANK BALANCES

The currency exposure profile of cash and bank balances is as follows:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Chinese Renminbi	2,201,067	2,395,853	-	-
Ringgit Malaysia	1,900,728	1,905,866	108,535	59,772
United States Dollars	386,938	431,154	806	888
Euro	8,993	8,784	-	-
Swiss Franc	1,075	1,040	-	-
Other foreign currencies	1,528	1,616	-	-
	<b>4,500,329</b>	<b>4,744,313</b>	<b>109,341</b>	<b>60,660</b>

## 21. SHARE CAPITAL

	The Group and the Company			
	2025		2024	
	No. of shares	RM	No. of shares	RM
<b>Issued and fully paid:</b>				
Ordinary shares:				
As of beginning of the year	463,279,359	94,107,198	461,730,659	89,791,534
Issue of shares pursuant to Employees' Share Options Scheme ("ESOS")	1,705,600	4,941,518	1,548,700	4,315,664
As of end of the year	<b>464,984,959</b>	<b>99,048,716</b>	<b>463,279,359</b>	<b>94,107,198</b>

During the financial year, the issued and paid-up ordinary share capital of the Company was increased from 463,279,359 ordinary shares to 464,984,959 ordinary shares by way of issuance of 1,705,600 new ordinary shares, amounting to RM4,941,518, for cash pursuant to the Employees' Share Options Scheme ("ESOS") of the Company at exercise prices ranging from RM1.57 to RM2.97 per ordinary share.

The new ordinary shares issued rank pari passu with the then existing ordinary shares of the Company.

As of December 31, 2025, out of the total number of 464,984,959 (2024: 463,279,359) ordinary shares issued and paid-up, 2,072,500 (2024: 2,072,500) are held as treasury shares. Hence, the number of outstanding ordinary shares in issue and fully paid is 462,912,459 (2024: 461,206,859).

Subsequent to year end, the following share options to subscribe for ordinary shares offered under ESOS scheme were granted to employees:

Options series	Expiry date	Fair value at grant date RM	Exercise price RM	Number
<b>The Group and the Company</b>				
<b>Granted on:</b>				
January 8, 2026	November 7, 2026	0.0124	3.19	16,400
February 7, 2026	November 7, 2026	0.0512	3.05	42,400
				<b>58,800</b>

## 22. RESERVES

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
<b>Non-distributable reserves:</b>				
Equity-settled employee benefits reserve	7,120,212	6,786,680	7,120,212	6,786,680
Foreign currency translation reserve	5,186,650	6,798,967	-	-
Merger reserve	-	-	6,777,646	6,777,646
	<u>12,306,862</u>	<u>13,585,647</u>	<u>13,897,858</u>	<u>13,564,326</u>

The equity-settled employee benefits reserve relates to share options granted by the Company to employees under the employees' share options scheme.

On November 8, 2016, the Group and the Company implemented an Employees' Share Options Scheme ("ESOS") for a period of 5 years. The Group and the Company had extended the ESOS for another period of 5 years commencing from November 8, 2021 on the same terms and conditions as mentioned in the ESOS By-Laws. The extended share options are exercisable at any time within the option period up to November 7, 2026.

The principal features of the ESOS are as follows:

- The total number of shares offered under the ESOS scheme shall not exceed 15% of the issued and paid-up share capital of the Company at any point of time during the existence of the ESOS.
- Persons who are eligible to participate in the ESOS are all employees including directors of the Group who as of the date of offer are confirmed in writing of his/her employment in the Group.
- The option price shall be determined at a discount of not more than 10% from the weighted average market price of the ordinary shares of the Company as quoted and shown in the Daily Official List issued by Bursa Malaysia Securities Berhad for the five preceding market days prior to the date of offer.
- The options granted may be exercised upon giving notice in writing to the Company within a period of 5 years from the date of offer of the option or such shorter period as may be specifically stated in the offer.
- The new ordinary shares to be allotted upon any exercise of the ESOS shall upon allotment and issuance, rank pari passu in all respects with the then existing ordinary shares of the Company except that these new ordinary shares will not be entitled to any dividends or distributions which may be declared prior to the allotment of these shares.

Share options are conditional on the employee's confirmation of service. The share options are exercisable in a staggered basis within the period of 5 years and have a contractual term of five years. The Group and the Company have no legal or constructive obligation to repurchase or to settle the share options in cash.

The persons to whom the share options have been granted have no right to participate by virtue of the share options in any share options of any other companies in the Group.

22. RESERVES (cont'd)

The following share based payments arrangements were in existence as of the end of the reporting period:

Options series	Expiry date	Fair value at grant date RM	Exercise price RM	Number
<b>The Group</b>				
<b>Granted on:</b>				
November 8, 2016	November 7, 2026	0.1963	1.57	694,000
February 8, 2017	November 7, 2026	0.1716	1.67	4,800
September 8, 2017	November 7, 2026	0.3305	2.11	59,000
February 8, 2018	November 7, 2026	0.3900	2.43	9,300
February 8, 2019	November 7, 2026	0.2553	2.57	2,000
February 7, 2020	November 7, 2026	0.1322	2.62	13,000
November 6, 2020	November 7, 2026	0.0092	2.60	2,500
February 4, 2022	November 7, 2026	0.2402	2.95	13,236,900
March 8, 2022	November 7, 2026	0.2001	2.97	133,300
May 6, 2022	November 7, 2026	0.1913	3.06	139,600
May 26, 2022	November 7, 2026	0.3198	2.95	90,000
October 7, 2022	November 7, 2026	0.2743	3.21	166,600
December 8, 2022	November 7, 2026	0.2548	3.32	74,000
February 8, 2023	November 7, 2026	0.0993	3.22	220,000
March 8, 2023	November 7, 2026	0.0960	3.30	74,000
June 8, 2023	November 7, 2026	0.0902	3.34	182,000
July 6, 2023	November 7, 2026	0.0792	3.48	54,000
August 8, 2023	November 7, 2026	0.0892	3.45	6,000
October 6, 2023	November 7, 2026	0.0642	3.44	74,000
November 8, 2023	November 7, 2026	0.0744	3.46	55,500
February 8, 2024	November 7, 2026	0.1269	3.88	158,900
March 8, 2024	November 7, 2026	0.0820	3.95	170,600
April 8, 2024	November 7, 2026	0.0785	3.91	161,800
May 8, 2024	November 7, 2026	0.0772	4.03	168,600
July 5, 2024	November 7, 2026	0.0837	3.98	43,100
August 8, 2024	November 7, 2026	0.0699	3.79	24,700
September 6, 2024	November 7, 2026	0.0690	3.77	3,200
October 8, 2024	November 7, 2026	0.0690	3.79	10,900
November 8, 2024	November 7, 2026	0.1058	3.83	37,000
December 6, 2024	November 7, 2026	0.0616	3.95	35,400
January 8, 2025	November 7, 2026	0.0296	3.93	33,900
February 7, 2025	November 7, 2026	0.0176	3.92	76,400
March 7, 2025	November 7, 2026	0.0293	3.71	10,000
July 8, 2025	November 7, 2026	0.0245	3.18	35,300
August 8, 2025	November 7, 2026	0.0225	3.22	41,800
September 8, 2025	November 7, 2026	0.0198	3.32	2,300
November 7, 2025	November 7, 2026	0.0008	3.08	20,000
				16,324,400

The weighted average fair value of the share options granted during the financial year is RM0.0236 (2024: RM0.0616). Options were priced using the Binomial Option Pricing model. Where relevant, the expected life used in the model has been adjusted based on management's best estimate for the effects of non-transferability, exercise restrictions (including the probability of meeting market conditions attached to the option) and behavioural considerations. Expected volatility is based on the historical share price volatility over the past 1¼ years.

22. RESERVES (cont'd)

Options series	Inputs into the model					
	Grant date share price RM	Exercise price RM	Expected volatility	Option life	Dividend yield	Risk free interest rate
<b>The Group</b>						
<b>2025:</b>						
<b>Granted on:</b>						
January 8, 2025	3.87	3.93	9.12%	2 years	7%	3.46%
February 7, 2025	3.80	3.92	9.12%	2 years	8%	3.46%
March 7, 2025	3.69	3.71	9.12%	2 years	8%	3.46%
July 8, 2025	3.18	3.18	9.12%	2 years	9%	3.46%
August 8, 2025	3.21	3.22	9.12%	2 years	8%	3.46%
September 8, 2025	3.31	3.32	9.12%	2 years	8%	3.46%
November 7, 2025	3.02	3.08	9.12%	1 years	9%	3.46%
<b>2024:</b>						
<b>Granted on:</b>						
January 8, 2024	3.71	3.67	13.00%	3 years	5%	3.39%
February 8, 2024	3.91	3.88	13.00%	3 years	6%	3.39%
March 8, 2024	3.83	3.95	13.00%	3 years	6%	3.39%
April 8, 2024	3.83	3.91	13.00%	3 years	6%	3.39%
May 8, 2024	3.99	4.03	13.00%	3 years	7%	3.39%
July 5, 2024	3.97	3.98	13.00%	3 years	7%	3.39%
August 8, 2024	3.75	3.79	13.00%	3 years	7%	3.39%
September 6, 2024	3.76	3.77	13.00%	3 years	7%	3.39%
October 8, 2024	3.79	3.79	13.00%	3 years	7%	3.39%
November 8, 2024	3.88	3.83	13.00%	2 years	7%	3.39%
December 6, 2024	3.91	3.95	13.00%	2 years	7%	3.39%

The following reconciles the share options outstanding as of the beginning and end of the year:

	The Group			
	2025		2024	
	Number of options	Weighted average exercise price RM	Number of options	Weighted average exercise price RM
Balance as of beginning of the year	18,884,100	2.94	20,799,600	2.90
Granted during the year	244,500	3.61	874,900	3.55
Exercised during the year	(1,705,600)	2.90	(1,548,700)	2.79
Forfeited during the year	(1,098,600)	3.09	(1,241,700)	2.92
Balance as of end of the year	<u>16,324,400</u>	<u>2.97</u>	<u>18,884,100</u>	2.94

**22. RESERVES (cont'd)**

The following share options were exercised during the financial year:

	Number exercised 2025	Exercise date	Exercise price RM
<b>The Group</b>			
<b>Granted on:</b>			
November 8, 2016	11,000	February 27, 2025	1.57
November 8, 2016	54,400	March 26, 2025	1.57
February 4, 2022	636,600	February 27, 2025	2.95
February 4, 2022	498,000	March 21, 2025	2.95
February 4, 2022	65,800	March 26, 2025	2.95
February 4, 2022	80,000	May 27, 2025	2.95
February 4, 2022	22,800	July 28, 2025	2.95
February 4, 2022	45,500	August 28, 2025	2.95
February 4, 2022	91,000	September 25, 2025	2.95
February 4, 2022	130,000	November 28, 2025	2.95
February 4, 2022	8,000	December 24, 2025	2.95
March 8, 2022	12,500	February 27, 2025	2.97
May 26, 2022	50,000	August 28, 2025	2.95
	1,705,600		

The following share options were forfeited during the financial year:

	Number forfeited 2025
<b>The Group</b>	
<b>Granted on:</b>	
February 4, 2022	(655,300)
October 7, 2022	(363,000)
January 8, 2024	(55,500)
February 7, 2025	(24,800)
	(1,098,600)

Out of the outstanding share options, share options to subscribe for 12,718,960 (2024: 10,952,330) ordinary shares under the ESOS scheme were exercisable as of the end of the year.

The share options outstanding as of year end had exercise prices ranging from RM1.57 to RM4.03 (2024: RM1.57 to RM4.03) and a weighted average remaining contractual life of 1 year (2024: 1 to 2 years). The share options to subscribe for 16,324,400 (2024: 18,884,100) ordinary shares under the ESOS scheme are exercisable within the option period up to November 7, 2026.

Foreign currency translation reserve represents exchange differences relating to the translation of the net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (Ringgit Malaysia) are recognised directly in other comprehensive income and accumulated in the foreign currency translation reserve.

The merger reserve represents the difference between the cost of investments in subsidiaries and the nominal value of shares issued as consideration.

### 23. RETAINED EARNINGS

The entire retained earnings of the Company as of the end of the reporting period are available for the distribution as tax exempt dividends and single-tier dividends to the shareholders of the Company.

### 24. TRADE AND OTHER PAYABLES

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Trade payables	6,551,008	5,397,741	-	-
Amount owing to directors	576,000	576,000	8,000	8,000
Other payables	5,965,149	8,402,425	-	-
Accrued expenses	8,128,388	8,182,099	1,146,894	1,275,989
	<b>21,220,545</b>	<b>22,558,265</b>	<b>1,154,894</b>	<b>1,283,989</b>

The currency exposure profile of trade and other payables is as follows:

	The Group		The Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
United States Dollars	11,418,022	12,793,468	-	-
Ringgit Malaysia	7,981,215	8,318,929	1,154,894	1,283,989
Chinese Renminbi	1,821,308	1,445,868	-	-
	<b>21,220,545</b>	<b>22,558,265</b>	<b>1,154,894</b>	<b>1,283,989</b>

Trade payables and accrued expenses principally comprise amounts outstanding for trade purchase and ongoing costs. The average credit periods granted to the Group for trade purchases range from 30 to 60 days (2024: 30 to 60 days). No interest is charged on the outstanding balance of trade payables.

The Group has financial risk management policies in place to ensure that all payables are paid within the pre-agreed credit terms.

The amount owing to directors represents directors' remuneration payable.

### 25. OTHER FINANCIAL ASSETS/(LIABILITIES)

	The Group	
	2025	2024
	RM	RM
<b>Financial assets/liabilities carried at fair value through profit or loss:</b>		
Derivative financial instruments:		
Foreign currency forward contracts	<b>1,473,271</b>	<b>(2,422,783)</b>

The Group uses foreign currency forward contracts to manage some of the transaction exposure. These contracts are not designated as cash flow or fair value hedges and are entered into for periods consistent with currency transaction exposure and fair value changes exposure.

Foreign currency forward contracts are used to hedge the Group's sales denominated in United States Dollars for which firm commitments existed at the end of the reporting period.

Foreign currency forward contracts are measured using quoted forward exchange rates and yield curves derived from swap points matching maturities of the contracts.

**26. PROVISION FOR REWORK AND WARRANTY**

	The Group	
	2025 RM	2024 RM
Balance as of beginning of the year	1,609,089	1,804,539
Additional provision	97,120	6,359
Rework and warranty costs paid	(263,869)	(201,809)
Balance as of end of the year	<u>1,442,340</u>	<u>1,609,089</u>

The Group provides rework and warranty on its products and undertakes to replace defective products. A provision is recognised for expected warranty claims on products sold, based on past experience of the level of repairs and returns. Assumptions used to calculate the provision for rework and warranty were based on current sales levels and current information available about returns based on the warranty period for all products sold. These amounts have not been discounted for the purposes of measuring the provision for rework and warranty because the effect is not material.

**27. DIVIDENDS**

	The Group and the Company	
	2025 RM	2024 RM
<b>Declared and paid:</b>		
Third interim single-tier dividend of 4 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on February 25, 2025 and paid on March 27, 2025.	18,474,678	-
Special interim tax exempt dividend of 5 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on February 25, 2025 and paid on March 27, 2025.	23,093,348	-
Final single-tier dividend of 6 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on February 25, 2025 and paid on June 26, 2025.	27,753,910	-
First interim single-tier dividend of 4.5 sen per ordinary share, in respect of financial year ended December 31, 2025, declared on August 21, 2025 and paid on September 25, 2025.	20,820,754	-
Second interim tax exempt dividend of 4.5 sen per ordinary share, in respect of financial year ended December 31, 2025, declared on November 25, 2025 and paid on December 24, 2025.	20,830,699	-
Third interim tax exempt dividend of 5 sen per ordinary share, in respect of financial year ended December 31, 2023, declared on February 27, 2024 and paid on March 27, 2024.	-	22,995,783
Final single-tier dividend of 7.5 sen per ordinary share, in respect of financial year ended December 31, 2023, declared on April 19, 2024 and paid on June 26, 2024.	-	34,563,678
First interim single-tier dividend of 6.5 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on August 23, 2024 and paid on September 26, 2024.	-	29,966,192
Second interim single-tier dividend of 8 sen per ordinary share, in respect of financial year ended December 31, 2024, declared on November 26, 2024 and paid on December 27, 2024.	-	36,896,549
	<u>110,973,389</u>	<u>124,422,202</u>

Subsequent to the financial year end, a third interim single-tier dividend of 4.5 sen per ordinary share amounting to RM20,839,611 was proposed and declared on February 27, 2026 and payable on March 31, 2026 by the Group and by the Company in respect of the current financial year. The dividend will be accounted for in equity as an appropriation of retained earnings during the financial year ending December 31, 2026.

## 27. DIVIDENDS (cont'd)

On February 27, 2026, the directors have also proposed a final single-tier dividend of 6 sen per ordinary share, in respect of the current financial year. The proposed single-tier dividend amounted to RM27,786,148 in respect of all ordinary shares in issue as of February 28, 2026 and has not been included as a liability in the financial statements. The dividend is subject to the approval by the shareholders at the forthcoming Annual General Meeting of the Company and the date of entitlement of dividend has yet to be determined as of the date of this Directors' Report.

## 28. CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise of the following:

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term deposits	131,509,683	145,081,767	56,136,109	53,042,196
Cash and bank balances	4,500,329	4,744,313	109,341	60,660
	<b>136,010,012</b>	<b>149,826,080</b>	<b>56,245,450</b>	<b>53,102,856</b>

## 29. BANKING FACILITIES

As of December 31, 2025, the Group has unutilised banking facilities of RM166,100,000 (2024: RM166,100,000) secured by corporate guarantees from the Company for RM35,620,000 (2024: RM35,620,000).

## 30. FINANCIAL INSTRUMENTS

### a. Financial risk management objectives and policies

The operations of the Group are subject to a variety of financial risks, including foreign currency risk and credit risk. The Group has formulated a financial risk management framework whose principal objective is to minimise the Group's exposure to risks and/or costs associated with the financing, investing and operating activities of the Group.

Various risk management policies are made and approved by the Board for observation in the day-to-day operations for the controlling and management of the risks associated with financial instruments.

### i. Foreign currency risk management

The Group undertakes transactions denominated in foreign currencies, consequently, exposures to exchange rate fluctuations arise. Exchange rate exposures are managed within approved policy parameters utilising forward foreign exchange contracts.

The Group's activities expose it primarily to the financial risk of change in foreign currency exchange rates. The Group enters into derivative financial instruments to manage its exposure to foreign currency risk, including forward foreign exchange contracts to minimise the exchange rate risk arising on foreign currency sales.

The carrying amounts of the Group's and the Company's foreign currency denominated monetary assets and monetary liabilities as of the end of the reporting period are as follows:

	The Group	
	2025 RM	2024 RM
<b>Assets</b>		
United States Dollars	43,852,841	77,133,052
Chinese Renminbi	17,294,067	17,095,853
Euro	8,993	8,784
Swiss Franc	1,075	1,040
Other foreign currencies	1,528	1,616
	<b>63,048,504</b>	<b>102,239,345</b>
<b>Liabilities</b>		
United States Dollars	11,418,022	12,793,468
Chinese Renminbi	1,821,308	1,445,868
	<b>13,239,330</b>	<b>14,239,336</b>

30. FINANCIAL INSTRUMENTS (cont'd)

a. Financial risk management objectives and policies (cont'd)

i. Foreign currency risk management (cont'd)

	The Company	
	2025	2024
	RM	RM

**Assets**

United States Dollars	<u>806</u>	<u>888</u>
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The following table details the sensitivity analysis when the RM strengthens 12% (2024: 16%) against the relevant foreign currencies. 12% (2024: 16%) is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation as of period end for a 12% (2024: 16%) change in foreign currency rates. A positive number below indicates an increase in profit and total equity and a negative number indicates a decrease in profit and total equity where the RM strengthens 12% (2024: 16%) against the relevant currency.

	The Group	
	2025	2024
	RM	RM

**Impact on profit or loss/total equity:**

United States Dollars	<b>(3,892,178)</b>	(10,294,333)
Chinese Renminbi	<b>(1,856,731)</b>	(2,503,998)
Euro	<b>(1,079)</b>	(1,405)
Swiss Franc	<b>(129)</b>	(166)
Other foreign currencies	<b>(183)</b>	(259)

	The Company	
	2025	2024
	RM	RM

**Impact on profit or loss/total equity:**

United States Dollars	<u>(97)</u>	<u>(142)</u>
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For a 12% (2024: 16%) weakening of the RM against the relevant currency, it would have had equal but opposite effect on the above currencies to the amounts shown above.

ii. Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted procedures in extending credit terms to customers and in monitoring its credit risk. The Group only grants credit to creditworthy counterparties. The trade receivables that are neither past due nor impaired relate to customers that the Group has assessed to be creditworthy, based on the credit evaluation process performed by management. The Group places its cash and cash equivalents with a number of major and high credit rating commercial banks.

The maximum exposure to credit risk in the event that the counterparties fail to perform their obligations as of the end of the reporting period in relation to each class of recognised financial assets is the carrying amount of those assets as stated in the statements of financial position.

### 30. FINANCIAL INSTRUMENTS (cont'd)

#### a. Financial risk management objectives and policies (cont'd)

##### ii. Credit risk management (cont'd)

The Group determines concentrations of credit risk by monitoring the country profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables as of the reporting date are as follows:

	2025		2024	
	RM	% of total	RM	% of total
<b>By country:</b>				
Europe	19,376,242	98	15,344,417	93
Asia Pacific	368,495	2	669,754	4
United States of America	-	-	436,955	3
	<u>19,744,737</u>	<u>100</u>	<u>16,451,126</u>	<u>100</u>

For trade receivables, the Group has applied the simplified approach in MFRS 9 *Financial Instruments* to measure the loss allowance at lifetime expected credit losses. The Group determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these assets is presented based on their past due status in terms of the provision matrix.

#### b. Foreign currency forward contracts

It is the policy of the Group to enter into foreign currency forward contracts to cover specific foreign currency payments and receipts. The Group also enters into foreign currency forward contracts to manage the risk associated with anticipated sales and purchase transactions.

The following table details the foreign currency forward contracts outstanding as of the end of the reporting date:

##### The Group

Outstanding contract	Average exchange rate	Foreign currency USD	Contract value RM	Fair value (loss) /gain RM
<b>2025:</b>				
<b>Sell USD</b>				
Less than 3 months	4.17	9,300,000	38,814,762	1,100,870
3 to 6 months	4.10	5,100,000	20,918,485	276,173
6 to 9 months	4.07	3,000,000	12,196,221	74,274
9 to 12 months	4.05	1,200,000	4,865,251	21,954
<b>2024:</b>				
<b>Sell USD</b>				
Less than 3 months	4.35	8,900,000	38,706,924	(997,375)
3 to 6 months	4.29	6,700,000	28,727,230	(1,053,554)
6 to 9 months	4.30	2,900,000	12,469,964	(377,462)
9 to 12 months	4.42	900,000	3,981,734	5,608

**30. FINANCIAL INSTRUMENTS (cont'd)**

**c. Fair value measurements**

This note provides information about how the Group determines fair values of various financial assets and financial liabilities.

**i. Financial assets and financial liabilities that are measured at fair value on a recurring basis**

Some of the Group's financial assets and financial liabilities are measured at fair value as of the end of each reporting period. The following table gives information about how the fair values of these financial assets and liabilities are determined (in particular, the valuation techniques and inputs used).

	The Group	
	2025 RM	2024 RM

**Foreign currency forward contracts:**

Fair value:

Assets/(Liabilities)	<b>1,473,271</b>	<b>(2,422,783)</b>
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Fair value hierarchy Level 2

Valuation technique and key input Discounted cash flow. Future cash flows are estimated based on forward exchange rates (from observable forward exchange rates as of the end of the reporting period) and contract forward rates, discounted at a rate that reflects the credit risk of various counterparties.

Significant unobservable input Not applicable

Relationship of unobservable input to fair value Not applicable

There was no transfer between fair value hierarchy during the financial year.

**ii. Financial assets and financial liabilities that are not measured at fair value on a recurring basis (but fair value disclosures are required)**

The directors consider that the carrying amounts of short-term financial assets and financial liabilities recognised at amortised cost in the financial statements approximate their fair values.

### 32. RELATED PARTY TRANSACTIONS

The following details of transactions between the Group and the Company with related parties were carried out under terms and conditions negotiated amongst the related parties.

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Dividend income received/receivable from:</b>				
Uchi Optoelectronic (M) Sdn. Bhd.	-	-	85,000,000	120,000,000
<b>Management fee received/receivable from:</b>				
Uchi Optoelectronic (M) Sdn. Bhd.	-	-	1,068,979	1,130,615
Uchi Electronic (M) Sdn. Bhd.	-	-	26,362	30,348
<b>Advances to/(Repayment of advances from):</b>				
Uchi Optoelectronic (M) Sdn. Bhd.	-	-	80,962	(502,011)
Uchi Electronic (M) Sdn. Bhd.	-	-	493	(1,818)

The amount owing by related parties, included in receivables arose mainly from dividend income and advances. The advances are unsecured, interest free and are repayable on demand.

### 33. SEGMENT INFORMATION

#### Products and services from which reportable segments derive their revenue

Information reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance focuses on types of goods or services delivered or provided. The Group's reportable segments under MFRS 8 *Operating Segments* are therefore as follows:

- investment holding (includes management services); and
- design, research, development and manufacturing of touch screen advance display, high precision light measurement (optoelectronic) equipment, mixed signal control system for centrifuge or laboratory equipment, mixed signal microprocessor based application and system integration products; and
- trading of complete electric module and saturated paper for PCB lamination.

33. SEGMENT INFORMATION (cont'd)

Segment revenue and results

The following is an analysis of the Group's revenue and results by reportable segments:

The Group

	Investment holding RM	Manufacturing RM	Trading RM	Elimination RM	Consolidated RM
<b>2025:</b>					
<b>Revenue</b>					
External sales	-	184,228,292	-	-	184,228,292
Inter-segment sales	86,095,341	9,603,694	1,632,993	(97,332,028)	-
<b>Total revenue</b>	<b>86,095,341</b>	<b>193,831,986</b>	<b>1,632,993</b>	<b>(97,332,028)</b>	<b>184,228,292</b>
<b>Results</b>					
Segment profit/(loss)	83,275,739	112,460,220	(66,391)	(83,877,453)	111,792,115
Investment income					5,196,419
Other gains and losses					1,930,957
Profit before tax					118,919,491
Tax expenses					(26,621,545)
<b>Profit for the year</b>					<b>92,297,946</b>
<b>2024:</b>					
<b>Revenue</b>					
External sales	-	222,092,376	-	-	222,092,376
Inter-segment sales	121,160,963	14,522,140	1,641,729	(137,324,832)	-
<b>Total revenue</b>	<b>121,160,963</b>	<b>236,614,516</b>	<b>1,641,729</b>	<b>(137,324,832)</b>	<b>222,092,376</b>
<b>Results</b>					
Segment profit	118,336,732	141,426,976	33,684	(120,865,351)	138,932,041
Investment income					7,391,639
Other gains and losses					(3,116,573)
Profit before tax					143,207,107
Tax expenses					(29,490,072)
<b>Profit for the year</b>					<b>113,717,035</b>

33. SEGMENT INFORMATION (cont'd)

Segment assets and liabilities

The Group

	Investment holding RM	Manufacturing RM	Trading RM	Consolidated RM
<b>2025:</b>				
<b>Assets</b>				
Segment assets	227,900	76,925,182	100,414	77,253,496
Unallocated corporate assets				<u>131,912,718</u>
<b>Consolidated total assets</b>				<u><b>209,166,214</b></u>
<b>Liabilities</b>				
Segment liabilities	1,154,894	21,093,730	414,261	22,662,885
Unallocated corporate liabilities				<u>5,953,813</u>
<b>Consolidated total liabilities</b>				<u><b>28,616,698</b></u>
<b>2024:</b>				
<b>Assets</b>				
Segment assets	258,754	80,085,473	231,560	80,575,787
Unallocated corporate assets				<u>145,477,954</u>
<b>Consolidated total assets</b>				<u><b>226,053,741</b></u>
<b>Liabilities</b>				
Segment liabilities	1,283,988	24,976,897	329,252	26,590,137
Unallocated corporate liabilities				<u>4,089,598</u>
<b>Consolidated total liabilities</b>				<u><b>30,679,735</b></u>

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets are allocated to reportable segments except for short-term deposits and deferred tax assets; and
- all liabilities are allocated to reportable segments except for current tax liabilities and deferred tax liabilities. Liabilities for which reportable segments are jointly liable are allocated in proportion to segment assets.

33. SEGMENT INFORMATION (cont'd)

Other segment information

The Group

	Investment holding RM	Manufacturing RM	Trading RM	Elimination RM	Consolidated RM
<b>2025:</b>					
<b>Other information</b>					
Capital expenditure	-	1,963,070	-	-	1,963,070
Depreciation and amortisation	-	3,704,592	-	-	3,704,592
Non-cash expenses other than depreciation and amortisation	227,571	1,645,366	3,086	22,077	1,898,100
<b>2024:</b>					
<b>Other information</b>					
Capital expenditure	-	4,495,451	-	-	4,495,451
Depreciation and amortisation	-	4,017,903	-	-	4,017,903
Non-cash expenses other than depreciation and amortisation	399,540	3,747,154	5,535	(8,210)	4,144,019

Revenue from major products and services

The following is an analysis of the Group's revenue from continuing operations from its major products and services:

	The Group	
	2025 RM	2024 RM
Art-of-living segment	178,108,645	208,279,451
Biotechnology segment	6,103,884	13,802,642
Others	15,763	10,283
	<b>184,228,292</b>	<b>222,092,376</b>

### 33. SEGMENT INFORMATION (cont'd)

#### Geographical information

The Group operates in two principal geographical areas, Malaysia (country of domicile) and the People's Republic of China.

The Group's revenue from external customers attributed to countries from which the Company and its subsidiaries derive revenue are as disclosed below:

	The Group	
	2025 RM	2024 RM
Europe	182,346,513	218,377,597
Asia Pacific	1,573,974	2,771,662
United States of America	307,805	943,117
	<b>184,228,292</b>	<b>222,092,376</b>

Information about the Group's non-current assets by geographical area are as disclosed below:

	The Group	
	2025 RM	2024 RM
Malaysia	25,048,065	25,662,672
The People's Republic of China	9,118,009	10,846,739
	<b>34,166,074</b>	<b>36,509,411</b>

Non-current assets exclude deferred tax assets.

#### Information about major customers

Revenue from major external customers from the manufacturing segment are as follows:

	The Group	
	2025 RM	2024 RM
Customer A	160,253,719	192,693,986
Customer B	17,854,925	15,585,466
	<b>178,108,644</b>	<b>208,279,452</b>

The directors of **UCHI TECHNOLOGIES BERHAD** state that, in their opinion, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of December 31, 2025 and of the financial performance and the cash flows of the Group and of the Company for the year ended on that date.

Signed in accordance with  
a resolution of the Directors,

**CHIN YAU MENG**

**KAO, DE-TSAN also known as TED KAO**

Penang,

March 26, 2026

## DECLARATION BY THE OFFICER PRIMARILY RESPONSIBLE FOR THE FINANCIAL MANAGEMENT OF THE COMPANY

I, **ONG PEK SEE**, the officer primarily responsible for the financial management of **UCHI TECHNOLOGIES BERHAD**, do solemnly and sincerely declare that the accompanying financial statements are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by  
the abovenamed **ONG PEK SEE** at  
**GEORGETOWN** in the State of **PENANG**  
on March 26, 2026

Before me,  
**ONG LIN TEONG (No. P192)**

**COMMISSIONER FOR OATHS**

## ADDITIONAL DISCLOSURE

### 1. Share Buy-Back

During the financial year ended December 31, 2025, the Company has not repurchased or resold any treasury shares.

Total number of shares bought back and held as treasury shares as at December 31, 2025 is 2,072,500 shares.

### 2. Options, Warrants or Convertible Securities

A total of 1,705,600 options were exercised during the financial year in respect of the Company's Employee Share Option Scheme (ESOS).

The Company did not issue any convertible securities or warrants during the financial year.

### 3. American Depository Receipt (ADR) or Global Depository Receipt (GDR) Programme

The Company does not have an ADR or GDR programme in place.

### 4. Imposition of sanctions / penalties

There were no material sanctions and / or penalties imposed on the Company and its subsidiary, directors or management by the relevant regulatory bodies.

### 5. Material Contracts or Loans

As of December 31, 2025, there was no existing material contract or loan outside the ordinary course of business of the Company and its subsidiaries involving directors and substantial shareholders, either still subsisting at the end of the financial year or entered into since the end of the previous year.

### 6. Profit Estimate, Forecast or Projection

There was no profit estimate, forecast or projection or unaudited results released which differ by 10 percent or more from the audited results.

### 7. Profit Guarantee

There was no profit guarantee given in respect of the Company.

### 8. Utilisation of Proceeds

The Company did not undertake any corporate proposal to raise proceeds during the financial year ended December 31, 2025.

### 9. Audit and Non-Audit Fee

The total amount of non-audit fee paid and payable to the external auditors by the Group for the year ended December 31, 2025 are as follows:

	The Company RM	The Group RM
Audit Fee	80,000	161,592
Non-Audit Fee	19,000	61,590
<b>Total</b>	<b>99,000</b>	<b>223,182</b>

### 10. Recurrent Related Party Transactions Statement

The Company did not incur any significant recurrent related party transactions of revenue / trading nature during the financial year ended December 31, 2025.

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements/ Paragraph 9.41(b) of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

**(a) Group Total Income and Total Assets**

<b>Total Income</b>	<b>Remarks</b>	<b>Group</b>	
		<b>2025 (RM)</b>	<b>2024 (RM)</b>
Revenue		184,228,292	222,092,376
Interest/Finance income		5,196,419	7,391,639
Other income	Other non-operating income	2,052,144	1,371,278
<b>Total</b>		<b>191,476,855</b>	<b>230,855,293</b>
<b>Total Assets</b>		<b>209,166,214</b>	<b>226,053,741</b>

**(b) Business Activities**

<b>Shariah Non-Compliant Activities</b>	<b>Remarks</b>	<b>Group</b>	
		<b>2025 (RM)</b>	<b>2024 (RM)</b>
Interest income		674,849	2,650,177
<b>Total</b>		<b>674,849</b>	<b>2,650,177</b>

**(c) Component of Financial Position**

**(i) Cash Component**

<b>Islamic Account/Instruments</b>	<b>Remarks</b>	<b>Group</b>	
		<b>2025 (RM)</b>	<b>2024 (RM)</b>
Short-term deposits	Term Deposit-i	115,114,549	109,978,198
<b>Total Cash</b>		<b>115,114,549</b>	<b>109,978,198</b>
<b>Conventional Account/Instruments</b>			
Cash and bank balances (exclude cash in hand)		4,490,818	4,734,149
Deposits with licensed bank	Term Deposit	16,395,133	35,103,569
<b>Total Cash</b>		<b>20,885,951</b>	<b>39,837,718</b>

## LIST OF PROPERTIES

DECEMBER 31, 2025

Location	Description	Tenure / Date of Expiry of Lease	Age (Years)	Land Area / Built-up Area (Sq. Ft.)	Net Book Value at 31.12.2025 (RM)	Date of Acquisition / Last Revaluation
<b>Registered Beneficial Owner: Uchi Optoelectronic (M) Sdn. Bhd.</b>						
HS (D) 4319/PT No. 3048 (New Lot No. 4972) Mukim 1, Seberang Perai Tengah, Pulau Pinang	Industrial Land	60 years leasehold expiring on 6.12.2049	-	139,944	791,219	26.05.2004
(3097 Tingkat Perusahaan 4A, Perai FTZ Phase II, Perai)	Factory Building	60 years leasehold expiring on 6.12.2049	14	148,145	14,673,398	01. 12. 2012
Lot No. 3262, (No. B-2-09, Vantage, Jalan Desiran Tanjung 10470 Tanjung Tokong, Penang) Seksyen 1, Bandar Tanjung Tokong, Daerah Timor Laut, Pulau Pinang	Business Unit	94 years master leasehold land expiring on 1.11.2100	2	1,440	1,232,593	28.06.2024
<b>Registered Beneficial Owner: Uchi Technologies (Dongguan) Co., Ltd.</b>						
Lot No. 1905010100037 Information Industrial Park, Xi Hu Area, ShiLong Town, Dongguan City, People's Republic of China	Industrial Land	48 years leasehold expiring on 26.2.2054	-	208,671	2,929,566	22.12.2006
No.22 Yuangang East Road, Information Industrial Zone, Xi Hu, ShiLong Town, Dongguan City, People's Republic of China	Factory Building	48 years leasehold expiring on 26.2.2054	17	161,124	4,908,660	26.05.2009

# ANALYSIS OF SHAREHOLDINGS

As at March 16, 2026

## Share capital

Total number of issued shares	: 463,102,459 (exclusive of 2,072,500 treasury shares)
Class of Shares	: Ordinary shares
Voting Rights	: One voting right for one ordinary share

## ANALYSIS BY SIZE OF SHAREHOLDINGS <sup>(a)</sup>

Size of shareholdings	No of shareholders	%	No. of issued shares	%
Less than 100 shares	265	1.80	9,555	0.00
100 – 1,000 shares	3,757	25.49	2,432,860	0.53
1,001 – 10,000 shares	7,873	53.42	32,944,476	7.11
10,001 -100,000 shares	2,522	17.11	69,707,772	15.05
100,001 – 23,093,346 shares	318	2.16	210,963,957	45.56
23,093,347 shares and above	3	0.02	147,043,839	31.75
<b>TOTAL</b>	<b>14,738</b>	<b>100.00</b>	<b>463,102,459</b>	<b>100.00</b>

## SUBSTANTIAL SHAREHOLDERS <sup>(b)</sup>

Name of Shareholders	Direct		Indirect	
	No. of issued shares	%	No. of issued shares	%
Eastbow International Limited	83,292,026	17.99	-	-
Kao, De-Tsan also known as Ted Kao	3,842,000	0.83	<sup>(c)</sup> 83,292,026	17.99
Ironbridge Worldwide Limited	35,327,981	7.63	-	-
Kumpulan Wang Persaraan (Diperbadankan)	29,884,741	6.45	-	-

<sup>a)</sup> Based on Record of Depositors as at March 16, 2026.

<sup>b)</sup> Based on the Register of Substantial Shareholders of the Company as of March 16, 2026, pursuant to Chapter 9, Appendix 9C (23) (a) of Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

<sup>c)</sup> Deemed interested by virtue of his substantial shareholding in Eastbow International Limited.

## DIRECTORS' SHAREHOLDINGS

Name of Directors	Direct		Indirect	
	No. of issued shares	%	No. of issued shares	%
Kao, De-Tsan also known as Ted Kao	3,842,000	0.83	<sup>1)</sup> 86,778,696	18.74
Chin Yau Meng	878,400	0.19	<sup>2)</sup> 50,000	0.01
Charlie Ong Chye Lee	1,295,900	0.28	-	-
Tan Boon Hoe	780,000	0.17	-	-
Lim Tian How	-	-	<sup>2)</sup> 193,000	0.04
Huang, Yen-Chang also known as Stanley Huang	732,870	0.16	-	-
Han Chin Ling	290,000	0.06	-	-

<sup>1)</sup> Deemed interested by virtue of his substantial shareholding in Eastbow International Limited and interest of spouse by virtue of Section 59(11)(c) of the Companies Act, 2016.

<sup>2)</sup> Deemed interest of spouse by virtue of Section 59(11)(c) of the Companies Act, 2016.

## ANALYSIS OF SHAREHOLDINGS (cont'd)

As at March 16, 2026

**TOP THIRTY SECURITIES ACCOUNT HOLDERS**

(Without aggregating the securities from different securities accounts belonging to the same depositor)

No.	Name	No. of shares	%
1	Eastbow International Limited	83,292,026	17.99
2	Ironbridge Worldwide Limited	35,327,981	7.63
3	Kumpulan Wang Persaraan (Diperbadankan)	28,423,832	6.14
4	Amanahraya Trustees Berhad [Public Islamic Opportunities Fund]	18,571,270	4.01
5	HLB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Ng Yong Yin	13,786,500	2.98
6	Bekal Sama Sdn Bhd	10,000,000	2.16
7	Lembaga Tabung Haji	9,594,400	2.07
8	Amanahraya Trustees Berhad [Public Islamic Select Treasures Fund]	9,381,620	2.02
9	Zulkifli Bin Hussain	5,425,000	1.17
10	Hong Leong Assurance Berhad [As Beneficial Owner (Life PAR)]	5,365,880	1.16
11	Maybank Nominees (Tempatan) Sdn Bhd [Etiqa Family Takaful Berhad (Family)]	4,598,800	0.99
12	Maybank Nominees (Tempatan) Sdn Bhd [Etiqa Life Insurance Berhad (Life PAR)]	4,083,000	0.88
13	Kao De-Tsan @ Ted Kao	3,842,000	0.83
14	Lembaga Tabung Angkatan Tentera	3,770,400	0.81
15	Amanahraya Trustees Berhad [Public Strategic Smallcap Fund]	3,750,000	0.81
16	Citigroup Nominees (Tempatan) Sdn Bhd [Employees Provident Fund Board]	3,609,269	0.78
17	Citigroup Nominees (Tempatan) Sdn Bhd [Employees Provident Fund Board (Niam EQ)]	3,506,400	0.76
18	Kao Wang, Ying-Ying	3,486,670	0.75
19	Citigroup Nominees (Tempatan) Sdn Bhd [Employees Provident Fund Board (Islamic)]	2,901,009	0.63
20	DB (Malaysia) Nominee (Asing) Sdn Bhd [SSBT Fund J6S6 For Asia Oceania Dividend Yield Stock Mother Fund]	2,691,230	0.58
21	Citigroup Nominees (Tempatan) Sdn Bhd [Lembaga Tabung Haji (Eastspring)]	2,630,100	0.57
22	Maybank Nominees (Tempatan) Sdn Bhd [Etiqa Life Insurance Berhad (Life Non PAR)]	2,567,400	0.55
23	HLIB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Lim Yee Khei (CCTS)	2,500,000	0.54
24	Citigroup Nominees (Asing) Sdn Bhd [CBLDN For Pohjola Bank Plc (Client Ac-Eur)]	2,400,000	0.52
25	Permodalan Nasional Berhad	2,130,500	0.46
26	Liew Siew Lan	1,800,000	0.39
27	Maybank Nominees (Tempatan) Sdn Bhd [Etiqa Family Takaful Berhad (Shareholders)]	1,605,300	0.35
28	Nahoorammah A/P Sithamparam Pillay	1,500,000	0.32
29	Citigroup Nominees (Asing) Sdn Bhd [CBNY For Emerging Market Core Equity 2 Portfolio DFA Investment Dimensions Group Inc]	1,386,138	0.30
30	Hong Leong Assurance Berhad [As Beneficial Owner (Unitlinked OP)]	1,363,900	0.29
<b>Total</b>		<b>275,290,625</b>	<b>59.44</b>

# UCHI TECHNOLOGIES BERHAD

(199801001764) (457890-A)

(Incorporated in Malaysia)

## PROXY FORM

CDS Account No.	
No. of shares held	

I/We \_\_\_\_\_ Tel: \_\_\_\_\_

[Full name in block, NRIC/Passport/Company No.]

of \_\_\_\_\_

being member(s) of Uchi Technologies Berhad, hereby appoint:

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			

and / or\* (\*delete as appropriate)

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			

or failing him, the Chairperson of the Meeting, as my/our proxy to vote for me/us and on my/our behalf at the General Meeting of the Company to be held at the Ballroom, Level 1, Gurney Bay Hotel, 53 Persiaran Gurney, 10250 Penang on Wednesday, May 20, 2026 at 3.00 p.m. or any adjournment thereof, and to vote as indicated below::

Description of Resolution	Resolution	For	Against
Declaration of Final Single Tier Dividend	Ordinary Resolution 1		
Approval of Directors' Fees	Ordinary Resolution 2		
Re-election of Mr. Chin Yau Meng	Ordinary Resolution 3		
Re-election of Mr. Lim Tian How	Ordinary Resolution 4		
Re-appointment of Deloitte Malaysia PLT as Auditors	Ordinary Resolution 5		
Continuing in office for Mr. Tan Boon Hoe	Ordinary Resolution 6		
Renewal of Share Buy-Back Authority	Ordinary Resolution 7		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy will vote or abstain as he thinks fit.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2026.

\_\_\_\_\_  
Signature\*  
Member

\* Manner of execution:

- If you are an individual member, please sign where indicated.
- If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.
- If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:
  - at least two (2) authorised officers, of whom one shall be a director; or
  - any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.

Notes:

- For the purpose of determining who shall be entitled to attend this General Meeting, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a Record of Depositors as at May 8, 2026. Only a member whose name appears on this Record of Depositors shall be entitled to attend this General Meeting or appoint a proxy to attend, speak and vote on his/her/its behalf.
- A member entitled to attend and vote at this General Meeting is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.
- A member of the Company who is entitled to attend and vote at a General Meeting of the Company may appoint not more than two (2) proxies to attend, participate, speak and vote instead of the member at the General Meeting.
- If two (2) proxies are appointed, the entitlement of those proxies to vote on a show of hands shall be in accordance with the listing requirements of the stock exchange.
- Where a member of the Company is an authorised nominee as defined in the Central Depositories Act, it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act") which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.



7. Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
8. The appointment of a proxy may be made in hard copy form or by electronic form. In the case of an appointment made in hard copy form, the proxy form must be deposited at the registered office of the Company situated at Suite A, Level 9, Wawasan Open University, 54 Jalan Sultan Ahmad Shah, 10050 Georgetown, Penang. In the case of electronic appointment, the proxy form must be submitted via PROPOLL Portal at <https://www.propollsolutions.com.my>. Please refer to the Annexure to the Form of Proxy for further information on electronic submission. All proxy forms submitted must be received by the Company not less than forty-eight (48) hours before the time appointed for holding this General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote.
9. Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the registered office of the Company situated at Suite A, Level 9, Wawasan Open University, 54 Jalan Sultan Ahmad Shah, 10050 Georgetown, Penang not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
10. Please ensure ALL the particulars as required in this proxy form are completed, signed and dated accordingly.

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STAMP  
HERE

The Secretaries  
**UCHI TECHNOLOGIES BERHAD**  
(199801001764) (457890-A)

Suite A, Level 9  
Wawasan Open University  
54, Jalan Sultan Ahmad Shah  
10050 Georgetown, Penang, Malaysia

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11. Last date and time for lodging this proxy form is 3.00 p.m., May 18, 2026 (Monday).
12. Please bring an ORIGINAL of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a. Identity card (NRIC) (Malaysian), or
  - b. Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c. Passport (Foreigner).
13. For a corporate member who has appointed a representative instead of a proxy to attend this meeting, please bring the ORIGINAL certificate of appointment executed in the manner as stated in this proxy form if this has not been lodged at the Company's registered office earlier.
14. Those proxy forms which are indicated with "√" in the spaces provided to show how the votes are to be cast will also be accepted.

**Personal Data Privacy:**

By submitting the duly executed Proxy Form, the member and his/her proxy consent to the Company and/ or its agents/ service providers to collect, use and disclose the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the 28th AGM of the Company and any adjournment thereof

## ELECTRONIC SUBMISSION OF PROXY FORM VIA PROPOLL PORTAL

Dear Shareholders,

We are pleased to inform that you as a shareholder can have the option to submit proxy form by electronic means through our **PROPOLL** Portal at <https://www.propollsolutions.com.my> (Domain Registration No. D1A403203-MYNIC) (“E-proxy”).

Our **PROPOLL** Portal provides an online submission for shareholders to submit electronically the proxy form. Once you have successfully submitted your E-form of proxy, you are no longer required to complete and submit the physical proxy form to the registered office of the Company at Suite A, Level 9, Wawasan Open University, 54 Jalan Sultan Ahmad Shah, 10050 George Town, Pulau Pinang. **The E-Proxy only applicable to Individual Shareholder.** Please refer to the notes in the Proxy Form for further information.

To assist you on how to use **PROPOLL** Portal E-proxy, kindly read and follow the guidance notes which are detailed below:

1. Sign up as a user in <https://www.propollsolutions.com.my> (“**PROPOLL** Portal”)
  - Click <<Login/Register>> followed by <<Register New User>> to register as a new user.
  - Complete the registration by filling up the information required and upload a clear copy of your MyKad (both front and back page) or Passport.
  - Read and agree to the terms & conditions and thereafter submit your registration.
  - Please enter a valid email address in order for you to receive the verification email from the **PROPOLL** Portal.
  - Please verify your email address before the link expire in one (1) hour from your registration.
  - Your registration will be verified and approved by the **PROPOLL** Portal. Once approved, an email notification will be sent to you.
  - If you have already registered an account with **PROPOLL** Portal, you are not required to register again.
2. Proceed with submission of E-proxy
  - After the release of the Notice of the Meeting by the Company, login **PROPOLL** Portal with your user name (ie email address) and password.
  - Click “E-PROXY LODGEMENT” and select the company name for the submission of the E-form of proxy.
  - Fill up the E-form of proxy by inserting your CDS account, number of shares for your proxy(s) to vote on behalf.
  - Appoint your proxy(s) or chairman and insert the required details of your proxy(s) and indicate your voting instruction.
  - Review & confirm your proxy(s) appointment
  - Read and agree to the terms & conditions and thereafter submit your E-form of proxy.
  - An email notification will send to you to acknowledge the submission.

Should you need assistance on our E-proxy submission, please contact us. Thank you.

**Propoll** Solutions Sdn Bhd  
S-4-04, The Gamuda Biz Suites,  
Jalan Anggerik Vanilla 31/99,  
Kota Kemuning, 40460 Shah Alam,  
Selangor Darul Ehsan.  
Tel. No.: +6010-526 5490  
Fax No.: +603-5131 9134  
Email: [propollsolution@gmail.com](mailto:propollsolution@gmail.com)  
Contact Person : Mr. Danny Yap

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## **UCHI TECHNOLOGIES BERHAD**

(199801001764) (457890-A)  
(Incorporated in Malaysia)

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