SUPERMAX
CORPORATION BERHAD
199701004909 (420405-P)

since 1989

BUILT ON RESILIENCE.
DRIVEN BY EXCELLENCE.

Adapting today.
Innovating tomorrow.
Protecting what matters tomorrow.



ANNUAL REPORT 2026

SUPERMAX
CORPORATION BERHAD
199701004909 (420405-P)

since 1989

29th ANNUAL GENERAL MEETING

MONDAY, 7 DECEMBER 2026
AT 10:00 A.M.

BANQUET HALL
KELAB RAHMAN PUTRA MALAYSIA,
JALAN BRP 2/1, BUKIT RAHMAN PUTRA,
47000 SUNGAI BULOH, SELANGOR

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Corporate Profile

Corporate Overview & Evolution
Established in 1987, Supermax Corporation Berhad ("Supermax") began as a trading business distributing latex gloves before successfully expanding into manufacturing in 1989. This pivotal move made Supermax the first Own Brand Manufacturer ("OBM") latex glove manufacturer in Malaysia, pioneering homegrown brands like SUPERMAX® in international markets.

The Group's core business revolves around manufacturing high-quality nitrile and natural rubber latex examination and surgical gloves. Operating multiple high-capacity manufacturing plants in Malaysia alongside its strategic international facilities, the Group is able to serve demand across more than 165 countries. It maintains a robust global distribution network via corporate offices and distribution centres in the USA, Canada, Brazil, UK, Ireland, Hong Kong, Singapore and Japan.

Landmark US Manufacturing Venture in Brazoria County, Texas
Supermax demonstrated a bold, forward-looking global strategy by establishing its first overseas manufacturing venture, in Brazoria County, Texas, USA.

- **Facility Scope & Capabilities:** Built on a massive 215-acre campus, the facility is designed to be developed across four comprehensive phases, with an ultimate long-term production capacity target of 19.2 billion pieces of gloves annually.
- **Operational Timeline:** Supermax officially commenced commercial production at the US plant in the first quarter of 2025. The first stage of Phase 1 has been brought online with ongoing plans to scale output further.
- **Advanced Manufacturing and Strategic Advantage:** The Texas plant incorporates advanced features, deploying end-to-end automation, robotics, digital process controls, and artificial intelligence to minimize reliance on manual labour. Strategically aligned with US demands for supply chain security, the "Made-in-USA" product line provides a vital competitive shield, positioning Supermax advantageously against steep US tariffs on Chinese medical glove imports.

Diversification: Eyecare & Healthcare Supply Chain
Beyond its core glove operations, Supermax has also strategically diversified into other health-related sectors:

- **Eyecare Sector:** In 2016, Supermax became Malaysia's first home-grown contact lens manufacturer. Operating an advanced clean-room facility utilizing extensive R&D, the company produces high-quality soft lenses in various modalities for OEM and OBM markets, distributing to over 60 countries.
- **Wider PPE Distribution:** The Group actively markets and distributes broader healthcare products, including face masks and surgical gowns, to hospitals, laboratories, and medical professionals worldwide.

Accolades & Brand Portfolio
Supermax's remarkable transformation from a small trader into a prominent multinational player has earned it widespread industry recognition, including:

- Multiple awards at The Edge Billion Ringgit Club, including the inaugural "Company of the Year" Award in 2010.
- Prestigious honours for founder and Executive Chairman Dato' Seri Stanley Thai, including Malaysia's CEO of the Year Award and the Ernst & Young Entrepreneur of the Year Award.
- Numerous Export Excellence and Brand Excellence accolades under the Malaysian Industry Excellence Awards.

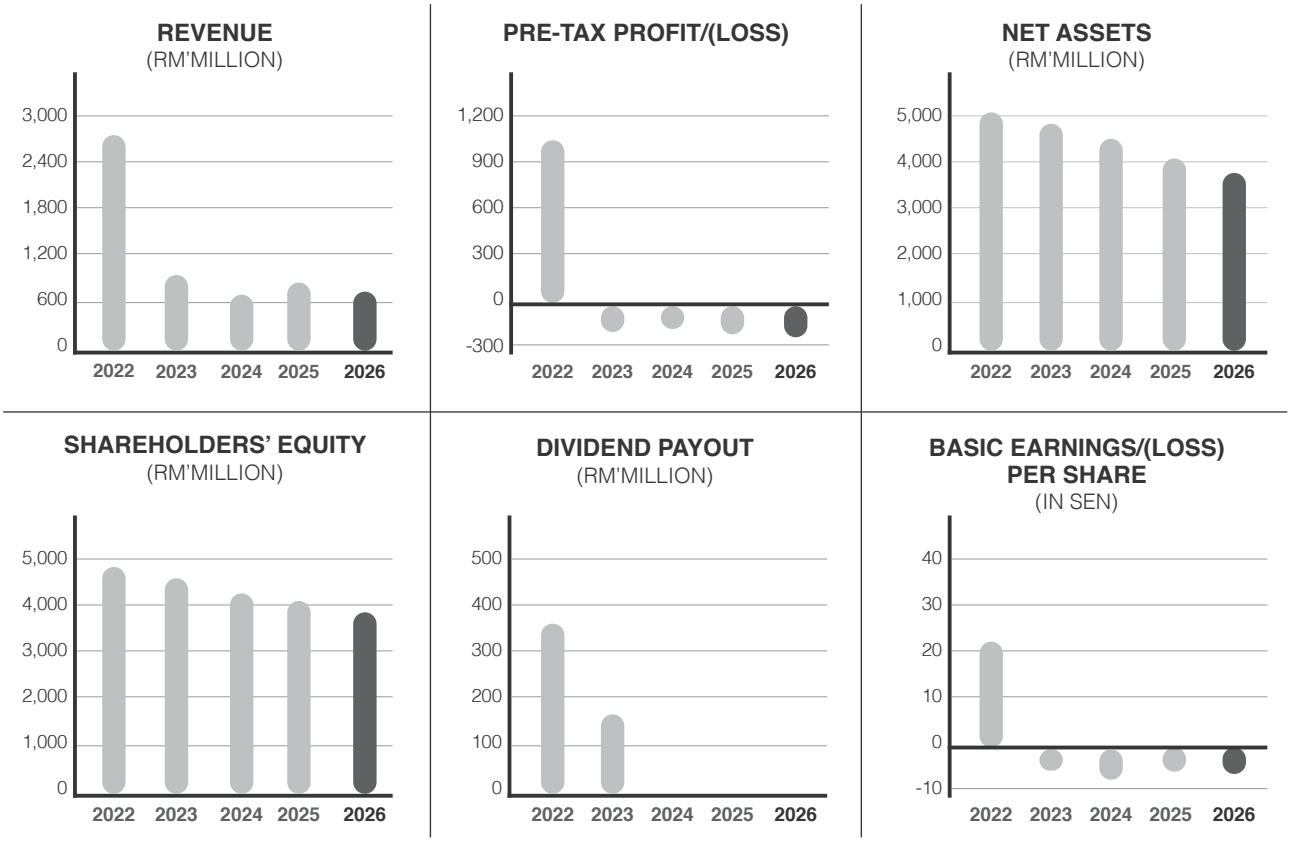
Today, Supermax remains firmly committed to delivering premium quality products under its OBM model, ensuring essential medical supplies reach global healthcare providers under its trusted proprietary brands: SUPERMAX®, AURELIA® and MAXTER®.

Financial Highlights

	2026 RM'000	2025 RM'000
Revenue	**720,432**	779,560
Pre-tax loss	**(204,545)**	(197,979)
After-tax loss	**(154,113)**	(150,363)
Net assets	**3,862,330**	4,094,590
Total assets	**4,272,566**	4,408,217
Paid-up capital	**340,077**	340,077
Shareholders' equity	**3,854,840**	4,083,240
Interim dividend	**-**	-
Final dividend	**Note***	Note*
Net assets per share (in RM)	**1.26**	1.34
Loss per ordinary share (in Sen)	**(5.01)**	(4.70)

* For FY2026 and FY2025, the Board did not recommend a final dividend.

Five-Years Financial Summary



	2022 RM'000,000	2023 RM'000,000	2024 RM'000,000	2025 RM'000,000	2026 RM'000,000
Revenue	2,687	821	646	780	720
Pre-tax profit/(loss)	1,060	(189)	(180)	(198)	(205)
Net assets	5,032	4,692	4,467	4,095	3,862
Shareholders' equity	4,866	4,601	4,450	4,083	3,855
Dividend payout	369+	170**	-	-	-
Basic earnings/(loss) per share (in Sen)	22.55#	(4.43)#	(5.63)#	(4.70)	(5.01)

Note:

+ Dividend paid includes the FY2021 final share dividend which was distributed during the year on the basis of 1 treasury share for every 30 existing ordinary shares held. A total of 87,222,518 treasury shares were distributed at the cost of RM1.81 per treasury share.

** Includes interim single tier dividend of 3.5 sen per ordinary share amounting to RM90 million that was paid on 18 July 2023.

Adjusted for comparative purposes following the completion of 1-for-5 bonus issue on 26 February 2025 which resulted in enlarged share capital of 3,264,719,403 ordinary shares.

For FY2024, FY2025 and FY2026, the Board did not recommend a final dividend.

Corporate Structure

As at 30 September 2026

SUPERMAX CORPORATION BERHAD
199701004909 (420405-P)
since 1989

- 100.0% SUPERMAX GLOVE MANUFACTURING SDN BHD
- 100.0% MAXTER GLOVE MANUFACTURING SDN BHD
- 100.0% SUPERMAX LATEX PRODUCTS SDN BHD
- 100.0% SUPERMAX INTERNATIONAL SDN BHD
  - 100.0% SUPERGAMMA SDN BHD
  - 17.2%
  - 78.6% SUPERVISION OPTIMAX SDN BHD
  - 4.2%
- 100.0% SUPERMAX ENERGY SDN BHD
- 100.0% MAXWELL GLOVE MANUFACTURING BERHAD
- 100.0% SUPERMAX BUSINESS PARK SDN BHD
- 100.0% SUPERMAX SPECIALTY GLOVES SDN BHD
- 100.0% SUPERMAX HEALTHCARE INCORPORATED
  - 100.0% SUPERMAX VISION UK LIMITED
- 92.7% SUPERMAX HEALTHCARE LIMITED
  - 100.0% SUPERMAX HEALTHCARE (EUROPE) LIMITED
- 100.0% SUPERMAX HEALTHCARE CANADA INCORPORATED
  - 49.0% SUPERMAX MEDICAL INCORPORATED
- 100.0% WHITE OAK GLOBAL PROPERTY LIMITED
- 100.0% SUPERMAX GROUP INVESTMENTS LIMITED
  - 100.0% SUPERMAX GLOBAL (HK) LIMITED
- 70.0% AIME SUPERMAX K.K.
  - 100.0% AIME K.K.
- 100.0% MAXTER HEALTHCARE PTE. LTD.
  - 93.7% MAXTER HEALTHCARE INCORPORATED
  - 6.3%
- 100.0% SUPERMAX INCORPORATED
- 100.0% WHITE OAK STIRLING INCORPORATED

Corporate Information

AUDIT COMMITTEE

Albert Saychuan Cheok
Chairman,
Independent Non-Executive Director

Rozita Binti Abdul Rahman
Member,
Independent Non-Executive Director

Gan Kim Khoon
Member,
Independent Non-Executive Director

COMPANY SECRETARY

Tan Tong Lang
SSM PC No. 202208000250
(MAICSA 7045482)

Lau Hooi Pin
SSM PC No. 202408000447
(MAICSA 7081620)

CORPORATE OFFICE

Supermax Corporation Berhad
Lot 38, Putra Industrial Park,
Bukit Rahman Putra,
40160 Sungai Buloh,
Selangor Darul Ehsan.
Tel : 03 – 6145 2328
Fax : 03 – 6156 2191

REGISTERED OFFICE

B-21-1, Level 21, Tower B,
Northpoint Mid Valley City,
No. 1, Medan Syed Putra Utara,
59200 Kuala Lumpur,
W.P. Kuala Lumpur.
Tel : 03 – 9770 2200
Fax : 03 – 2201 7774
Email : boardroom@boardroom.com.my

SHARE REGISTRAR

Aldpro Corporate Services Sdn Bhd
B-21-1, Level 21, Tower B,
Northpoint Mid Valley City,
No. 1, Medan Syed Putra Utara,
59200 Kuala Lumpur,
W.P. Kuala Lumpur.
Tel : 03 – 9770 2200
Fax : 03 – 2201 7774
Email : admin@aldpro.com.my

PRINCIPAL BANKERS

OCBC Bank (Malaysia) Berhad
Citibank Berhad
HSBC Bank Malaysia Berhad
Malayan Banking Berhad
RHB Bank Berhad

AUDITORS

HLB LER LUM CHEW PLT
A-23-1, Level 23,
Hampshire Place Office,
157 Hampshire,
No.1 Jalan Mayang Sari,
Off Jalan Tun Razak,
50450 Kuala Lumpur,
Malaysia
Tel : 03 – 7890 5588
Website : www.hlblerlumchew.com

CORPORATE COUNSEL

Shearn Delamore & Co.
7th Floor, Wisma Hamzah-Kwong Hing
No. 1, Leboh Ampang
50100 Kuala Lumpur
Tel : 03 – 2027 2727
Fax : 03 – 2078 5625/2376

BOARD OF DIRECTORS

Dato' Seri Thai Kim Sim
Executive Chairman

Tan Chee Keong
CEO & Senior Executive Director

Dato' Ting Heng Peng
Non-Independent Non-Executive Director

Albert Saychuan Cheok
Independent Non-Executive Director

Rozita Binti Abdul Rahman
Independent Non-Executive Director

Gan Kim Khoon
Independent Non-Executive Director

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Date of Listing: 2 August 2000

STOCK INFORMATION

Code No. : 7106
Name : SUPERMX

Profile Of Directors

Dato' Seri Thai Kim Sim	Age	66	Male	Malaysian
Executive Chairman				

Dato' Seri Thai Kim Sim ("Dato' Seri Thai") is the visionary Founder of the Supermax Group, a global leader in rubber glove manufacturing and distribution. His executive leadership of the Group has spanned decades, where he has held the positions of Chief Executive Officer cum Group Managing Director and later Executive Chairman and Group Managing Director until a temporary departure at the end of 2017. He officially returned to the Group's leadership on December 8, 2021, upon his re-appointment as Executive Chairman.

Dato' Seri Thai's journey into the industry began after earning his Bachelor of Commerce (Hons) degree from the University of Windsor, Ontario, Canada, in 1982. After gaining initial business training with a multinational firm, he made his first foray into rubber glove trading and export in 1987 before establishing Supermax's manufacturing operations in 1989. A dedicated advocate for 'Made in Malaysia' products, he successfully pioneered the international launch of the Malaysian latex examination glove brand, SUPERMAX®, alongside the Group's other global brands, MAXTER® and AURELIA®.

Under his stewardship, Supermax grew into one of the world's largest rubber glove manufacturers, operating Malaysian-based production facilities and exporting to over 165 countries. The Group established a robust global footprint, including distribution centres in the US, Canada, Brazil, UK, Ireland, Japan, Hong Kong and Singapore.

In a significant strategic move, Dato' Seri Thai initiated the establishment of the Group's first overseas manufacturing facility in Brazoria County, Texas, USA. This ambitious project aligns with the US government's call to strengthen domestic supply chains for essential Personal Protective Equipment (PPE). The decision to manufacture in the US allows Supermax to offer Made-in-USA gloves, ensuring security of supply, reducing shipping times, mitigating geopolitical risks, and aligning with *'Buy American'* procurement policies. This investment underscores his commitment to maximising value by strategically positioning Supermax as a domestic manufacturer in the US, which is one of the largest rubber glove consuming countries in the world if not the largest.

Dato' Seri Thai's leadership has earned him significant accolades, including Malaysia's CEO of the Year Award, The Ernst & Young Entrepreneur of the Year Award, and The Edge Billion Ringgit Club "Company of the Year" Award in 2010. Furthermore, he has contributed his expertise to the broader industry, serving on the Board of the Malaysian Rubber Export Promotion Council (MREPC) from 2010 to 2015 and as a Trustee of the Malaysian Rubber Glove Manufacturers Association (MARGMA) from 2013 to 2016.

Tan Chee Keong	Age	48	Male	Malaysian
CEO & Senior Executive Director				

Mr Tan Chee Keong ("Mr Tan") graduated from the University of Staffordshire, UK with a Bachelor of Computing & Information Systems degree (Hons). Upon graduation, Mr Tan joined the Supermax Group in 2000 as part of the Sales & Marketing team before being assigned to Chicago, USA to establish Aurelia Gloves in the North American market. By 2010, Mr Tan had taken on the role of Executive Vice President of Supermax Healthcare USA and subsequently, the role of Chief Executive Officer of Supermax Healthcare USA. Mr Tan joined the Board of Supermax Group as Executive Director in January 2018. In January of 2024, Mr Tan was re-designated as Senior Executive Director and appointed as Chief Executive Officer of the Group.

Mr Tan's comprehensive portfolio includes overseeing the company's long-term business expansion and development, while focusing on strategic planning and execution of global distribution of sales & marketing across key markets including Brazil, Canada, Hong Kong, Singapore, UK and USA.

In 2021, Mr Tan was extensively involved in the Group's most ambitious project to date: establishing a state-of-the-art nitrile medical glove manufacturing facility in the heart of the American Gulf Coast region - in the greater Houston, Texas area. The Texas project follows the US Federal Government's post-COVID policies for urgent domestic critical manufacturing capacity expansion and is the Group's first manufacturing site outside of Malaysia.

Profile Of Directors

Dato' Ting Heng Peng	Age 66	Male	Malaysian
Non-Independent Non-Executive Director			

Dato' Ting Heng Peng ("Dato' Ting") graduated from University of Windsor, Ontario, Canada with a Bachelor of Commerce degree (Hons) in 1982. Upon graduation, he went to England where he read law at the University of Essex. Dato' Ting obtained his Bachelor of Laws (Hons) in 1985. Following Dato' Ting's admission as a barrister by Lincoln's Inn, London in 1986, Dato' Ting returned to Malaysia and was called to the Malaysian Bar in 1987. Dato' Ting has been in active legal practice as advocate and solicitor since 1987. He is currently the managing partner of Ting Asiah & Co.

Dato' Ting was appointed as an Independent Non- Executive Director ("INED") of Supermax on 18 June 2000 and re-designated as Non-Independent Non- Executive Director ("NINED") on 21 October 2022. Following his re-designation to NINED, he has also been re-designated from Chairman of the Risk Management & ESG Committee to Member of the Committee, in line with the Committee's Terms of Reference. He remains a Member of the Nomination and Remuneration Committee. Dato' Ting is also an Independent Non- Executive Director of Mercury Industries Bhd and Independent Non-Executive Chairman of Daythree Digital Bhd.

Albert Saychuan Cheok	Age 76	Male	Malaysian PR
Independent Non-Executive Director			

Mr Albert Saychuan Cheok ("Mr Cheok") holds a Bachelor of Economics Degree 1st Class Honours from the University of Adelaide. Mr Cheok was awarded a PhD scholarship to Cambridge University, which was not taken up. He is also an Associate of the Australian Society of Accountants and a Fellow at CPA Australia. Between May 1979 and February 1982, Mr Cheok was an advisor to the Australian Government inquiry into the Australian Financial System (Campbell Inquiry) which recommended comprehensive reforms of the Australian financial system. He was the Chief Manager at the Reserve Bank of Australia from October 1988 to September 1989 before becoming the Deputy Commissioner of Banking of Hong Kong for 3½ years. He was subsequently appointed as the Executive Director in charge of Banking Supervision at the Hong Kong Monetary Authority from April 1993 to May 1995. Mr Cheok was the Chairman of Bangkok Bank Berhad in Malaysia from September 1995 to November 2005.

Mr Cheok was Chairman of Auric Pacific Group of Singapore, a food group listed in Singapore; and was Chairman of Bowsprit Capital Corporation Ltd, the Manager of First REIT, a listed healthcare REIT in Singapore. He was also Chairman of LMIR Management, the Manager of Lippo Malls Indonesia Retail Trust, a listed shopping mall REIT in Singapore. He was the Chairman of the 5G Networks Group listed in Australia. Mr Cheok was awarded by Future Times the prestigious award of the Best Performing REIT Fund Manager in Asia for 2016. He was from June 2017 to May 2026 as a Director of China Aircraft Leasing Group Holdings, which was awarded the top aircraft leasing company in the world for six consecutive years from 2016. Mr Cheok also sat on the Board of Governors of the Malaysian Institute of Corporate Governance.

Mr Cheok is presently the Chairman of Amplefield Ltd, listed in Singapore. Mr Cheok was first appointed to the Board of Supermax on 19 October 2018 and he currently chairs the Audit Committee and is a member of the Nomination and Remuneration Committee.

Rozita Binti Abdul Rahman	Age 53	Female	Malaysian
Independent Non-Executive Director			

Puan Rozita Binti Abdul Rahman ("Puan Rozita") graduated with a Bachelor of Law (LL.B(Hons)) from Institut Teknologi Mara in 1999. In year 2000, she was called to the Bar in Kuala Lumpur High Court. She also holds a Diploma in Shariah Law & Practice from International Islamic University Malaysia ("IIUM"). She has been practicing as an Advocate & Solicitor in Selangor and Kuala Lumpur for over 20 years. Puan Rozita was appointed as an Independent Non-Executive Director of Supermax Corporation Berhad on 3 January 2023. She currently chairs the Nomination and Remuneration Committee and is a member of the Audit Committee and the Risk Management & ESG Committee.

Gan Kim Khoon	Age 63	Male	Malaysian
Independent Non-Executive Director			

Mr Gan Kim Khoon ("Mr Gan") holds a Master of Business Administration in Financial Management from the University of Wales, Bangor and Manchester Business School. Mr Gan has more than 31 years of experience in the financial services industry, encompassing investment banking, capital markets, equity fund raising, investment research, stockbroking and corporate banking. He has substantial experience in business development and in managing the marketing and distribution of equity fund raising exercises such as initial public offerings and private placements, as well as in investment research, stockbroking, share margin financing and auditing.

Mr Gan began his career in 1982 with KPMG Malaysia and subsequently transitioned to the banking and finance sector, where he held various positions throughout the different stages of his career from Internal Auditor, Financial Officer, Head of Research, Regional Head of Equity Capital Markets to Head of Equity Markets and Advisor at a number of financial institutions. His career spanned several organisations in the financial services industry, namely Standard Chartered Bank Malaysia Bhd, HSBC Research (Malaysia) Sdn Bhd, SG Research (M) Sdn Bhd, AmResearch Sdn Bhd, OSK Investment Bank Bhd, RHB Investment Bank Bhd, AmInvestment Bank Bhd and CGS International Securities (Malaysia) Sdn Bhd.

Mr Gan was the former Chairman of the FTSE Bursa Malaysia Index Advisory Committee from 2019 to 2023 and a Member of the Listing Committee of Bursa Malaysia (a Board Committee of Bursa Malaysia Bhd) from 2008 to 2014.

Mr Gan is a Chartered Accountant with the Malaysian Institute of Accountants and an Associate of the Asian Institute of Chartered Bankers. Presently, Mr Gan is an Independent Non-Executive Director ("INED") of I-Berhad, Great Eastern General Insurance (Malaysia) Berhad and MBSB Investment Bank Berhad. Mr Gan joined Supermax as an INED on 2 January 2024. He chairs the Risk Management & ESG Committee and is also a member of the Audit Committee.

Additional Information On The Board Of Directors

Family relationships with any director and / or major shareholder

None of the Directors of the Company has family relationships with any Director and/or major shareholder with the exception of Mr Tan Chee Keong, who is the nephew of Dato' Seri Thai Kim Sim (Executive Chairman and indirect major shareholder) and Datuk Wira Tan Bee Geok (indirect major shareholder).

Key Senior Management

Dato' Seri Thai Kim Sim and Mr Tan Chee Keong, being the Executive Chairman, and Chief Executive Officer and Senior Executive Director respectively, are the key senior management staff of the Company. Their relevant particulars, including qualification and working experience, have been outlined under their individual profiles.

Conflict of interest

None of the Directors of the Company have any conflict of interest with the Company or potential conflict of interest, including interest in any competing business that the person has with Supermax or its subsidiaries.

List of convictions for offences within past 5 years other than traffic offences; and public sanction/penalty imposed by relevant regulatory bodies

During the financial year ended 30 June 2026, none of the directors of the Company have been convicted for offences within the past five (5) years other than traffic offences, if any, nor publicly sanctioned/penalised by any relevant regulatory bodies.

Shareholdings in the Company and its subsidiaries

Details are set out on pages 116 to 117 of the Annual Report.

Management Discussion & Analysis (MD&A)

Letter to Shareholders and Management Discussion & Analysis

The post-pandemic landscape, characterised by a return to steady demand levels amid evolving competition, has transitioned into a more stable and promising era for Malaysian rubber glove manufacturers. Having navigated an extended period of headwinds and losses, Supermax has turned a corner, emerging leaner, more agile, and poised for sustainable profitability. While Malaysia has long been the global leader in medical and protective handwear, China has since emerged as a formidable competitor in the world markets. Nevertheless, our strategic positioning is now strengthened by improving supply-demand dynamics, favourable geopolitical developments, and proactive operational transformation.

Competitive Landscape: Turning a Corner in 2026

The multi-year oversupply situation following the pandemic boom has steadily abated. Plant utilisation rates across the industry have rebounded, and average selling prices ("ASPs") have recovered from their historical lows, restoring some health and margin visibility to core operations.

While most industry stakeholders had anticipated a gradual rebalancing, the market in 2026 is experiencing a faster-than-expected normalisation of supply and demand. Gloves remain an indispensable protective essential across global healthcare and industrial sectors. Crucially, the global glove landscape is now experiencing several vital tailwinds that favour established and forward-looking players like Supermax:

1. Rebalancing Supply-Demand Dynamics & Favourable Commodity Trends

   Global demand growth has firmly caught up with installed manufacturing capacities. Furthermore, rising commodity and feedstock prices (such as NBR latex derived from petrochemicals) and energy costs - while traditionally viewed as a headwind - have acted as a powerful market sanitiser. They establish a higher pricing floor which has helped to reduce if not put an end to destructive, loss-making price wars. Combined with firming ASPs across the board, the revenue gained from higher selling prices vastly outweighs extra raw material costs and have helped drive Supermax's return to the black after an extended period of financial consolidation.

2. China Glovemakers Face Headwinds from Tariffs and Cost Realities

   While Chinese manufacturers expanded aggressively via heavy investments in modern automated factories and cheap energy sources (such as coal and discounted Russian fuel), their cost advantage is being systematically neutralised by international trade policies.

   The Impact of US Tariffs: The sweeping and escalating US tariffs on Chinese rubber gloves have significantly raised the landed cost of Chinese-made products in the US market. This has blunted their aggressive undercutting strategy and effectively levelled the playing field for Malaysian producers. With the Chinese producers having to contend with massive tariffs and rising feedstock costs, space has been created for Malaysian players to pass on their incremental input costs through higher ASPs without being overly fearful of losing market share.

   Geopolitical Realignment: Geopolitical tensions and shifting global supply chains are causing international buyers to diversify their sourcing away from heavy reliance on China. As global supply chains restructure, buyers are increasingly turning back to established Malaysian manufacturers known for uncompromised quality, compliance, and reliability.

3. Prevailing and Proposed US Tariffs and the "Buy Made-in-America" Advantage

   The prevailing tariff environment has ultimately worked in favour of Malaysian glove producers. The existing and proposed US tariffs on China and other competing territories have restored pricing discipline across the global market.

   Crucially, this aligns effectively with the current "Buy Made-in-America" policy framework, providing a tangible, direct benefit to Supermax specifically as it has already established its state-of-the-art glove manufacturing facility in Brazoria County, Texas, USA. Producing nitrile gloves directly on US soil enables its US unit to completely bypass import tariffs, cross-border shipping delays, and geopolitical trade bottlenecks. And by fulfilling domestic preference mandates and local supply chain security requirements, Supermax is uniquely positioned to capture high-margin contracts from major US healthcare networks.

Supermax's Strategic Response: Automation, Efficiency, and the Houston Facility

The Supermax Group is fully capitalising on the positive macroeconomic turns by driving aggressive internal efficiencies and expanding its footprint in key consumer markets.

Technology & Automation: To combat lingering operational cost pressures such as electricity, natural gas, and higher minimum wage requirements, Supermax is doubling down on advanced robotics and AI-based technologies across all plants. It has optimised its manufacturing footprint by retiring older, inefficient lines and replacing them with modern, high-capacity, high-efficiency production lines that drastically reduce manual labour dependency and lower per-unit production costs.

Ramping Up US Operations in Houston, Texas: A cornerstone of the Group's strategic turnaround is its state-of-the-art manufacturing facility in Houston, positioning local production directly inside the United States, one of the world's largest glove markets. Having completed Phase 1 of this venture, it is now ready to scale up further to better position itself to capture premium margins under favourable US trade conditions.

Commitment Towards Sustainability (ESG)

Our commitment to Environmental, Social, and Governance (ESG) principles remains a bedrock of our corporate identity. We firmly believe that sustainable business practices are vital for enduring value creation. For a detailed review of our progress across environmental stewardship, social responsibility, and transparent governance, stakeholders are encouraged to refer to our Sustainability Statement in the subsequent section of this annual report.

Financial Recovery and Dividend Outlook

To our valued shareholders, while the recent past few financial years required immense sacrifice and difficult decisions, such as the suspension of dividends during our intensive restructuring phase, we are thrilled to share that the company has turned the corner. Our intense focus on operational turnaround, cost optimisation, and strategic US expansion has successfully restored our financial footing. As we cement our return to profitability, the Board of Directors looks forward to reviewing our capital allocation policy with the ultimate goal of resuming dividend payouts and delivering sustainable, maximum value back to our loyal shareholders.

Appreciation to Our Stakeholders

We express our profound gratitude to all stakeholders - our shareholders, suppliers, bankers, and service providers - for your steadfast partnership, patience, and unwavering belief in Supermax during our period of transition.

Above all, we extend our deepest thanks to our management team and employees. Your resilience, hard work, and dedication to maintaining operational excellence through challenging times laid the very foundation of our recovery. Having weathered the storm together, we move forward with renewed energy, a sharper competitive edge, and a clear path toward renewed growth and success.

ABOUT THIS STATEMENT

Supermax Corporation Berhad ("Supermax" or the "Group") integrates sustainability into its strategy and operations, anchored on the belief that responsible practices create long-term value.

For Our Business, Our People, and the World around us.

This Sustainability Statement covers our commitments, performance highlights, and future direction for the financial year ended 30 June 2026. It also explains how we identify and manage sustainability-related risks and opportunities across our international operations and how these connect to the Group's broader strategic and financial performance.

The Group remains committed to responsible performance across three core pillars:



ENVIRONMENTAL

• Climate • Energy • Water • Waste



SOCIAL

• People • Safety • Community



GOVERNANCE

• Ethics • Data • Compliance

Through this Statement, we keep our stakeholders informed, including employees, investors, customers, regulators and business partners. Together, we share our progress toward responsible and sustainable growth.

SCOPE AND BOUNDARIES

This Sustainability Statement covers the Group's financial and non-financial performance for the reporting period from 1 July 2025 to 30 June 2026. It focuses on topics that are material to our stakeholders and relevant to our long-term value creation. Unless stated otherwise, information disclosed reflects Group-level operations. Where applicable, prior-year figures have been restated to align with the updated reporting scope. There were no significant changes to the Group's structure, ownership or supply chain during the reporting period.

For reporting purposes, the Group's operations are organised into two segments:

Manufacturing		Distribution Centres[1]
Glove	**Contact Lens**	
• Maxter Glove Manufacturing Sdn Bhd • Supermax Glove Manufacturing Sdn Bhd • Maxwell Glove Manufacturing Berhad	• Supervision Optimax Sdn Bhd	• Supermax Brazil Importadora S/A (Brazil) • Supermax Healthcare Canada Inc. (Canada) • Supermax Healthcare Limited (UK & Ireland) • Supermax Global (HK) Ltd. (Hong Kong) • Aime Supermax KK (Japan) • Maxter Healthcare Pte Ltd (Singapore)

[1] Our FY2026 sustainability reporting scope excludes United States operations, consistent with the prior year, reflecting ongoing jurisdictional policy changes affecting sustainability disclosure requirements. The Group will continue to monitor developments and will review the inclusion of US operations in future reporting cycles.

REPORTING FRAMEWORK

This is our fifth Sustainability Statement, reflecting our continued commitment to transparency, good governance and sustainable development. The Statement has been prepared with reference to internationally recognised standards and in compliance with applicable local requirements:

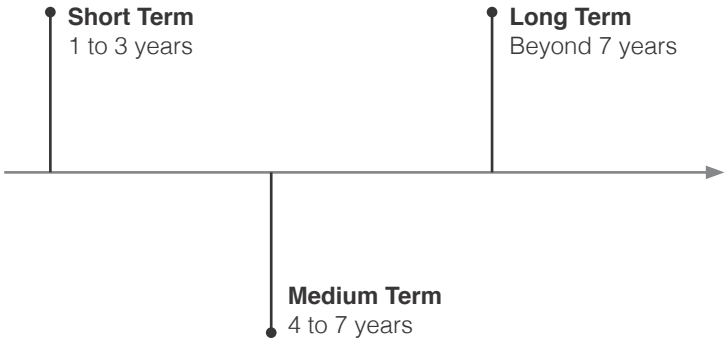
Category	Framework / Standard
Reporting Frameworks	• GRI Standards 2021 • National Sustainability Reporting Framework (NSRF) • IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information • IFRS S2 – Climate-related Disclosures
Bursa Malaysia	• Main Market Listing Requirements – Sustainability Reporting (3rd Edition) • Malaysian Code on Corporate Governance (MCCG)
Global Goals	• UN Sustainable Development Goals (UN SDGs)
Guidance	• Sustainability Accounting Standards Board (SASB) Standards

We have continued to strengthen our alignment with IFRS S1 and IFRS S2, enhancing the quality of our disclosures on sustainability-related and climate-related financial risks and opportunities. Disclosure topics from the SASB Standards have also been referenced and considered in preparing this Statement.

REPORTING PERIOD AND CYCLE

This Statement covers the financial year from 1 July 2025 to 30 June 2026, following the Group's annual reporting cycle. Sustainability Statements are published on an annual basis. Unless otherwise stated, all data and disclosures refer to this reporting period.

The Group defines planning and risk assessment time horizons as follows:



These horizons are aligned with Supermax's strategic planning timelines and are used when assessing the expected impact of sustainability-related risks and opportunities on the Group's business and financial position.

CONNECTIVITY WITH FINANCIAL STATEMENTS

This Statement should be read in conjunction with the Group's consolidated financial statements, which are prepared in accordance with applicable Malaysian Financial Reporting Standards (MFRS) and IFRS Accounting Standards. The sustainability-related financial disclosures presented here are denominated in Ringgit Malaysia (RM), consistent with the presentation currency used in the Group's financial statements.

Where sustainability-related financial impacts are discussed, they have been assessed against the Group's own operations and its value chain, including key suppliers and distribution partners. The Board of Directors maintains oversight over the alignment between sustainability performance and financial outcomes.

ASSURANCE STATEMENT

All data and information in this Statement have been reviewed internally by senior management and independently assessed by external consultants before publication. The final Statement was reviewed and approved by the Board of Directors.

This Statement has not been subject to external third-party assurance for the current reporting period. The Group is committed to progressively strengthening its data governance, improving how sustainability data is collected, validated and tracked to ensure that future disclosures are accurate, consistent and reliable.

FORWARD-LOOKING STATEMENTS

This Statement may include forward-looking statements relating to Supermax's ESG goals, strategic plans and sustainability initiatives. These statements reflect current assumptions and expectations and may incorporate terms such as "aim", "plan", "target", "intend", "believe", "anticipate" or similar expressions.

Forward-looking statements involve inherent risks, uncertainties and other factors that may cause actual results to differ materially from those expressed or implied. They should not be construed as assurances of future outcomes. The Group does not undertake to update or revise any forward-looking statements except where required by applicable laws or regulations or where material developments arise that may affect those statements.

FEEDBACK AND COMMENTS

This Statement is available in digital format on Supermax's corporate website. We value input from all our stakeholders, as it enables us to strengthen our sustainability practices and continuously improve the quality of our reporting. Feedback and enquiries may be directed to our Sustainability committee at:

Sustainability Committee
Supermax Corporation Berhad (199701004909 (420405-P))
Lot 38, Putra Industrial Park, Bukit Rahman Putra
40160 Sungai Buloh, Selangor Darul Ehsan, Malaysia.

Tel : +603-6145 2328
Email : info@supermax.com.my / esg@supermax.com.my

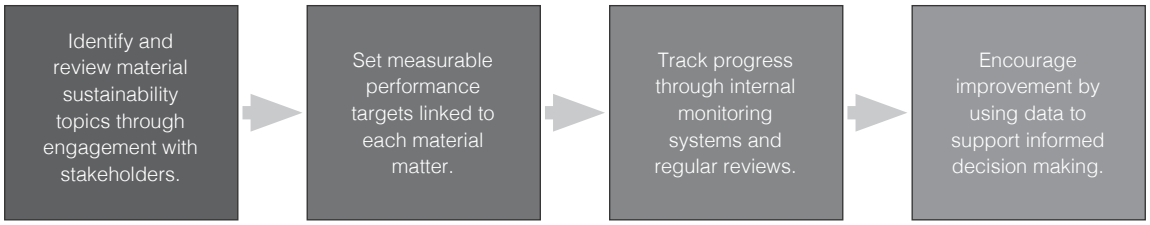
SUPERMAX'S SUSTAINABILITY CORE

At Supermax, sustainability is integrated into our vision, mission and long-term business strategy.

Our sustainability framework guides how we incorporate environmental, social and governance considerations into our operations, decision-making processes and stakeholder engagements. Through this framework, we seek to create long-term value while supporting responsible business practices across the Group.

The framework provides a structured approach for identifying and managing sustainability matters that are relevant to our business and stakeholders. It supports the Group in monitoring performance, evaluating progress and identifying opportunities for continuous improvement.

To support progress across our sustainability priorities, we:



Our sustainability efforts are guided by four key pillars:



Delivering Excellence
We are committed to maintaining high standards across our operations by focusing on product quality, operational efficiency and responsible business practices. Through continuous improvement and innovation, we strive to deliver value to our customers and stakeholders while supporting long-term business resilience.



Empowering Our People & Communities
We recognise that our people and communities play an important role in our success. We are committed to fostering a safe, inclusive and supportive workplace while contributing positively to the communities where we operate through meaningful engagement and responsible business conduct.



Responsible Supply Chain
We work closely with our suppliers and business partners to promote responsible sourcing and ethical business practices. By encouraging transparency, accountability and compliance throughout our supply chain, we aim to strengthen sustainability performance across our value chain.



Caring for the Environment
We are committed to managing our environmental impact by promoting the efficient use of resources and supporting environmental stewardship. Through continuous monitoring and improvement, we seek to contribute towards a more sustainable future for generations to come.

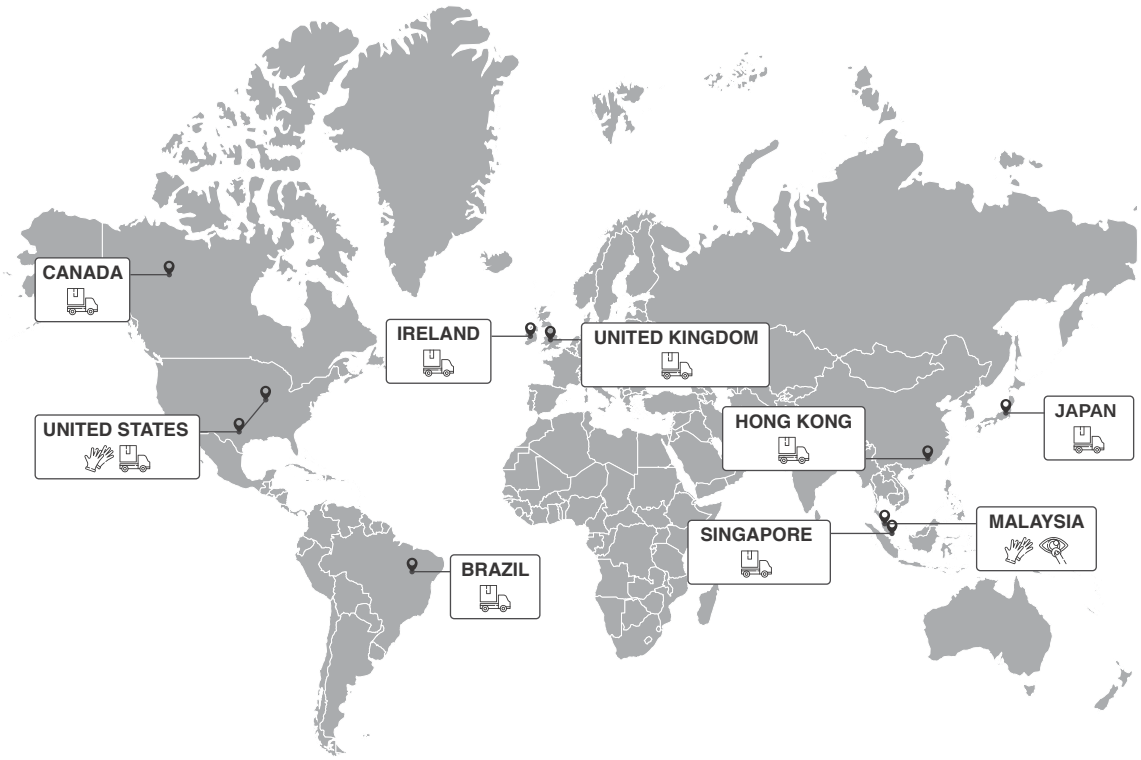
This approach enables the Group to manage sustainability-related risks and opportunities in a practical and structured manner. Sustainability is embedded within our corporate governance and risk management framework, ensuring that it remains an integral part of how we operate and create value over the long term.

Vision	Mission
To be the global market leader in the manufacture of medical gloves and personal protective equipment.	To be the global brand of choice among users of medical gloves and personal protective equipment.

OUR BUSINESS SEGMENTS

Supermax is principally involved in the manufacture and distribution of healthcare products, supported by an integrated business model that strengthens operational efficiency and market reach.

Through our manufacturing facilities and distribution network, we serve customers across multiple markets while maintaining a focus on product quality, reliability and customer satisfaction.



CORE BUSINESS

Glove Manufacturing | Contact Lens Manufacturing | Distribution Centre

Glove Manufacturing

- Forms the core of Supermax's business operations, focusing on the production of medical gloves.
- Serves the needs of healthcare institutions, distributors and end users across global markets.
- Remains central to the Group's business strategy and supports its vision of becoming a global market leader in medical glove manufacturing.

Contact Lens Manufacturing

- Expands the Group's presence within the healthcare products sector through contact lens manufacturing activities.
- Supports the development and supply of quality eyecare products to meet evolving customer needs.
- Complements the Group's existing healthcare product portfolio and strengthens its market presence.

Global Distribution Centres

- Support the efficient delivery of products to customers across international markets.
- Strengthen the Group's supply chain capabilities and enhance product accessibility worldwide.
- Facilitate timely distribution and ensure effective product availability across global markets.

OUR SUSTAINABILITY JOURNEY

1995



Wastewater Management
Initiated advanced on-site wastewater management in collaboration with the Department of Environment to support regulatory compliance.

2001



Chlorine Gas Control
Installed effective scrubber systems across all plants to handle and filter toxic chlorine gas by-products, ensuring environmentally safe discharge.

2004



Renewable Energy
Established biomass systems across multiple factories and invested approximately RM24 million to support the transition towards renewable energy.

2013



Sustainable Facility Design
Achieved LEED Gold Certification for the Aurora warehouse and office facility through sustainable design features.

2019



Zero-Cost Recruitment
Introduced zero-cost recruitment policy.

2022



Sustainability and Responsible Operations
Advanced sustainable operations through establishing sludge dryer at Lot 6061 and strengthened worker remediation through ex-gratia payments and a Sinking Fund Governance Committee.

2023



Former Employee Support
Supported former migrant employees by facilitating access to recruitment fee reimbursement.

2024



Zero-Cost Direct Recruitment
Implemented a zero-cost direct recruitment policy, with the approach adopted across selected countries to promote fair and transparent recruitment practices.

2025



Climate-related Reduction Planning
Conducted climate scenario analysis to assess climate-related risks and establish a baseline to support future reduction planning across the operating environment.

2026



Automation for Manufacturing Efficiency
Implemented automation and AI-driven glove defect detection to improve manufacturing efficiency, product quality and productivity while reducing manual labour and product defects.

SUSTAINABILITY HIGHLIGHTS

The following provides a summary of Supermax's sustainability performance, progress and key achievements during FY2026:

Economy

Economic Performance
- Economic Value Retained: (RM153,549,000.00)

Supply Chain Management
- Spending on local suppliers: 80.52%

Environmental

Energy Management
- Total electricity consumption: 72,792.36 MWh
- Total Scope 1 GHG Emissions: 130,387.92 MT
- Total Scope 2 GHG Emissions: 53,329.89 MT
- Total Scope 3 GHG Emissions: 48,153.69 MT

Water Management
- Total water consumption: 2,752.01 ML

Waste Management
- Waste diverted from disposal: 2,472 MT

Social

Occupational Health and Safety
- Total number of hours worked: 3,302,593

Talent Management
- Total number of employees trained on labour practices: 1,234

Diversity, Equity and Inclusion
- Total number of employees: 1,337
- Total new hires: 312
- Total turnover: 445

Community and Society
- Total amount spent on community events: RM42,810.51
- Total number of events contributed: 6

Governance

Labour Practices and Human Rights
- Total number of complaints relating to human rights: 0
- Total number of grievances within the company: 0
- Total number of children engaged in child labour: 0

Anti-Bribery and Anti-Corruption
- Total number of confirmed corruption incidents: 0
- Total percentage of employees who receive training: 97%

MESSAGE FROM OUR CHAIRMAN

Building on Resilience, Positioning for Sustainable Growth.

Dear Shareholders,

FY2026 marked a period of gradual recovery for the global rubber glove industry following several years of oversupply, pricing pressures and challenging market conditions. Improving supply-demand dynamics and a recovery in average selling prices have provided a more encouraging operating environment. Nevertheless, competition remains intense, particularly with the expansion of Chinese manufacturers and evolving international trade policies.

Against this backdrop, Supermax Corporation Berhad ("Supermax" or "the Group") remains focused on strengthening its operational foundations and positioning the business for sustainable growth. Our priorities include improving manufacturing efficiency, optimising production capacity and adopting automation and digital technologies to enhance productivity and cost competitiveness.

While improving industry conditions provide grounds for cautious optimism, we recognise that sustainable performance requires continued financial discipline and operational resilience. The Group will remain focused on managing costs, strengthening its financial position and pursuing investments that support long-term value creation. As our financial position strengthens, the Board will review its capital allocation priorities, including the potential resumption of dividend payments, subject to the Group's financial performance and investment requirements.

Sustainability also remains an integral part of our business priorities. We are committed to managing our environmental impact, promoting employee health and safety, supporting workforce development and upholding sound governance practices. We will continue to strengthen our sustainability initiatives and reporting to support responsible business management and long-term stakeholder confidence. Further details are provided in the Sustainability Statement of this Annual Report.

On behalf of the Board, I would like to express my sincere appreciation to our shareholders, customers, suppliers, bankers and business partners for their continued trust and support. I also extend my gratitude to our management team and employees for their dedication and perseverance throughout a challenging period.

As we look ahead, we remain cautiously optimistic about the opportunities emerging in our industry. With a clearer strategic focus, disciplined execution and the continued support of our stakeholders, we aim to build a more resilient Supermax and create sustainable value for our shareholders.

Thank you for your continued confidence in Supermax.

Dato' Seri Stanley Thai
Group Executive Chairman
Supermax Corporation Berhad



FY2026 SUSTAINABILITY GOALS

Supermax recognises the important role businesses play in supporting sustainable development.

As a global manufacturer and distributor of healthcare products, we seek to contribute to the United Nations Sustainable Development Goals (UN SDGs) through responsible business practices, environmental stewardship, workforce development and strong governance.

Our sustainability priorities are guided by the material matters identified through our sustainability management process and are aligned with areas where we believe we can create meaningful and lasting value. Through measurable targets, ongoing monitoring and continuous improvement initiatives, we strive to strengthen our contribution to sustainable economic growth, environmental protection and social well-being.

As our sustainability journey continues to evolve, we periodically review our priorities and targets to ensure alignment with emerging stakeholder expectations, industry developments and global sustainability challenges. The SDGs provide a useful framework for guiding our efforts and measuring our progress towards a more sustainable future.

Goal 1: Managing Environmental Impact and Supporting Our Net Zero Journey



Material Matters:
- Climate Change and Energy
- Water Management
- Waste Management

This goal focuses on reducing environmental impacts through responsible energy use, water stewardship, waste management practices and long-term emissions reduction initiatives.

Through these efforts, we aim to improve operational efficiency while supporting our commitment towards carbon neutrality by 2030 and net zero emissions by 2050.

Goal 2: Providing a Safe, Healthy and Supportive Workplace



Material Matters:
- Occupational Health and Safety
- Employee Development

This goal focuses on promoting employee wellbeing, workplace safety, continuous learning and employee engagement to support a positive and productive working environment.

METRICS AND TARGETS

In FY2026, we continue to monitor the progress of our sustainability goals established in the previous financial year. During the year, goals categorised as "Progress Exceed Expectations" in FY2025 have been removed from our current sustainability targets as the respective milestones have been achieved. Goals categorised as the rest will continue to be monitored to track our ongoing sustainability performance. For further information on our previous sustainability goals and progress, please refer to our Annual Report 2025: *Sustainable Growth for a Thriving Future*.

Guide:  Progress exceeds expectation  Progressing well  On track and progressing steadily  Impacted by operational transitions

Target	FY2026 Performance	Status	Description
Goal 1: Managing Environmental Impact and Supporting Our Net Zero Journey			
Achieve a total reduction in energy consumption of 12%– 15% by FY2027.[2]	FY2026 total electricity consumption was 72,792.36 MWh, approximately 34% below the FY2022 baseline.		• The reduction was partly attributable to a 9% decrease in production output. Meanwhile, energy intensity for glove manufacturing increased by 1%, indicating opportunities to further improve energy efficiency. • As the Group continues to consolidate its plants, energy consumption and intensity will remain important indicators for monitoring operational performance. Energy-saving measures continued during the year, including LED lighting upgrades, variable speed drives, sub-metering and close energy monitoring.
Reduce energy consumption by 5% in identified high-use areas.	FY2026 consumption of 72,792,360 kWh is approximately 34% below the FY2022 baseline.		• Sub-metering was expanded across manufacturing plants and worker accommodation to support the identification of high-usage areas. • Close monitoring to support timely corrective actions.
Optimise water usage to achieve 100% efficiency in the manufacturing area.	Water consumption in manufacturing entities decreased by 28%, from 3,848.64 ML in FY2025 to 2,751.26 ML in FY2026.		• The decrease was mainly attributable to a 9% drop in production output. • Sub-metering was expanded to additional production lines to improve monitoring and data accuracy.
Goal 2: Providing a Safe, Healthy and Supportive Workplace			
Achieve 50% employee response rate on safety briefing effectiveness and implement 50% of actionable feedback within six months.	100% of employee feedback on briefing effectiveness was collected and content was adjusted accordingly to drive continuous improvement.		• Safety awareness videos were displayed in canteen areas to reinforce safe working practices among workers and contractors. • Incidents continue to be investigated with root cause analysis and tracked corrective actions.

[2] In FY2024, the Group established an initial target to reduce total energy consumption by 12%–15% by FY2027, based on absolute energy consumption against the FY2022 baseline. Following the adoption of IFRS S2 and the transition towards Group 1 sustainability reporting requirements, the Group began placing greater emphasis on energy intensity indicators from FY2025 to better assess energy efficiency in relation to production output.

In FY2026, total electricity consumption was approximately 34% below the FY2022 baseline, partly due to lower production output. However, energy intensity for glove manufacturing increased by 1%, highlighting an area for further improvement. As the Group continues to consolidate its plants, changes in production activities and operational arrangements may also influence energy consumption patterns. The Group will therefore continue to monitor both absolute energy consumption and energy intensity, and may review the original target in future Sustainability Statements to ensure its continued relevance to the Group's operational context.

SUSTAINABILITY GOVERNANCE STRUCTURE

Supermax recognises that clear direction and accountability are key to effective sustainability practices.

We have integrated sustainability into our governance structure to ensure that ESG priorities are embedded in our business planning and decision-making.

Board of Directors

- Providing guidance on the Group's sustainability direction and priorities.
- Approving relevant sustainability policies, frameworks and long-term targets.
- Reviewing the Group's progress towards its sustainability objectives and commitments.

Board RMESG Committee

- Developing and reviewing ESG policies, frameworks and risk management measures.
- Monitoring compliance with applicable laws, regulations, standards and internal procedures.
- Recommending sustainability initiatives and continuous improvement measures to the Board.

Working Committee of Business and Operations Units

- Applying sustainability practices across procurement, manufacturing, logistics and daily operations.
- Leading the implementation of sustainability-related initiatives at the operational level.
- Collecting, monitoring, and reporting relevant sustainability performance data.
- Engaging with internal and external stakeholders to support and promote ESG practices.

This coordinated governance approach ensures that sustainability is part of both strategic planning and day-to-day operations, supporting long-term business resilience and responsible growth.

MATERIALITY ASSESSMENT

Supermax conducts an annual materiality assessment to identify and prioritise environmental, social and governance (ESG) topics that are most relevant to our business and stakeholders.

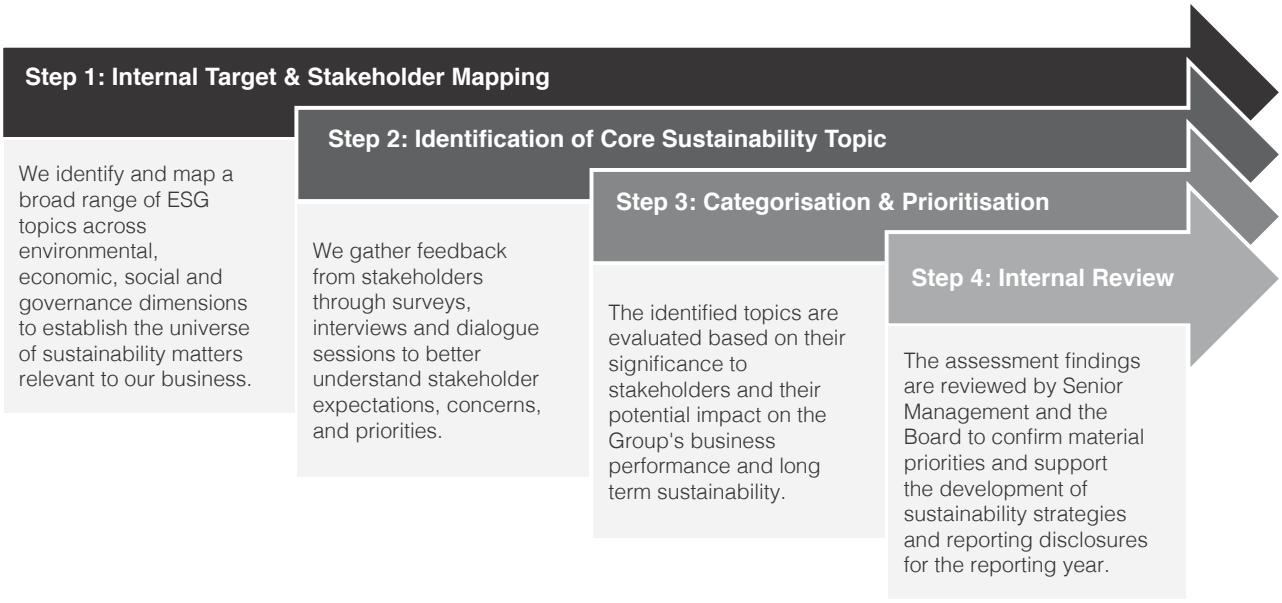
The assessment helps us understand the sustainability matters that may influence our long-term performance and supports the development of strategies, targets and initiatives that contribute to sustainable value creation.

The materiality assessment forms an important part of our sustainability management approach. By regularly reviewing sustainability topics and stakeholder expectations, we are able to better understand emerging risks and opportunities, support informed decision-making and focus our efforts on areas that are most significant to both our stakeholders and our business.

The assessment considers a broad range of ESG topics across environmental, economic, social and governance dimensions. Through stakeholder engagement and internal review processes, material topics are evaluated based on their significance to stakeholders and their potential impact on the Group's operations and long-term growth.

OUR MATERIALITY ASSESSMENT PROCESS

Our materiality assessment follows a four-step process designed to ensure that key sustainability matters are identified, assessed and validated through engagement with stakeholders and management.



INTERNAL TARGET & STAKEHOLDER MAPPING

Internal Stakeholders



Employee



Senior Management



Board of Directors

External Stakeholders



Customers



Government & Regulatory Authorities



Local Communities & Public



Suppliers



Shareholders & Investors

IDENTIFICATION OF CORE SUSTAINABILITY TOPIC

The FY2026 materiality assessment has been completed and the results are incorporated in this report. In the meantime, the material topics identified during the FY2025 assessment continue to guide our sustainability efforts and remain relevant to our business and stakeholders.

The material topics are organised under four sustainability pillars:

Economic

- Economic Resilience and Local Value Creation
- Innovation & Future-Proofing
- Responsible Procurement & Fair Supplier Practices



Environmental

- Employee Health, Safety & Well-being
- Diversity, Equity, and Inclusion (DEI)
- Human Rights in Operations & Supply Chain
- Talent Attraction, Development & Retention
- Data Privacy & Security
- Product Quality and Safety
- Community Engagement & Local Impact



Social

- Climate Change & Decarbonization
- Resource Efficiency & Waste Management
- Environmental Compliance & Pollution
- Biodiversity & Ecosystems



Governance

- Ethical Business Conduct & Anti-Corruption
- Corporate Governance & Board Oversight
- Regulatory Compliance Management
- Risk Management & Strategy Integration



The outcomes of the materiality assessment support our sustainability strategy and help guide the Group's priorities, resource allocation and performance monitoring. By focusing on these material topics, we aim to manage sustainability-related risks and opportunities while continuing to create long-term value for our stakeholders.

CATEGORISATION & PRIORITISATION

We use a structured, stakeholder-informed approach to assess material ESG topics. A materiality matrix helps us map the importance of these topics to both the Group and our stakeholders, allowing us to prioritise issues that affect performance, reputation, and long-term value.

Stakeholder Engagement	Impact Assessment	Data Analysis and Materiality Matrix
Supermax engages with internal and external stakeholders through surveys, interviews and dialogue sessions to understand their sustainability priorities, expectations and concerns. The feedback collected supports the identification and prioritisation of material ESG topics.	The identified ESG topics are assessed based on their importance to stakeholders and their potential impact on the Group's operations and long-term performance. This helps us prioritise the sustainability matters that are most relevant to our business.	The assessment results are analysed and consolidated into a materiality matrix, which reflects the relative importance of each topic to stakeholders and the business. The findings support the development of our sustainability strategy, priorities and reporting disclosures.

INTERNAL REVIEW

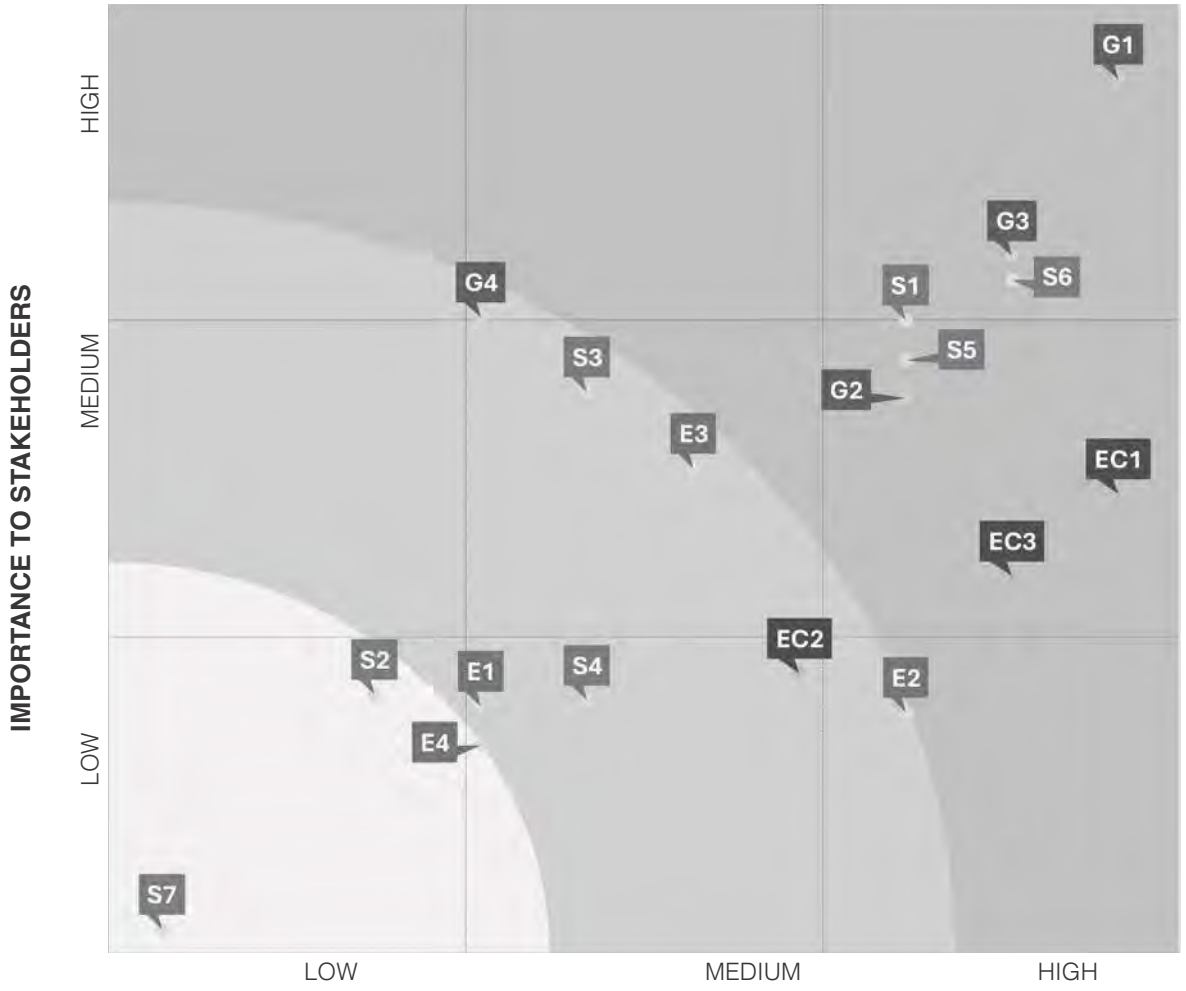
Stakeholder ratings will guide the prioritisation of sustainability topics for further assessment and action planning.

High Rating		Low Rating
Topics receiving higher stakeholder ratings will be prioritised for closer review to better understand stakeholder expectations, assess relevant impacts, risks and opportunities, and identify appropriate actions where necessary.	**VS**	Topics receiving lower ratings will remain under consideration and be evaluated against their potential impacts, risks, opportunities and relevance to the Group's business to determine whether further action or monitoring is appropriate.

This approach allows the Group to consider stakeholder perspectives alongside broader business and sustainability considerations when determining its priorities.

As part of the Group's transition towards the National Sustainability Reporting Framework (NSRF), the Group is reviewing its materiality assessment approach, using the existing materiality assessment methodology as a foundation for developing its material sustainability matters (MSM) assessment. The MSM assessment and its outcomes will be disclosed in the FY2027 Sustainability Statement.

MATERIALITY MATRIX



ECONOMIC	
EC1	Economic Resilience and Local Value Creation
EC2	Innovation & Future-Proofing
EC3	Responsible Procurement & Fair Supplier Practices

ENVIRONMENTAL	
E1	Climate Change & Decarbonization
E2	Resource Efficiency & Waste Management
E3	Environmental Compliance & Pollution
E4	Biodiversity & Ecosystems

SOCIAL	
S1	Employee Health, Safety & Well-being
S2	Diversity, Equity, and Inclusion (DEI)
S3	Human Rights in Operations & Supply Chain
S4	Talent Attraction, Development & Retention
S5	Data Privacy & Security
S6	Product Quality and Safety
S7	Community Engagement & Local Impact

GOVERNANCE	
G1	Ethical Business Conduct & Anti-Corruption
G2	Corporate Governance & Board Oversight
G3	Regulatory Compliance Management
G4	Risk Management & Strategy Integration

STAKEHOLDER ENGAGEMENT

Our stakeholders play an important role in shaping the way we conduct our business and manage sustainability matters.

Through ongoing engagement, we seek to understand their expectations, concerns and priorities while fostering transparent and constructive relationships. We adopt a two-way communication approach that enables stakeholders to share feedback and perspectives on matters relevant to our business.

The insights gained support our decision-making processes, help us identify material sustainability topics and enable us to respond to emerging risks and opportunities in a timely and responsible manner. By maintaining regular engagement with our stakeholders, we are better positioned to create long-term value, strengthen stakeholder trust and support sustainable business growth.

Key Stakeholder Group	Key Areas of Concern	Methods of Engagement	Frequency of Engagement
Customers	• Products and services quality • Customer satisfaction • On-time delivery • Pricing and supplies	• Customer service • Customer surveys	• **AH** • **A**
Employees	• Employee welfare and benefits • Training and professional development • Occupational health and workplace safety	• Meetings with management • Employee engagement activities	• **M / AH** • **B**
Government and Regulatory Authorities	• Regulatory compliance • Workplace safety • Labour rights	• Emails / letters • Periodic meetings • On-site inspections	• **AH** • **M / Q** • **AH**
Local Communities and Public	• Job creation • Community development and enrichment • Environmental impact and compliance	• Local hiring • Community programs	• **AH** • **AH**
Shareholders and Investors	• Company financial performance • Ethics and integrity • Compliance with regulations	• Quarterly and Annual reporting • Announcements on Bursa Securities • Investment conferences and analyst briefings • Annual general meetings • Corporate website and press release	• **Q / A** • **AH** • **AH** • **A** • **AH**
Suppliers	• On-time payment • Business continuity • Procurement ethics • Products and services quality	• Negotiations with suppliers / business partners • Periodic meetings • Performance evaluation	• **AH** • **AH** • **A**

Guide: **AH** Ad hoc **Q** Quaterly **M** Monthly **B** Bi-monthly **A** Anually

GREENHOUSE GAS EMISSIONS

Managing our greenhouse gas (GHG) emissions is an important part of our commitment towards reducing our environmental footprint and supporting a more sustainable business model.

We continue to enhance the scope and quality of our GHG reporting across Scope 1, Scope 2 and Scope 3 emissions. In FY2026, we have further improved our data collection methodologies and expanded reporting coverage, strengthening the reliability, transparency and completeness of our emissions disclosures.

Our GHG emissions comprise:

SCOPE 1	Direct emissions from sources owned or controlled by the Group, including fuel consumption from operational activities
SCOPE 2	Indirect emissions associated with purchased energy, primarily from electricity consumption across our facilities
SCOPE 3	Other indirect emissions arising from our value chain, including employee commuting, business travel and supply chain activities

By strengthening our emissions data management and improving visibility across our value chain, we are better positioned to identify reduction opportunities, enhance operational efficiency and support our long-term climate action commitments.

OUR PERFORMANCE

Scope 1: Direct Emissions

Supermax's greenhouse gas emissions arise from both its operational activities and value chain. Direct emissions are mainly generated through diesel consumption in manufacturing operations and natural gas used for heating purposes.

Manufacturers (tCO_2e)

Financial Year	FY2024		FY2025		FY2026	
	Emission	Intensity Ratio	Emission	Intensity Ratio	Emission	Intensity Ratio
GLOVES						
Maxter Glove Manufacturing Sdn Bhd	79,467.18	0.0240	77,903.73	0.0241	74,462.20	0.0223
Supermax Glove Manufacturing Sdn Bhd	37,671.44	0.0209	55,394.24	0.0207	44,865.53	0.0217
Maxwell Glove Manufacturing Berhad	9,135.00	0.0247	13,710.10	0.0237	10,845.19	0.0215
Total Emission / Average Intensity	**126,273.62**	**0.0230**	**147,008.07**	**0.0226**	**130,172.93**	**0.0220**
CONTACT LENS						
Supervision Optimax Sdn Bhd[7]	N/A	-	N/A	-	N/A	-

[7] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. As energy invoices are issued on a four-month cycle, the UK team is awaiting the latest invoices before consolidating the FY2026 data. Extrapolation has not been applied, as previous estimates indicated the potential for material variances from actual figures. Complete data is therefore preferred to support the accuracy and reliability of reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

Distribution Centres (tCO_2e)[3]

Financial Year	FY2024	FY2025	FY2026
Supermax Brazil Importadora S/A	N/A	N/A	145.41
Supermax Healthcare Canada Inc.	N/A	39.61[4]	69.58
Total	**N/A**	**39.61**	**214.99**

In FY2026, manufacturers recorded total Scope 1 GHG emissions of 130,172.93 tCO_2e, representing an 11% reduction from 147,008.07 tCO_2e in FY2025. This decrease was broadly in line with the 13% reduction in production output, which was partly influenced by lower demand during the reporting period. The Group is also progressing with the consolidation of its manufacturing operations, with the aim of improving production efficiency and making better use of operational resources.

For the distribution centres, Scope 1 GHG emissions from Brazil operations were reported for the first time in FY2026, covering natural gas and diesel consumption. Meanwhile, Canada operations recorded a 75% increase in Scope 1 GHG emissions compared with FY2025, primarily due to the inclusion of additional entities within the FY2026 reporting boundary, providing a broader representation of emissions across its operations.

The Group will continue to monitor fuel consumption and Scope 1 GHG emissions across its manufacturing operations and distribution centres, while identifying opportunities to improve operational efficiency and manage emissions as its operations evolve.

Scope 2: Indirect Emissions (Electricity)

Indirect emissions from purchased electricity are generated across Supermax's manufacturing facilities and distribution centres. Given the Group's geographical footprint, emissions are calculated using the relevant country-specific grid emission factors for each location.

Manufacturers (tCO_2e)

Financial Year	FY2024	FY2025	FY2026
Maxter Glove Manufacturing Sdn Bhd	45,629.89	32,454.37	30,700.62
Supermax Glove Manufacturing Sdn Bhd	1,042.50	20,323.08	16,104.20
Maxwell Glove Manufacturing Berhad	3,823.49	6,327.75	5,163.43
Supervision Optimax Sdn Bhd	1,552.42	1,521.76	1,309.13
Total	**52,048.29**	**60,626.96**	**53,277.38**

In FY2026, all manufacturing plants recorded a 12% reduction in GHG emissions, decreasing from 60,626.96 tCO_2e in FY2025 to 53,277.38 tCO_2e. This reduction was primarily driven by lower production output, together with operational consolidation and process optimisation initiatives across the manufacturing plants.

[3] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. As energy invoices are issued on a four-month cycle, the UK team is awaiting the latest invoices before consolidating the FY2026 data. Extrapolation has not been applied, as previous estimates indicated the potential for material variances from actual figures. Complete data is therefore preferred to support the accuracy and reliability of reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

[4] The FY2025 GHG emissions data for the Canada operations were restated to reflect a refinement in the emissions calculation methodology. The updated calculation uses the supplier-specific emission factor provided by Energir for natural gas consumption, replacing the previously applied DEFRA emission factor. This refinement provides a more operation-specific basis for calculating natural gas emissions and resulted in a 3.23 tCO_2e difference from the 42.84 tCO_2e previously disclosed in the FY2025 Sustainability Statement.

As we progress towards our Net Zero 2050 commitment, we will continue to monitor our emissions performance, identify opportunities for further reductions, and implement initiatives to enhance our operational efficiency and decarbonisation efforts.

Distribution Centres (tCO_2e)[5]

Financial Year	FY2024	FY2025	FY2026
Supermax Brazil Importadora S/A	21.34	21.39	23.00
Supermax Global (HK) Ltd.	25.45	12.39	12.12
Aime Supermax KK	15.75	10.01	8.86
Maxter Healthcare Pte Ltd	7.08	7.56	8.04
Supermax Healthcare Canada Inc.	0.46	0.46	0.47
Total	**70.08**	**51.81**	**52.49**

In FY2026, total Scope 2 GHG emissions from the distribution centres amounted to 52.49 tCO_2e, representing a slight increase of 1% from 51.81 tCO_2e in FY2025. This increase was mainly associated with higher operational activity, particularly at the Brazil distribution centre, which contributed to a slight rise in electricity consumption across the distribution centres. As part of its broader efforts towards its net-zero target, the Group will explore practical energy-saving measures to improve electricity efficiency across its overseas distribution centres, taking into account the operational needs of each location.

Scope 3: Other Indirect Emissions

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Business Travel

Indirect emissions from business travel arise from employee travel activities across Supermax's manufacturing facilities and distribution centres. These emissions are associated with business-related transportation and are calculated based on relevant activity data to support a more comprehensive understanding of the Group's value chain emissions.

Manufacturers (tCO_2e)

Financial Year	FY2026
Air (Flight)	74.41
Land (Vehicle)	1.45
Total	**75.86**

[5] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. As energy invoices are issued on a four-month cycle, the UK team is awaiting the latest invoices before consolidating the FY2026 data. Extrapolation has not been applied, as previous estimates indicated the potential for material variances from actual figures. Complete data is therefore preferred to support the accuracy and reliability of reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

Distribution Centres (tCO_2e)[6]

Financial Year	FY2024	FY2025	FY2026
Supermax Healthcare Canada Inc.	N/A	8.93	19.61
Aime Supermax KK	1.48	8.44	2.68
Supermax Brazil Importadora S/A	1.09	1.32	N/A
Supermax Global (HK) Ltd.	0.50	0.89	0.43
Maxter Healthcare Pte Ltd	N/A	N/A	N/A
Total	**3.07**	**19.58**	**22.72**

In FY2026, Malaysia reported business travel emissions of 75.86 tCO_2e for the first time, primarily arising from overseas travel associated with sales-related activities. This marks an initial step in expanding emissions data collection across Malaysia operations during the transition relief period, helping the Group build a more complete emissions profile and support the gradual stabilisation of its reporting process.

For the distribution centres, business travel emissions totalled 22.72 tCO_2e, representing a 16% increase from 19.58 tCO_2e in FY2025. The increase was primarily attributable to Canada operations, where higher operational activity during the year resulted in greater business travel requirements.

Moving forward, the Group will continue to strengthen business travel data collection and reporting practices across its operations to support more consistent emissions tracking. Opportunities for more efficient travel planning will also be considered where appropriate, taking into account operational needs.

Employee Commuting

Indirect emissions from employee commuting are generated from the daily transportation activities of employees across Supermax's manufacturing facilities and distribution centres. The Group tracks commuting-related emissions to better understand the environmental impact associated with workforce mobility.

Manufacturers (tCO_2e)

Financial Year	FY2024	FY2025	FY2026
Maxter Glove Manufacturing Sdn Bhd	242.11	302.23	268.62
Supermax Glove Manufacturing Sdn Bhd	95.40	103.54	46.77
Maxwell Glove Manufacturing Berhad	68.92	50.49	7.39
Supervision Optimax Sdn Bhd	43.54	46.03	31.45
Total	**449.97**	**502.30**	**354.23**

[6] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. As energy invoices are issued on a four-month cycle, the UK team is awaiting the latest invoices before consolidating the FY2026 data. Extrapolation has not been applied, as previous estimates indicated the potential for material variances from actual figures. Complete data is therefore preferred to support the accuracy and reliability of reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

Distribution Centres (tCO_2e)[7]

Financial Year	FY2024	FY2025	FY2026
Supermax Healthcare Canada Inc.	13.35	15.97	16.31
Supermax Global (HK) Ltd.	2.28	4.74	4.89
Aime Supermax KK	3.78	3.76	2.17
Maxter Healthcare Pte Ltd	1.68	2.34	2.19
Supermax Brazil Importadora S/A	63.53	N/A	N/A
Total	**84.62**	**26.81**	**25.56**

In FY2026, employee commuting emissions across Malaysia amounted to 354.23 tCO_2e, representing a 29% reduction from 502.30 tCO_2e in FY2025. This decrease was primarily driven by a reduction in employee headcount at Maxwell, which contributed to lower commuting-related emissions during the reporting period.

Across the distribution centres, employee commuting emissions totalled 25.56 tCO_2e, a 5% reduction compared with FY2025. This decrease was partly attributable to more detailed commuting information obtained from the Japan operations, which enabled the application of a more appropriate emission factor.

Moving forward, the Group will explore opportunities to improve the efficiency of its employee commuting emissions data collection and promote practical commuting practices where appropriate, supporting its broader efforts to manage its carbon footprint.

Supply Chain

Indirect emissions from supply chain activities arise from upstream activities associated with Supermax's manufacturing operations. These emissions reflect the environmental impact across the value chain and support the Group's efforts to improve visibility and identify opportunities for emissions reduction through supplier engagement and responsible sourcing practices.

Manufacturers (tCO_2e)

Financial Year	FY2026
Upstream	47,666.58
Downstream	8.75
Total	**47,675.33**

In FY2026, Supermax Malaysia successfully expanded its GHG inventory by collecting and disclosing Scope 3 emissions from its supply chain for the first time, marking an important milestone in enhancing the completeness of its climate-related disclosures.

For the first reporting period, the Malaysia operations recorded 47,666.58 tCO_2e of upstream Scope 3 GHG emissions. The emissions cover three entities, Maxter Glove Manufacturing Sdn Bhd, Supermax Glove Manufacturing Sdn Bhd and Maxwell Glove Manufacturing Berhad. As the baseline year, the assessment covers suppliers identified as material to the Malaysia operations, providing a basis for the Group to establish and progressively enhance its upstream emissions reporting.

[7] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. As energy invoices are issued on a four-month cycle, the UK team is awaiting the latest invoices before consolidating the FY2026 data. Extrapolation has not been applied, as previous estimates indicated the potential for material variances from actual figures. Complete data is therefore preferred to support the accuracy and reliability of reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

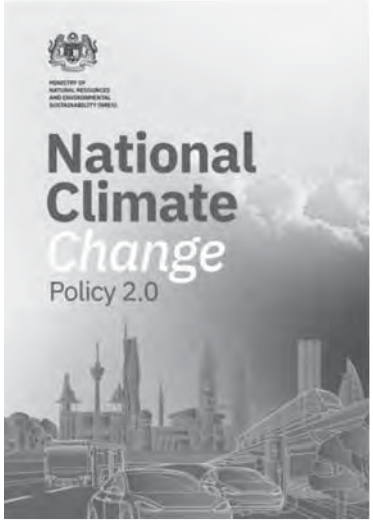
This represents the Group's first year of reporting for this category and establishes a baseline for monitoring and managing emissions associated with the transportation and distribution of products to customers. 2026 marked the first year in which the Group reported emissions from downstream transportation and distribution to our UK entity, amounting to 8.75 tCO_2e.

As FY2026 represents the Group's first year of collecting and reporting broader supply chain Scope 3 emissions, the data establishes a baseline for future performance monitoring. Moving forward, Supermax Malaysia will continue to strengthen its Scope 3 data collection processes, engage with relevant stakeholders across its value chain, and monitor emission trends to identify opportunities for emissions reduction.

IFRS S2 EMISSION SCENARIO ANALYSIS

Supermax remains committed to addressing climate risks, building resilience, and supporting sustainable growth in line with the Paris Agreement and Malaysia's ambition to achieve net-zero carbon emissions by 2050.

Reducing carbon emissions across our glove manufacturing operations and distribution activities is central to this commitment. As the urgency to cut global emissions continues to grow, we have taken further steps to advance our net-zero goal, consistent with the global aim to limit warming to 1.5°C.



Malaysia is already experiencing the effects of a changing climate, including rising temperatures, heavier rainfall, and more frequent flooding. In line with the National Adaptation Plan (MyNAP), the country is placing greater emphasis on resilience-building to protect key sectors such as manufacturing, water resources, and public health.

These priorities are directly relevant to Supermax's operations, which span glove production facilities and distribution centres across Malaysia and internationally. Elevated heat and increased rainfall present risks to our manufacturing output and supply chain continuity, whilst also highlighting opportunities to improve energy efficiency and strengthen operational resilience.

In response to these challenges, Supermax has maintained its commitment to reducing Scope 1 and Scope 2 emissions from direct manufacturing and distribution operations, with plans to progressively broaden the scope of our emissions accounting. This reinforces accountability across all operating segments and supports Malaysia's low-carbon transition. We continue to embed climate considerations into our business decisions through structured risk and opportunity assessments, guided by the IFRS S2 Climate-related Disclosures framework.

Supermax recognises that climate and nature are closely linked. We are in the early stages of considering nature-related risks and dependencies as part of our broader sustainability planning, with the intention of integrating these into our strategic decision-making over time.

CLIMATE-RELATED RISKS AND OPPORTUNITIES (CROS)

We incorporate climate-related risks and opportunities (CROs) into our overall risk management framework to support the long-term resilience of our manufacturing and distribution assets and to maintain business continuity. Embedding these considerations into our core processes improves our ability to anticipate and respond to emerging challenges, safeguarding operational performance and sustaining value over time. Our analysis considers the interconnected nature of CROs across Supermax's glove manufacturing, lens production, and distribution activities, enabling a unified approach to emissions reduction and risk mitigation.

The financial exposure to climate risks remains manageable relative to our overall asset base, with energy cost increases driven by regulatory change identified as a key area of focus. Underpinned by a structured mitigation framework and ongoing sustainability efforts, we are well-positioned to build resilience and benefit from the transition to a low-carbon economy.

OUR CRO METHODOLOGY

Both physical and transition risks are assessed to provide a comprehensive understanding of potential impacts across our operations. Sites identified as higher risk are addressed through near-term mitigation measures, whilst lower-risk facilities are monitored regularly and reviewed as part of our ongoing assessment cycle.

Risks are prioritised on the basis of:



Financial Exposure



Asset Criticality



Operational Vulnerability

Evolving climate risks are tracked through regular site inspections, maintenance records, and updates to climate data, with findings fed into Board-level risk reviews to inform strategic and investment decisions. Climate risks form an integral part of our broader risk register and are assessed alongside operational, financial, and strategic factors. This ensures that climate resilience is considered in capital allocation, insurance planning, and decisions related to facility upgrades, supply chain investment, and long-term asset management.

We are committed to strengthening the quality and consistency of our disclosures over time. We are progressively improving our data collection systems, internal processes, and analytical capabilities, with the aim of transitioning from qualitative assessments to more comparable and decision-useful quantitative disclosures.

IDENTIFICATION OF CLIMATE RISKS AND OPPORTUNITIES

Stakeholder Engagement	Key internal stakeholders, including site managers and operations leads across manufacturing plants and distribution centres, were engaged to gather on-the-ground insights on climate-related vulnerabilities and operational exposures.
Data Collection and Analysis	Data on physical risk hazards were gathered through site visits, historical operational records, and publicly available climate projections. Transition risks were assessed through desk research and regulatory monitoring.
Vulnerability Assessments	On-site reviews were conducted at Supermax's principal manufacturing facilities and distribution centres in Malaysia to validate earlier findings and identify any new risks or areas of exposure.
Categorisation of Risks and Opportunities	Risks and opportunities were classified into short-term, medium-term, and long-term time horizons to support prioritisation and planning.
Strategic Integration	The outcomes of the identification process were incorporated into Supermax's operational and investment planning to improve resilience and support informed decision-making.

PHYSICAL RISK

For Supermax's manufacturing and distribution operations in Malaysia, the two primary physical risks with potential material impacts are increased rainfall intensity and extreme heat. Heavier rainfall can lead to localised flooding and disruption to production schedules, whilst elevated temperatures increase cooling loads and energy consumption in manufacturing facilities. Rainfall-related risks, including flash flooding and water ingress, are prioritised in our assessment as they can be more readily quantified, enabling a clearer view of potential costs and financial implications for mitigation and adaptation measures.

Chronic Physical Risk

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Rising Temperatures and Heatwaves Increasing frequency and intensity of heatwaves resulting in temperature excursions, equipment strain, reduced workforce productivity, and higher cooling and energy costs. Exposure to heat also raises employee health risks and can cause defects or inconsistencies in products.			
Financial impact	• Reduced line speed and operational efficiency during peak heatwave periods • Risk of heat-related workplace incidents increasing compliance and liability costs • Higher absenteeism and labour inefficiency reducing overall output and product quality • Increased electricity consumption from greater cooling demands across production and office facilities • Reduction in workforce productivity and increase in employee turnover due to heat stress in production areas • Heat-related health conditions among employees, such as heat exhaustion, heat stroke, dehydration, and heat cramps, leading to serious medical conditions, reduced performance, and higher absenteeism • Defects or inconsistencies in products caused by high temperatures affecting raw materials, manufacturing processes, or finished goods	• Increasing frequency of heat stress events leading to recurring productivity declines and higher absenteeism • Sustained labour efficiency losses requiring ongoing investment in workforce adaptation measures • Higher electricity costs from intensified cooling demands as temperatures continue to rise • Increased wear on assets and equipment operating under elevated ambient temperatures • Additional capital expenditure on improved cooling systems and health and safety controls	• Potential loss of operational viability at existing sites if extreme heat exceeds safe working thresholds • Chronic workforce productivity losses without significant investment in climate adaptation measures • Long-term capital expenditure required to adapt infrastructure to higher baseline temperatures • Risk of site relocation for facilities in regions experiencing extreme and persistent heat conditions • Sustained high electricity costs from year-round elevated cooling requirements

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Opportunities	• Cooling efficiency upgrades across facilities to maintain output during extreme temperature events • Investment in heat-resilient workplace design to improve long-term employee wellbeing and productivity • Adjustment of shift scheduling and working patterns to reduce worker exposure during peak heat hours • Transition to inverter-based air conditioning to improve cooling efficiency and reduce energy consumption • Installation of cool air blower systems in production areas to maintain a comfortable and safe working environment • Provision of hydration and cooling stations, including water dispensing machines, to prevent dehydration among employees • Heatwave awareness and response training for employees to manage heat-related risks • Installation of ventilation fans to improve air ventilation in warehouse and storage areas • Regular product quality monitoring prior to use of raw materials, during in-process inspection, and at pre-shipment inspection	• Implementation of heat-resilient workplace designs and improved cooling technologies to protect employee health • Adaptive scheduling and flexible working arrangements to maintain workforce performance during heatwaves • Solar energy adoption to offset increased electricity consumption from cooling systems • Investment in climate-resilient infrastructure to reduce long-term exposure to heat-related disruptions • Improved employee wellbeing programmes resulting in lower absenteeism and more stable productivity	• Positioning of facilities in climate-resilient locations to ensure long-term operational continuity • Long-term workforce strategy incorporating climate resilience, supporting talent retention and operational stability • Automation of heat-sensitive production processes to reduce human exposure and maintain output quality • Development of climate-adaptive facilities designed to operate efficiently under higher temperature conditions • Deployment of solar energy systems to offset rising electricity costs from cooling demand

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Sea Level Rise and Flood Exposure Gradual increase in sea levels elevating the risk of chronic flooding in low lying facilities, including manufacturing plants, warehouses, and logistics hubs. Flood events can also contaminate raw materials and finished products, and pose safety risks to employees.			
Financial impact	• Chronic flooding causing interruptions to production operations, resulting in shipment delays and lost revenue • Supply chain disruptions from logistics rerouting increasing costs and reducing delivery reliability • Direct financial losses from damage to equipment, inventory, and infrastructure during flood events • Increased insurance premiums as flood risk exposure to facilities rises • Operational downtime and recovery costs following acute flooding incidents • Reduced customer satisfaction from delays in receiving raw materials and shipping finished products during flood events • Quality issues and potential health risks from floodwater contaminating raw materials and finished products, including the risk of contaminated products reaching consumers • Employee safety risks from flooding, including physical harm and exposure to contaminated water, requiring management of potential health issues	• Increasing climate-related disruptions leading to more frequent logistics delays and supply chain rerouting • Sustained cost inflation from ongoing adaptation of transport and distribution networks • Capital expenditure required for flood protection measures and infrastructure upgrades • Financial losses from recurring damage to assets at flood-exposed sites • Rising insurance and risk management costs as flood frequency and severity increase	• Long-term threat to business viability at coastal or low-lying sites without strategic adaptation • Increased regulatory and compliance costs related to flood risk disclosure and infrastructure standards • Sustained financial losses from chronic disruption to production and product delivery in high-risk locations • Major capital expenditure required for full site relocation or comprehensive flood-proofing of facilities • Risk of significant asset loss at facilities located in chronically flood-prone or sea-level-affected zones

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Opportunities	• Strategic site evaluation to identify facilities at high flood risk and plan for relocation or reinforcement • Introduction of remote and flexible working arrangements to maintain business continuity during flood events • Installation of flood barriers and perimeter protection at vulnerable production and warehouse facilities • Investment in drainage and water management infrastructure to reduce the impact of heavy rainfall events • Operational resilience planning, including business continuity protocols for flood-affected facilities • Elevation of factory ground level 1 metre higher than the discharge point to the main drainage to prevent floodwater from entering the plant • Diversification of suppliers and maintenance of buffer stock to sustain production during flood-related supply chain disruptions • Quality checks on raw materials prior to use to prevent contaminated materials entering production • Implementation of safety protocols, employee training, and availability of first aid and emergency response resources for flood events • Majority of operators staying within the factory compound to maintain workforce safety and availability during flood events	• Raising of floor levels during construction or refurbishment of manufacturing facilities to prevent flood ingress • Enhanced logistics resilience through route diversification, digital tracking, and regional distribution hubs • Relocation planning for high-risk facilities to more flood-resilient sites as part of long-term capital strategy • Flexible working arrangements to sustain productivity during periods of physical site disruption • Investment in climate-adapted logistics and distribution infrastructure to improve supply chain reliability	• Long-term competitive advantage from proactive flood risk management, supporting investor and customer confidence • Investment in sustainable drainage and green infrastructure to manage surface water and reduce flood impact • Strategic relocation of high-risk assets to geographically resilient locations, improving long-term asset security • Flexible and remote working arrangements embedded as a permanent operational model to reduce site dependency • Climate-resilient site design incorporating flood-proof construction standards for all new and refurbished facilities

Chronic Physical Risk

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Extreme Weather Events Operational disruptions, inventory damage, and logistics delays caused by acute climate events such as floods, storms, typhoons, and other severe weather conditions affecting ports, warehouses, and production facilities.			
Financial impact	• Operational downtime and recovery expenditure following each weather-related incident • Increased insurance premiums as claims frequency rises with more frequent acute weather events • Disruption to inbound and outbound product delivery affecting customer service levels and revenue • Asset and infrastructure damage resulting in significant repair or replacement costs for buildings, equipment, and utilities • Extreme weather events such as floods and storms causing interruptions to production operations and shipment delays	• More frequent weather-related disruptions increasing business continuity costs and requiring ongoing infrastructure investment • Sustained increases in insurance premiums as underwriters reprice climate risk exposure across the portfolio • Higher capital expenditure requirements for resilient infrastructure capable of withstanding intensifying weather events • Recurring losses from logistics disruptions and supply chain rerouting as extreme events become more common • Long-term pressure on profitability from the compounding costs of weather-related damage and recovery	• Long-term threat to operational viability at sites unable to withstand the physical impacts of intensifying climate events • Rising regulatory requirements for climate risk disclosure and infrastructure resilience increasing compliance costs • Sustained financial exposure from asset losses and revenue disruption if adaptation measures are insufficient • Significant long-term capital expenditure required to redesign and climate-proof manufacturing and warehouse infrastructure • Increasing risk of site relocation for facilities in regions chronically exposed to extreme weather events
Opportunities	• Operational resilience improvements including backup logistics routes and alternative supplier arrangements • Investment in early warning systems and weather monitoring to enable proactive operational adjustments • Evaluation of vulnerable facilities for structural reinforcement or strategic relocation to lower-risk sites	• Raising of floor levels during construction, refurbishment of manufacturing facilities to prevent flood and storm damage • Strengthening of warehouse and roofing structures to improve resilience against high winds, heavy rain, and storms • Diversification of logistics networks to provide alternative routing options during weather-related disruptions	• Competitive differentiation through climate resilience leadership, supporting customer confidence and regulatory compliance • Integration of renewable energy and backup systems to maintain operational continuity during extreme weather events • Long-term reduction in weather-related losses through proactive investment in climate-adapted infrastructure

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
	• Insurance optimisation through improved risk management practices to secure better coverage terms and lower premiums/ Development and implementation of emergency response and business continuity plans for extreme weather scenarios	• Investment in climate-resilient infrastructure to reduce the frequency and cost of weather-related operational impacts • Enhanced supplier and logistics partner resilience assessments to reduce upstream and downstream exposure to weather risk	• Strategic relocation of high-risk facilities to geographically resilient locations, reducing long-term physical risk exposure • Full redesign of facilities incorporating climate-resilient construction standards for all new and refurbished assets

TRANSITION RISK

Transition risks arise from the shift towards a lower-carbon economy and include changes in policy, regulation, technology, and market expectations. For Supermax, the most material transition risks relate to tightening energy and carbon regulations, rising energy costs, and growing customer and investor expectations for lower-carbon products and supply chains.

Market Transition Risk

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Geopolitical Tensions and Trade Disruptions Operational and supply chain instability arising from geopolitical conflicts, trade restrictions, or economic sanctions, affecting sourcing, logistics, and market access.			
Financial impact	• Logistics delays and increased sourcing costs arising from geopolitical conflicts and trade restrictions • Strategic restructuring costs incurred from relocating suppliers or adjusting operations to reduce geopolitical exposure • Raw material cost increases driven by supply chain disruptions and constrained import or export access • Higher tariff and customs costs from evolving trade policies affecting cross-border procurement • Revenue impact from delayed shipments and inability to fulfil customer orders on schedule	• Revenue risk from market access disruptions limiting the ability to service international customers reliably • Operational complexity and cost increases from managing a more fragmented and regionalised supply network • Sustained pressure on procurement budgets from ongoing geopolitical volatility affecting key material sources • Increased restructuring costs as supply chains become more regionalised to improve security in stable trade corridors • Supply chain instability and raw material availability issues becoming more persistent and structurally embedded	• Long-term pricing instability from sustained geopolitical tensions affecting the cost and availability of key inputs • Structural disruptions to import and export operations constraining market access and revenue generation • Significant capital expenditure required to redesign supply chain architecture in response to evolving trade restrictions • Competitive disadvantage if supply chain restructuring is delayed relative to more agile industry peers • Revenue losses from markets that become inaccessible due to sanctions, tariffs, or trade policy changes

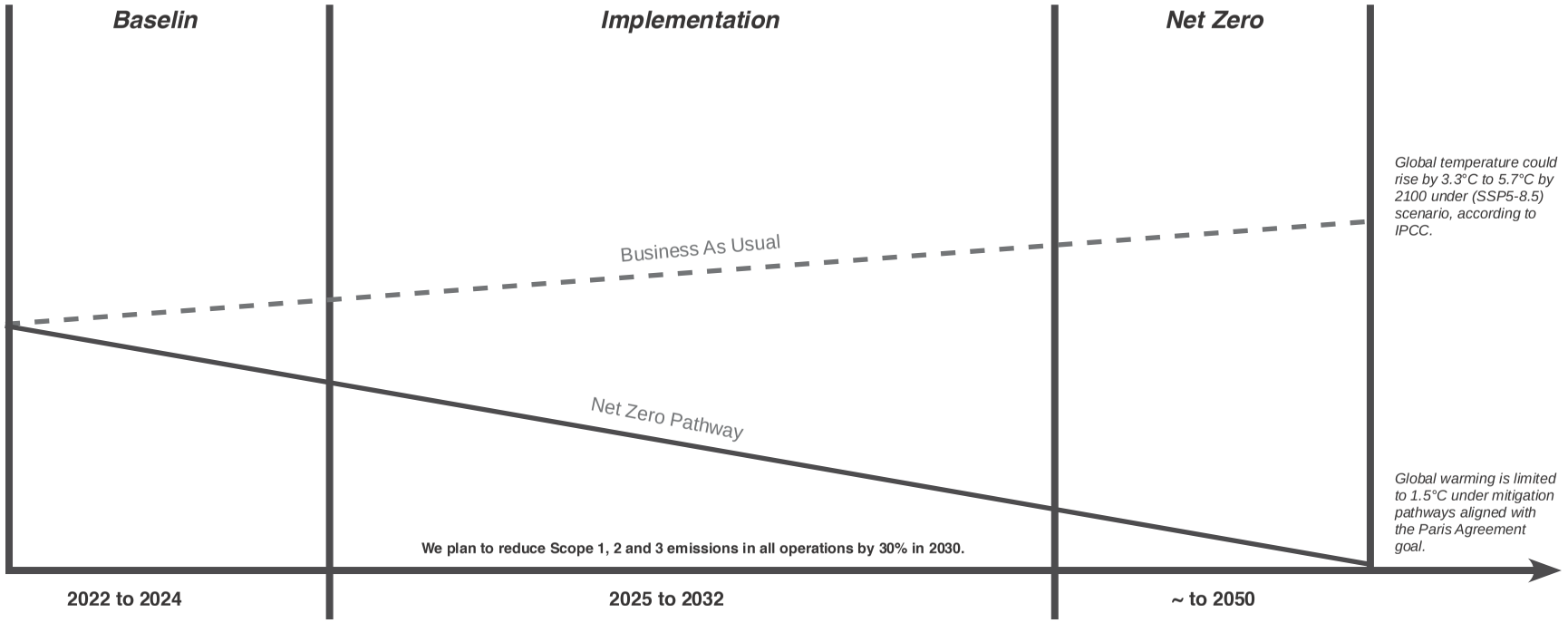
Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Opportunities	• Diversification of the material sourcing base across both local and international suppliers to reduce concentration risk • Development of strategic supplier relationships to enhance supply chain stability and improve price negotiation leverage • Exploration of alternative sourcing channels to maintain material availability during periods of geopolitical disruption • Adjustment of average selling prices to reflect increased input costs while remaining competitive in key markets • Proactive supply chain mapping to identify vulnerabilities and establish contingency sourcing arrangements	• Investment in supply chain visibility tools to monitor geopolitical risks and enable proactive procurement decisions • Strengthening of long-term supplier partnerships to secure preferential access to constrained materials • Development of regional supply hubs to reduce logistics exposure and improve supply continuity in key markets • Implementation of a multi-sourcing strategy across geographically diverse suppliers to enhance procurement resilience • Centralisation of chemical, material, and hardware storage to reduce inventory duplication and optimise working capital	• Strategic localisation of supply and sourcing to reduce dependency on geopolitically exposed trade routes • Formation of joint ventures with key suppliers to secure long-term material access and share supply chain risks • Development of a resilient and geographically diversified supplier network capable of withstanding long-term trade disruptions • Investment in local manufacturing or processing capabilities to reduce reliance on cross-border material flows • Competitive advantage from supply chain resilience, enabling more reliable delivery performance than less-prepared rivals
Revenue Volatility from Diverging Customer Expectations Fluctuations in demand and revenue arising from inconsistent sustainability requirements and procurement standards across different healthcare markets and customers. Shifting market demand towards sustainable, eco-friendly products adds to this volatility.			
Financial impact	• Margin compression from the need to invest in product improvements while managing competitive pricing pressure • Revenue decline from customers redirecting orders to competitors with stronger sustainability credentials or lower costs • Loss of sales opportunities and missed tenders from inability to meet varying customer procurement standards • Investment in research and development to improve glove quality and introduce new products that meet evolving market standards	• Requirement for substantial investment in energy, equipment, and talent to achieve and maintain competitive parity with key rivals • Continued margin compression from rising input costs and sustained competitive pricing pressure in core markets • Market share risk if the company is unable to match the pace of competitor investment in sustainability and operational capability	• Risk of losing key customers to competitors that lead the adoption of advanced and sustainable manufacturing solutions • Significant capital investment required to transition to new dipping technologies or alternative manufacturing approaches • Revenue contraction if the current business model does not adapt to emerging manufacturing and product technology landscapes

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
	• Fluctuating demand driven by inconsistent sustainability and procurement requirements across different healthcare markets • Revenue exposure from shifting market demand towards sustainable, eco-friendly gloves if suitable product offerings are not available	• Revenue exposure from market segments shifting towards suppliers with stronger ESG and compliance credentials • Financial strain from the ongoing cost of adapting business operations to meet diverging regional market requirements	• Market share risk from structural shifts in customer preferences and procurement standards favouring next-generation solutions • Long-term competitiveness declining as rival manufacturers develop and commercialise alternative glove production technologies
Opportunities	• Prioritisation of high-margin customer segments to protect profitability amid broader demand volatility • Premium pricing strategy for sustainability-compliant products, capturing first-mover advantage in ESG-driven procurement • Increased promotional and sales activity to attract new customers and strengthen relationships with existing accounts • Investment in research and development to improve glove quality and introduce new products that meet evolving market standards • Diversification of the product catalogue to expand variety across product codes and serve a broader range of customer needs • Development of sustainable, bio-degradable gloves to meet growing market demand for eco-friendly products	• Integration of ESG-aligned products into the Sales and Marketing strategy to capture sustainability-driven procurement demand • Brand repositioning as a trusted and sustainable glove supplier to differentiate from lower-cost competitors • Expansion into new markets where sustainability compliance and product quality are prioritised over price • Development of customer-specific sustainability reporting to improve procurement success rates and contract retention • Investment in talent and operational capability to achieve and sustain a competitive position in key international markets	• Long-term business model evolution that integrates sustainability, innovation, and operational excellence as core competitive advantages • Investment in next-generation manufacturing capabilities to position the business ahead of technological disruption • Build strong brand equity and deep customer loyalty to reduce revenue vulnerability from competitive and market disruptions • Establish industry leadership as a sustainable glove supplier, attracting customers with high compliance and ESG requirements • Leverage advanced technology, automation, and AI-driven manufacturing solutions to remain competitive in a rapidly evolving market

Policy and Legal Transition Risk

Aspects	Short (2-3 years)	Medium (10 years)	Long (2050)
Carbon Emissions and Regulatory Compliance Increasing energy use in production that may breach carbon limits or incur penalties under local and global climate regulations.			
Financial impact	• Potential penalties and compliance costs if rising energy use in production breaches carbon limits under local or global climate regulations • Higher energy costs from increasing energy consumption across production operations	• Growing exposure to regulatory penalties as carbon limits tighten and production energy use continues to rise • Ongoing investment in energy-efficient systems required to keep energy use and emissions within regulatory limits	• Sustained financial exposure to carbon-related penalties and compliance costs under evolving local and global climate regulations • Significant capital expenditure required to reduce the carbon intensity of production energy use in line with long-term regulatory expectations
Opportunities	• Regular energy audits to identify energy-saving opportunities and monitor consumption against carbon limits • Installation of energy-efficient systems across production operations	• Continued adoption of energy-efficient systems to reduce energy use and carbon emissions across facilities • Ongoing energy audits to track performance against tightening regulatory requirements	• Lower-carbon production operations that remain compliant with local and global climate regulations • Competitive advantage from energy efficiency and regulatory readiness ahead of less-prepared peers

OUR NET ZERO ROADMAP



Building on the established emissions baseline, the Group is gradually strengthening its approach to climate management by focusing on climate governance, monitoring emissions performance and integrating sustainability considerations into its operations and supply chain. The Group also plans to incorporate climate-related risks into its organisational risk management processes to support a more structured approach to identifying and assessing potential climate-related impacts on its business.

In FY2026, the Group began exploring the development of net-zero roadmaps for its distribution centres, starting with Canada, to better understand potential pathways towards its net-zero ambitions. Based on its previously established target, the Group aims to reduce emissions by 95% by 2050, with the remaining 5% expected to be addressed through certified carbon removals, subject to further evaluation.

During the transition relief period, Malaysia operations have also expanded its GHG emissions disclosures to include relevant Scope 3 emissions associated with its value chain, including upstream and downstream activities. This provides a broader understanding of the Group's emissions profile and helps inform future considerations for emissions management and reduction.

ECONOMIC PERFORMANCE

Sound economic performance underpins our long-term value creation and supports our broader sustainability agenda.

Consistent financial results enable us to sustain employment, contribute to national development, and continue investing in innovation and responsible business practices. A healthy financial position also supports our global competitiveness and allows us to distribute value fairly across all stakeholders.

We aim to achieve steady growth by:

- Broadening our market presence to reduce reliance on any single market
- Upholding a strong balance sheet and healthy cash flow position
- Actively managing risks to safeguard long-term financial performance
- Keeping a close eye on global and regional market developments to remain adaptable
- Channelling investment into technology to improve operational efficiency and capacity

Together, these efforts help build a resilient business and support responsible financial planning, whilst maintaining our commitment to delivering sustainable value over the long term.

ECONOMIC PERFORMANCE

In FY2026, we generated RM758.4 million in total economic value, compared with RM835.1 million in FY2025, reflecting the business environment during the year. Operating costs decreased by 5.9%, in line with lower purchases of materials and services, while energy, logistics and overhead costs remained elevated. Economic value retained was negative RM153.5 million, compared with negative RM149.1 million in FY2025, with lower employee costs and tax credit helping to limit the change. We will continue to manage our costs carefully as we work towards positive returns and long-term value creation.

Financial Year	FY2024 (RM'000)	FY2025[8] (RM'000)	FY2026 (RM'000)
Economic value generated (i.e., revenue and other income)	758,390	835,116	758,355
Economic value distributed:			
Operating costs	798,775	893,032	840,756
Employee wages and benefits	130,356	131,091	114,168
Payment to providers of capital (i.e., dividend and financing cost)	5,234	7,686	7,412
Payment to the government (i.e., tax)	3,625	(47,616)[9]	(50,432)[9]
Total economic value distributed	**937,990**	**984,193**	**911,904**
Economic value retained	**(179,600)**	**(149,077)**	**(153,549)**

[8] Figures for FY2025 have been restated following a refinement to the calculation methodology to enhance data accuracy, consistency, and comparability across reporting period.

[9] The figures in FY2025 and FY2026 represent tax credits arising mainly from the recognition of deferred tax assets.

SUPPLY CHAIN MANAGEMENT

We understand that a sustainable and resilient supply chain is central to business continuity, stakeholder confidence, and meeting ESG expectations.

By prioritising local suppliers and small and medium enterprises (SMEs), we contribute to local economic development, support job creation, and promote inclusive growth across our value chain. Our approach to procurement is guided by sustainability principles that apply equally to our own operations and to our business partners. This approach helps us build supply chain resilience whilst ensuring that the value we create is shared more broadly across communities and industries.

LOCAL SOURCING & SME ENGAGEMENT

- Prioritise local sourcing where possible to support local economies and reduce transport-related emissions.
- Engage SMEs and local contractors to enhance supply chain participation.

SUPPLIER EVALUATION & RELATIONSHIP MANAGEMENT

- Conduct regular supplier reviews based on key performance indicators, including cost, delivery, quality, reliability, and ESG compliance.
- Perform background checks and site inspections for new and existing suppliers.

COMPLIANCE, GRIEVANCE & REMEDIATION

- Maintain a structured process for managing complaints, investigations, feedback, and corrective actions.
- Address non-compliance through appropriate remediation measures.

SUSTAINABILITY EXPECTATIONS FOR SUPPLIERS

- Communicate environmental and social expectations to supply chain partners.
- Encourage responsible practices in emissions management, workplace safety, ethics, and labour rights.

Through cultivating long-term supplier relationships grounded in transparency and shared standards, Supermax seeks to build a supply chain that supports operational objectives whilst contributing to wider sustainability goals.

OUR PERFORMANCE

Across our Malaysia and Canada operations, we have taken steps to incorporate sustainability considerations into supplier management. In Malaysia, the programme includes onboarding assessments for new suppliers and periodic reviews of existing suppliers to assess their alignment with our ESG expectations throughout the supplier lifecycle.

In Canada, the supplier sustainability assessment programme includes KPIs and targets covering:



Ethical Conduct



Labour Standards



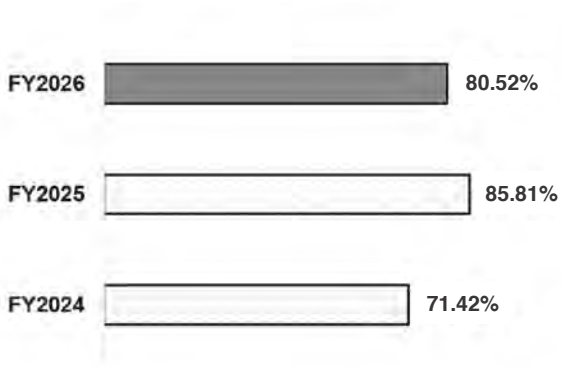
Environmental Compliance



Business Continuity

The assessment process also involves on-site supplier visits to review relevant practices and assess alignment with the established requirements, with particular attention to occupational health and safety, including workplace safety practices and compliance with applicable safety requirements. These assessments provide opportunities to identify areas for improvement and encourage suppliers to maintain appropriate standards across their operations.

Total Spending Percentage on Local Suppliers[9]



In FY2026, local supplier spending in Malaysia accounted for 80.52% of total supplier spending, compared with 85.81% in FY2025. The decrease was primarily attributable to a shift in the Group's procurement spending towards overseas suppliers, where more cost-effective options were available compared with local suppliers. This affected the overall proportion of local procurement and reflects changes in the Group's supplier spending mix rather than necessarily indicating a reduction in the absolute amount spent with local suppliers.

The Group will continue to recognise the role of local suppliers in its procurement activities and consider opportunities to strengthen local sourcing where appropriate. Moving forward, we aim to further formalise measurable local procurement targets and continue embedding sustainability considerations into our procurement decision-making processes.

ENERGY MANAGEMENT

As a global manufacturer and distributor, we recognise the importance of taking meaningful action on climate change by reducing our carbon footprint and progressing towards lowcarbon operations.

Addressing climate-related risks also enables us to improve operational efficiency, build business resilience, and meet the expectations of regulators, customers, and investors. Guided by our Environmental Policy, we have set the following climate targets that support Malaysia's national climate agenda and reflect our commitment to building a business model that remains sustainable over the long term.

To reduce our environmental footprint, we continue to implement energy-saving technologies and consolidate operations to improve resource efficiency. In FY2026, we have progressed further with a number of enhanced initiatives across our manufacturing and distribution sites.

Plant Modernisation

- Continued rollout of energy-efficient LED lighting upgrades across manufacturing facilities.
- Installed variable speed drives on key production equipment to reduce electricity demand during lower-output periods.

Energy Monitoring & Smart Controls

- Expanded sub-metering systems across manufacturing plants and worker accommodation.
- Enabled close time energy monitoring and faster identification of high-usage areas.

[9] In FY2026, Malaysia refined its local supplier spending calculation methodology to include credit notes in local procurement calculations. This adjustment accounts for reductions in billed amounts, allowing reported procurement spending to better reflect actual expenditure after such adjustments. To align historical data with the refined methodology and improve comparability across reporting periods, the FY2024 and FY2025 figures were restated from 77.28% to 71.42% and from 78.28% to 85.81%, respectively.

OUR PERFORMANCE

Electricity Consumption

Electricity consumption refers to the amount of electrical energy utilised across the Group's operations to support daily business activities. For Supermax, electricity consumption primarily comprises energy used across its manufacturing facilities in Malaysia and overseas distribution centres, including production processes, facility operations, and supporting activities. Effective monitoring and management of electricity usage remain important in improving operational efficiency and supporting the Group's sustainability commitments.

Manufacturers (MWh)

Financial Year	FY2024		FY2025		FY2026	
	Consumption	Intensity Ratio	Consumption	Intensity Ratio	Consumption	Intensity Ratio
GLOVES						
Maxter GloveManufacturing Sdn Bhd	58,953.34	17.81	41,930.71	12.96	41,487.33	12.43
Supermax Glove Manufacturing Sdn Bhd	1,346.90	0.75	26,257.21	9.81	21,762.44	10.53
Maxwell Glove Manufacturing Berhad	4,939.91	13.37	8,175.38	14.13	6,977.61	13.83
Total Consumption / Average Intensity Ratio	**65,240.15**	**11.91**	**76,363.30**	**11.76**	**70,227.38**	**11.88**
CONTACT LENS						
Supervision Optimax Sdn Bhd	2,005.71	0.29	1,966.10	0.38	1,769.10	0.31

Distribution Centres (MWh)[10]

Financial Year	FY2024	FY2025	FY2026
Supermax Brazil Importadora S/A	426.89	427.85	460.00
Supermax Healthcare Canada Inc.	270.54	269.28	274.32
Supermax Global (HK) Ltd.	45.76	22.28	20.55
Aime Supermax KK	33.45	21.25	21.00
Maxter Healthcare Pte Ltd	16.98	18.15	20.01
Total	**793.62**	**758.81**	**795.88**

In FY2026, total electricity consumption across the Group's glove manufacturing operations decreased by 8%, from 76,363.30 MWh in FY2025 to 70,227.38 MWh, alongside a 9% reduction in production output. As the decrease in electricity consumption was slightly lower than the decline in production output, energy intensity increased by 1% compared with FY2025. This was partly influenced by the ongoing consolidation of manufacturing plants, as operational adjustments were still underway during the reporting period. As the consolidation progresses, the Group will assess energy performance and identify opportunities to improve production efficiency.

[10] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. As energy invoices are issued on a four-month cycle, the UK team is awaiting the latest invoices before consolidating the FY2026 data. Extrapolation has not been applied, as previous estimates indicated the potential for material variances from actual figures. Complete data is therefore preferred to support the accuracy and reliability of reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

For the distribution centres, total energy consumption amounted to 795.88 MWh in FY2026, representing a 5% increase compared with FY2025. This increase was primarily attributable to Canada operations, where higher operational activity contributed to greater energy use. As energy consumption varies according to the operational requirements of each distribution centre, the Group will explore the feasibility of establishing relevant energy performance indicators and targets to support energy management across its overseas operations.

These efforts aim to strengthen energy performance monitoring and encourage practical improvements in energy efficiency, taking into account the differing operational needs of each location.

WATER MANAGEMENT

Water is a fundamental input in our manufacturing processes and a shared resource facing increasing pressure from climate change, population growth, and environmental shifts.

We are committed to using freshwater responsibly to meet our operational requirements whilst supporting environmental responsibility and regulatory compliance. Our water management approach covers three key areas:



Effluent Treatment

- Treat wastewater from manufacturing sites through chemical flocculation, anaerobic digestion, and activated sludge processes.
- Ensure treated water complies with standards set by Malaysia's Department of Environment (DOE).



Monitoring and Efficiency

- Regularly track water consumption at production plants and worker accommodation to optimise usage and minimise wastage.
- Expanded sub-metering to additional manufacturing plants in FY2026 to improve monitoring and data accuracy.

We also continue to provide compliance updates to the relevant authorities and assess additional water management options, including rainwater harvesting, closed-loop systems, and expanded water recycling technologies at selected sites.

OUR PERFORMANCE

Water Consumption

Water is an essential resource in Supermax's manufacturing operations, where it is utilised throughout various production processes and supporting operational activities. Beyond its manufacturing facilities, water is also consumed at the Group's distribution centres, primarily for office operations and sanitary purposes, including washroom and toilet facilities. Recognising the importance of responsible water stewardship, Supermax continuously monitors water consumption across its operations and seeks opportunities to enhance water-use efficiency where practicable.

Manufacturers (megalitres)

Financial Year	FY2024	FY2025	FY2026
Maxter Glove Manufacturing Sdn Bhd	2,926.47	2,747.01	2,154.99
Supermax Glove Manufacturing Sdn Bhd	21.68	773.09	369.40
Maxwell Glove Manufacturing Berhad	210.66	318.19	216.75
Supervision Optimax Sdn Bhd	10.13	10.13	10.12
Total	**3,168.94**	**3,848.42**	**2,751.26**

In FY2026, Supermax Malaysia recorded total water consumption of 2,751.26 megalitres (ML), representing a 29% reduction compared with FY2025. This decrease was partly associated with a 9% decline in production output, alongside ongoing adjustments to manufacturing operations as the Group consolidates its plants.

Water is an important resource in the Group's manufacturing processes, and its consumption is therefore an area of ongoing focus. The Group recognises the importance of managing water use responsibly and will continue to monitor consumption across its manufacturing operations while exploring practical conservation measures. As the Group formalises its Materiality and Sustainability Matters (MSM) in FY2027, further water-related initiatives and relevant key performance indicators (KPIs) will be established and disclosed to strengthen its approach to water management and improve water-use efficiency over time.

Distribution Centres (megalitres)[11]

Financial Year	FY2024	FY2025	FY2026
Supermax Brazil Importadora S/A	0.62	0.17	0.70
Maxter Healthcare Pte Ltd	0.04	0.05	0.05
Aime Supermax KK	N/A	N/A	N/A
Supermax Global (HK) Ltd.	N/A	N/A	N/A
Supermax Healthcare Canada Inc.[12]	N/A	N/A	N/A
Total	**0.66**	**0.22**	**0.75**

In FY2026, the distribution centres recorded total water consumption of 0.75 ML, representing a 241% increase compared with FY2025. The increase was primarily attributable to higher water consumption from the Brazil operations. Although the year-on-year increase appears significant, Brazil's FY2026 water consumption of 0.70 ML remained broadly comparable to the 0.62 ML recorded in FY2024, following the lower consumption of 0.17 ML in FY2025.

As the distribution centres generally have limited water-intensive activities, water consumption remains relatively low. Nevertheless, tracking water usage provides greater visibility of resource consumption across the Group's operations and supports continued awareness of water use.

Supermax recognises the growing risk of water stress, particularly in manufacturing regions that may be affected by shifting climate patterns. Whilst our facilities are currently situated in areas with low to moderate water risk, we are assessing water-related risks at our facilities to strengthen water risk management and support future planning.

[11] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. As water invoices are issued on a four-month cycle, the UK team is awaiting the latest invoices before consolidating the FY2026 data. Extrapolation has not been applied, as previous estimates indicated the potential for material variances from actual figures. Complete data is therefore preferred to support the accuracy and reliability of reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

[12] Aime Supermax KK, Supermax Healthcare Canada Inc. and Supermax Global (HK) Ltd. operate from leased premises where water consumption is not separately metered or billed to the respective entities. As these entities do not receive individual water bills, water consumption data for FY2024, FY2025 and FY2026 were not available for reporting and have therefore been excluded from the reported figures for these periods.

WASTE & EFFLUENT MANAGEMENT

Responsible waste and effluent management is essential to preventing environmental harm, protecting surrounding ecosystems, and maintaining the well-being of neighbouring communities.

Supermax is committed to managing waste in a manner that reduces environmental impact and complies with relevant regulations, particularly across its glove manufacturing and contact lens operations. These efforts support our broader sustainability objectives and contribute to more resource-efficient practices over time.

Our waste management practices are guided by the 3R principles:

REDUCE – REUSE – RECYCLE

Align with the Environmental Quality Act of Malaysia and applicable international standards, waste is classified into two main categories:



Scheduled Waste (Hazardous)

- Managed and disposed of through DOE-licensed contractors.
- Maintained proper documentation and traceability to ensure safe and compliant handling.



Non-Scheduled Waste (Non-Hazardous)

- Segregated at source and channelled to certified recycling partners where possible.
- Covers recyclable materials including paper, glass, plastic, rubber, wood, and metals.

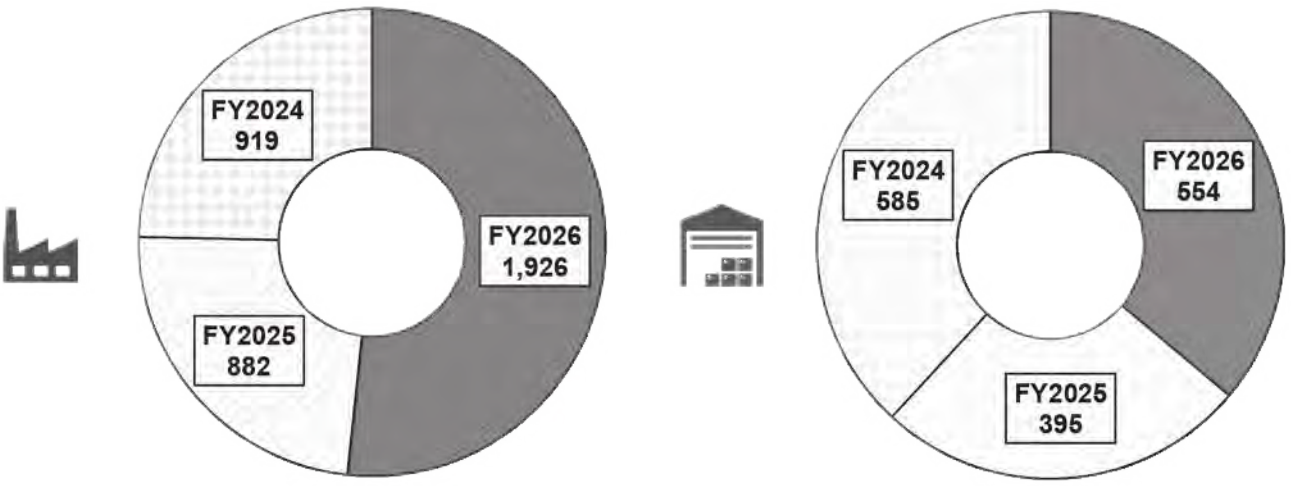
EFFLUENT MANAGEMENT

All wastewater generated at Supermax's Malaysian manufacturing plants is treated on-site through dedicated Effluent Treatment Plants (ETPs). The ETPs utilise treatment processes including coagulant and flocculant dosing, activated sludge treatment, sludge settling and pH adjustment. Chemical dosing systems are used to support the appropriate control of treatment parameters and maintain consistent treatment performance.

The treatment and discharge of effluent are managed in accordance with applicable Department of Environment (DOE) requirements. Effluent quality is monitored through established sampling and testing procedures to assess compliance with the applicable DOE discharge standards. The Group continues to maintain its wastewater treatment facilities and monitor effluent quality as part of its efforts to manage wastewater responsibly and minimise potential environmental impacts.

OUR PERFORMANCE

Total Waste Generated (MT)



Key highlights in FY2026:

- **Recycled Rubber Waste:** Recycled 713 MT of rejected gloves and rubber waste, repurposing the materials for industrial applications.
- **Scheduled Waste:** Properly disposed of 801 MT of scheduled waste through DOE-licensed contractors, with supporting documentation and traceability maintained.
- **Contact Lens Operations:** Recycled 14 MT of polypropylene plastic through certified recycling partners.
- **Non-Scheduled Waste:** Recycled 412 MT of non-scheduled waste, including mixed dry and wet waste, wooden pallets, cartons and plastic bags, through certified vendors.
- **Distribution Centres:** Recycled a total of 546 MT of non-hazardous waste, including paper, glass, plastic,wood and metals, through appropriate recycling channels. A further 8 MT of waste, comprising masks, general waste and non-recyclable materials, was disposed of through appropriate channels.

In FY2026, a total of 2,480 MT of waste was generated across the manufacturing and distribution centres, representing a 94% increase compared with FY2025. The increase was partly attributable to the first-time reporting of waste data from the Canada operations, higher waste generation from the Brazil operations, and broader waste data coverage across the Malaysia operations. These factors provided a more comprehensive representation of waste generated across the Group's operations during the reporting period.

The Group is aware of the waste generated across its operations and will continue to strengthen waste data tracking while identifying practical opportunities to reduce waste and support responsible waste management where appropriate. Looking ahead, we will continue to strengthen our waste management framework by expanding recycling targets to include intensity-based KPIs, evaluating circular economy solutions to extend material life cycles, and progressing feasibility assessments for a zero-discharge policy at selected manufacturing plants.

OCCUPATIONAL HEALTH AND SAFETY

Supermax places considerable importance on safeguarding the health, safety, and well-being of its employees.

A safe working environment underpins business continuity, supports legal compliance, and protects employee rights. Reducing workplace injuries and health risks also contributes to improved productivity, less downtime, and stronger workforce morale, all of which support the Group's long-term sustainability.

Supermax's Occupational Health and Safety Management System (OHSMS) is developed in line with the Occupational Safety and Health Act 1994 (Malaysia) and the ISO 45001:2018 standard. The system covers all permanent staff, internal and contract workers, and third-party personnel working at the Group's manufacturing sites.

Key features of the health and safety system include:

Risk Identification	Training & Awareness	Incident Response	Continuous Monitoring
Identify hazards and assess risks across operational sites.	Provide safety training for all staff and contractors.	Investigate incidents, corrective actions, and prevent recurrence.	Conduct audits and track improvements.

This structured approach promotes a culture of safety and supports continuous improvement across Supermax's operations.

OUR PERFORMANCE

Safety Awareness and Training

Supermax continues to deliver regular and targeted training to strengthen safety knowledge, operational readiness, and risk response across the workforce.



Monthly Emergency Response Team (ERT) Training

Throughout FY2026, regular Emergency Response Team (ERT) training provided employees with opportunities to build and refresh practical emergency response capabilities. The sessions covered SCBA use, annual fire drills, on-scene command, chemical spillage and leakage control, search and rescue, fire hydrant operation, firefighting equipment, CPR and AED, choking rescue, first aid, dressing and bandaging.

Across the sessions, the programme recorded 397 participant attendances, equivalent to 794 participant training hours, supporting employees' preparedness to respond to a range of potential workplace emergencies.





Hazard Identification, Risk Assessment and Risk Control (HIRARC) Training
A total of 73 employees participated in internal HIRARC training to strengthen their practical ability to identify workplace hazards, assess associated risks and apply appropriate controls within their respective work areas. The training supports a more proactive approach to workplace risk management and reinforces employees' shared responsibility for safety.

Customised Basic Forklift Operator Training
To strengthen safe material handling capabilities, 11 employees participated in customised basic forklift operator training. The programme focused on developing the practical knowledge and skills required for safe and responsible forklift operation.

Certified Environmental Professionals in Operation of Industrial Effluent Treatment System
To build specialised environmental management capabilities, an employee undertook the Certified Environmental Professionals in Operation of Industrial Effluent Treatment System programme. The training supported the development of technical knowledge and competency in the operation and management of industrial effluent treatment systems.

Scheduled Waste Management
Nine employees participated in the Seminar Alam Sekitar Pengurusan Buangan Terjadual Yang Lestari, strengthening their understanding of sustainable scheduled waste management practices and supporting the Company's broader environmental management efforts.

A range of additional safety training and awareness activities complemented these programmes, including Fire Safety Management, which strengthened knowledge of fire prevention and emergency response; Forklift Safety Operation & Competency Training, which reinforced safe equipment operation; Permit to Work (PTW) Procedure training, which strengthened understanding of work authorisation and safety controls; Workplace Accident Prevention Briefing, which reinforced awareness of unsafe conditions and safer working practices; and Lift End User Training, which promoted safe use of workplace lifting facilities.

Workplace Risk Monitoring and Continuous Improvement
We continue to apply a risk-based approach to health and safety management. All operational sites undergo bi-monthly HSE audits, carried out by internal HSE teams, following a structured checklist that places emphasis on:

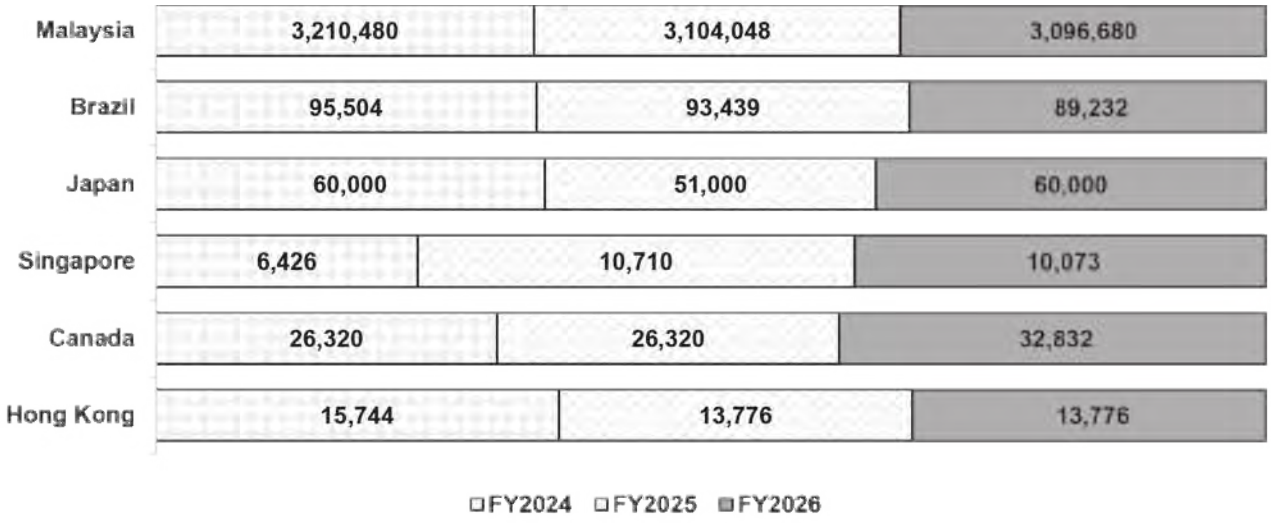
Ergonomic Assessments	**Chemical Storage & Handling**	**Emergency Preparedness**	**Machine Safety & LOTO**

In FY2026, audit findings continue to be logged in a central risk register, with assigned deadlines for corrective action. Completion rates and overdue actions are monitored by the Group HSE function, and a digital tracking dashboard has been introduced to improve visibility of outstanding items across sites. All sites continue to update their HIRARC documentation annually, or sooner where significant changes in processes or layout occur.

Work-Related Injuries and Incident Management

All workplace incidents continue to be investigated under Supermax's Incident Reporting and Investigation SOP, with root cause analysis and tracked corrective actions. Where training gaps are identified, affected employees are retrained and relevant SOPs updated as needed.

Total Number of Hours Worked[13]



Malaysia Incident Rate

Financial Year	FY2024	FY2025	FY2026
Number of fatalities due to work-related injury	0	0	0
Number of recordable work-related injuries (including fatalities)	34	38	28
Number of fatalities due to work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Lost time injury rate (LTIR)[14]	10.59	12.24	8.46

In FY2026, 27 cases of internal recordable work-related injuries and one external work-related injury were recorded, representing a 26% reduction from 38 cases in FY2025. The reduction was observed following the introduction of restrictions on the use of earphones and mobile phones in designated working areas, aimed at encouraging greater attentiveness and awareness of workplace surroundings.

[13] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. To maintain data accuracy and consistency, the UK entity consolidates its sustainability data, including hours worked, alongside other relevant information as part of a single reporting process to minimise the risk of duplicate entries and consolidation errors. However, the complete set of supporting information, including bills and invoices, is only available after the Malaysia sustainability reporting process has been finalised. As a result, the UK data could not be incorporated within the reporting timeline, and no estimates have been used to avoid potential inaccuracies in the reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

[14] Lost Time Injury Rate (LTIR) measures the frequency of work-related injuries that result in an employee being unable to work for at least one full day following the day of the incident. The Group calculates LTIR by multiplying the number of lost time injuries during the reporting period by 1,000,000 and dividing the result by the total hours worked during the same period. This calculation is adopted based on the Group's selected occupational safety and health performance measurement methodology. It is distinct from the severity rate under the relevant JKKP methodology, which measures the impact of injuries based on the number of lost workdays relative to total hours worked.

All reported incidents were documented and reviewed to identify contributing factors and support corrective and preventive actions. Most incidents were associated with lapses in attention or the improper use of tools, highlighting opportunities to reinforce safe working behaviours and the correct handling of equipment. The incident reviews also serve as learning opportunities for the workers involved, supporting follow-up guidance, safety reminders and further action where appropriate.

The Group will continue to reinforce safe working practices through regular reminders, training and communication on workplace safety. These efforts aim to strengthen employees' awareness of potential hazards, encourage safer behaviours and support ongoing improvements in workplace safety.

Occupational Health Services

Supermax continues to maintain an on-site medical clinic at the Meru Plant, supplemented by external panel clinics across Malaysia, ensuring timely access to medical care for all employees. FOMEMA screenings remain mandatory for foreign workers at hiring and contract renewal stages, and employees in noise-exposed environments continue to undergo regular audiometric testing in line with statutory requirements.

In FY2026, the Hearing Conservation Programme has been strengthened with more frequent monitoring intervals for employees identified with prior threshold shifts. To further support employee well-being, we continued our health-related awareness programmes in FY2026:

Systematic Occupational Health Enhancement Level Program (SOHELP) Convention
To strengthen occupational health capabilities, an employee participated in the Systematic Occupational Health Enhancement Level Program (SOHELP) Convention. The programme enhanced understanding of the SOHELP approach and its application in supporting healthier and safer workplace practices.

Human Factors & Ergonomics (HFE) Awareness
Recognising the importance of a workplace that supports employees' physical well-being, an employee participated in Human Factors & Ergonomics (HFE) Awareness training. The programme strengthened understanding of ergonomic risks and approaches to identifying and managing ergonomics-related considerations at work.

World OSH Day 2026 Seminar Managing Psychosocial Hazards at Work
The Company also broadened its occupational health focus to include psychosocial well-being through participation in the World OSH Day 2026 Seminar Managing Psychosocial Hazards at Work. The session enhanced an employee's understanding of psychosocial hazards and approaches to managing related workplace risks, supporting a more holistic approach to employee well-being.

Ergonomic Awareness (Lifting)
Four employees participated in Ergonomic Awareness (Lifting) training to strengthen awareness of safe lifting techniques and ergonomic considerations when performing manual handling activities. The training supports employees in recognising potential risks and adopting safer practices in their daily work.

Other Occupational Health Training
Other health-related learning included the Basic Occupational Safety & Health (OSH) programme, which strengthened employees' foundational understanding of occupational health and safety principles, as well as the POSH Health Webinar Series Advancing Occupational Safety Through Effective Chemical Management, which enhanced awareness of chemical management practices and related occupational health considerations.

Workforce Coverage and Contractor Integration

Supermax's OHSMS continues to cover all full-time employees, contract personnel, and contractors operating on Supermax premises. Contractor onboarding includes a safety due diligence process requiring submission of:

HIRARC Documentation	PPE Compliance Evidence	Emergency Contact Protocols

Daily toolbox briefings are conducted at high-risk sites, alongside monthly contractor safety meetings to share safety updates and gather feedback. In FY2026, Permit to Work (PTW) procedures were implemented for contractor activities, with safety briefings conducted before work commenced to communicate relevant safety requirements and precautions. Safety awareness videos were also displayed in canteen areas to reinforce workplace safety practices among workers and contractors. These initiatives support the Group's efforts to strengthen safety awareness and promote consistent safety practices across its operations.

TALENT MANAGEMENT

A skilled, engaged, and diverse workforce remains central to Supermax's ability to deliver long-term sustainable value.

Employees support the Group's operational performance and contribute to innovation, adaptability, and the maintenance of organisational standards. As the business continues to grow, investing in people helps ensure Supermax remains responsive to future needs whilst offering a safe and respectful workplace.

Supermax's approach to talent management continues to be based on three key areas:

Attracting Talent	Developing Capabilities	Retaining & Engaging
Recruit suitable candidates through a merit-based process aligned with company values.	Enhance employee skills through structured training and career development.	Support retention through recognition, well-being initiatives, and a positive workplace culture.

The Group continues to use a merit-based recruitment process aligned with company values, supported by collaboration with educational institutions, participation in job fairs, and employer branding initiatives both online and in person.

Developing Our People		
Training and Development Provide onboarding, technical, compliance training, e-learning, and certification support.	**Leadership Development** Support succession planning and mentoring for future leaders.	**Career Pathing** Establish promotion pathways through performance reviews and development plans.

OUR PERFORMANCE

Retention and Engagement

Performance Reviews	Well-being and Flexibility	Engagement Activities
Conduct annual reviews to support communication and goal alignment.	Promote inclusion and flexibility through flexi-hours worktime and policies.	Organise sports days, family events, cultural celebrations, and team activities across entities.

In FY2026, we continued to enhance the employee experience through initiatives supporting performance development, workplace flexibility, well-being and employee engagement across our operations.

For general workers and manufacturing employees, annual performance reviews are conducted to support employee development and career progression, with promotion opportunities considered based on the availability of permanent positions. In line with our working hour requirements, employees may voluntarily undertake overtime, while total working hours are managed within a maximum of 60 hours per week in accordance with ILO requirements. We also provide workplace facilities and amenities to support employees' daily needs and well-being, including an in-house gym, clinic, canteen, vending machines, hostel accommodation, ATM facilities and a volleyball court.

For office employees, flexible working arrangements are available to eligible employees, allowing them to commence work between 8:00 a.m. and 9:00 a.m., with their working hours adjusted accordingly to fulfil the required daily working hours.

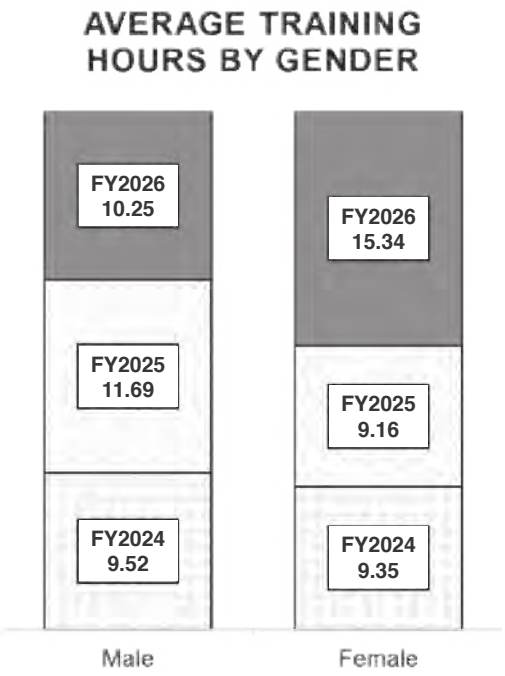
Beyond the local workplace, we provide office employees with opportunities to gain exposure to different working environments and cultures through overseas work experiences, including opportunities to work at our overseas plant. These opportunities support cross-cultural learning and provide employees with broader exposure to our international operations.

Employee Training Hours in Malaysia

A total of 13,666 training hours were recorded across the Malaysia operations in FY2026, representing a 324% increase compared with FY2025. The increase was mainly attributed to improved data collection, with the Malaysia entities capturing more detailed training information, including departmental and external training conducted throughout the year. In previous years, the Group's records primarily covered external training.

The expanded data coverage provides a more complete view of employee training and development across the operations. These initiatives support employees in strengthening their knowledge, skills and capabilities relevant to their roles, while contributing to a capable and engaged workforce.

Employee Category	FY2024	FY2025	FY2026
Senior Management	147	147	172
Manager	1,315	1,071	2,050
Executive	3,390	1,358	2,799
Non-executive	273	644	8,645
Total	**5,125**	**3,220**	**13,666**





Team Building Activities

Chinese New Year Luncheon
In FY2026, we organised a Chinese New Year Luncheon to bring employees together in celebration of the festive season. The gathering provided an opportunity for employees across different teams to connect, share a meal and celebrate the occasion together in a relaxed and enjoyable setting.



Beyond the celebration, the luncheon encouraged informal interaction and strengthened relationships among colleagues. Such employee engagement activities contribute to a positive and inclusive workplace culture, while providing opportunities for employees to build stronger connections beyond their daily work.

Pickleball Event
In FY2026, Malaysia operations organised a pickleball event to encourage employees to lead active and healthy lifestyles while providing an opportunity to unwind and relieve work-related stress. The event also fostered interaction among colleagues, promoting teamwork and strengthening workplace relationships in a relaxed and enjoyable setting.





DIVERSITY, EQUITY & INCLUSION

Supermax recognises diversity as a key driver of innovation, sound decision-making, and organisational resilience.

The Group remains dedicated to fostering a workplace culture of equity, inclusion, and respect, where opportunities for contribution and growth are open to all, regardless of gender, ethnicity, religion, age, nationality, or ability. These values continue to be embedded in policies, facilities, and daily operations to create a safe and inclusive environment that reflects the communities we serve.

Recruitment and promotion continue to be based on merit and guided by the Group's Recruitment Policy, with hiring practices reviewed regularly to remove potential barriers. Beyond policy, Supermax continues to support inclusion through workplace infrastructure, including designated parking, ramps, and elevators for employees with physical disabilities, with upgrades made as necessary to ensure safe and effective participation for all.

OUR PERFORMANCE

Gender equity remains a core focus of our DEI efforts. All employees continue to receive competitive compensation based on performance and merit, with career progression, recognition, and rewards administered transparently. We acknowledge that the nature of work at our production sites, particularly roles involving heavy machinery and manual handling, continues to result in a higher proportion of male hires. We continue to explore ways to make such roles more inclusive through training, task redesign, and equipment improvements.

New Hire Performance[15]

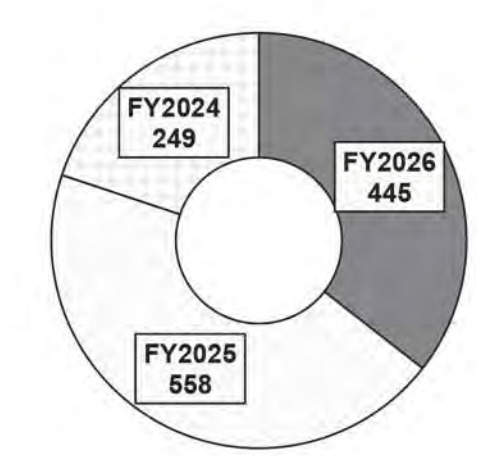
Country	FY2024	FY2025	FY2026
Malaysia	311	322	279
Brazil	13	14	26
Canada	2	4	5
Hong Kong	3	0	1
Singapore	0	1	1
Japan	0	1	0
Total	**329**	**342**	**312**

We adopted a range of recruitment approaches to improve accessibility to job opportunities and broaden the talent pool.

These included walk-in interviews, weekly open interview sessions, job advertisements through platforms such as JobStreet and Facebook, recruitment banners placed outside the factory, and participation in community job fairs organised through initiatives such as PERKESO and MYFutureJobs.

A total of 312 employees were hired during the year, representing a 9% reduction compared with FY2025. We constantly placed greater focus on recruiting local workers to support the workforce needs of our manufacturing plants and strengthen local employment opportunities. The Group values the contribution of local talent and will continue to provide accessible avenues for individuals within the surrounding communities to explore employment opportunities with the Group.

Employee Turnover[16]



In FY2026, 445 employees left the organisation, representing a 20% decrease from 558 employees in FY2025. The lower number of employee departures was observed alongside the Group's greater focus on recruiting local workers and strengthening its in-house workforce, including through opportunities for employees to take on roles that were previously supported by contract workers.

These efforts reflect the Group's focus on creating more employment opportunities within the local community while supporting a more stable and engaged workforce. The Group will continue to explore opportunities to develop its local talent pool and provide accessible employment opportunities across its operations.

Moving forward, we will continue to strengthen employee engagement and retention through continuous improvement in working conditions, skill development, and workplace support, ensuring stability as we advance our localisation efforts.

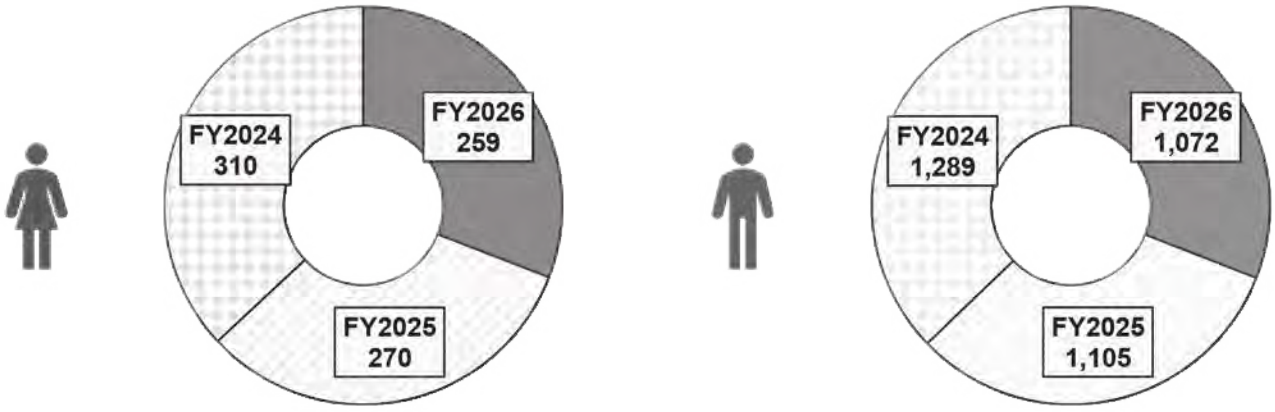
[15] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. To maintain data accuracy and consistency, the UK entity consolidates its sustainability data, including diversity, alongside other relevant information as part of a single reporting process to minimise the risk of duplicate entries and consolidation errors. However, the complete set of supporting information, including bills and invoices, is only available after the Malaysia sustainability reporting process has been finalised. As a result, the UK data could not be incorporated within the reporting timeline, and no estimates have been used to avoid potential inaccuracies in the reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

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Employee Retention

In FY2026, Supermax continued to focus on employee retention as part of its commitment to maintaining a skilled and engaged workforce. Building on the Position Allowance for Leadership Roles introduced in FY2025 under the Employee Recognition and Retention Programme, the initiative has been reviewed and refined to ensure it continues to recognise employees taking on additional leadership responsibilities, including Leaders, Assistant Supervisors, and Supervisors. This continued focus aims to encourage accountability, recognise commitment, and provide clearer pathways for career progression, supporting stability and long-term engagement across the workforce.

Gender Distribution Progress[17]



In FY2026, the female workforce decreased from 270 to 259 employees, representing a 4% reduction, while the male workforce declined from 1,105 to 1,072 employees, representing a 3% reduction. The higher proportion of male employees continues to reflect the labour-intensive nature of certain manufacturing roles, which are predominantly occupied by men.

Despite the overall reduction in workforce numbers, the relatively stable representation of female employees reflects the Group's ongoing focus on maintaining a diverse and inclusive workforce. The Group remains committed to providing equal opportunities for employees across its operations and supporting a workplace where individuals can develop and contribute regardless of gender.

Employment Structure Optimisation

In FY2026, all employees across the Malaysia operations were engaged on a full-time basis. The Group's workforce structure reflects its operational needs across manufacturing and supporting functions, with a focus on maintaining a stable workforce to support day-to-day operations.

The Group also recognises the importance of having a workforce with the appropriate skills and capabilities to support evolving operational requirements. As manufacturing processes and workplace practices develop, the Group remains focused on providing employees with relevant training and development opportunities to support them in their roles and contribute effectively to the organisation.

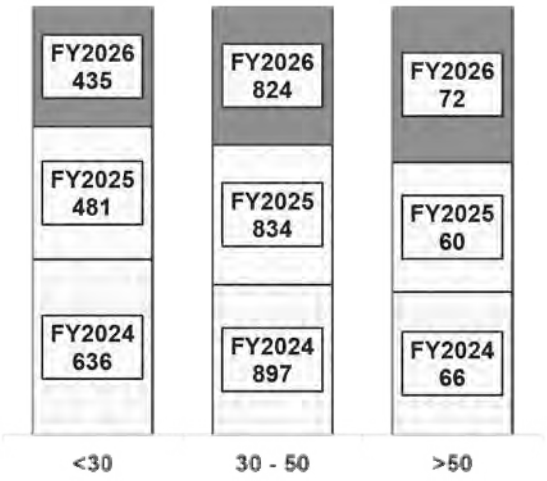
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Groupwide Breakdown[18]

Designation	FY2024	FY2025	FY2026
Senior Management	19	8	19
Manager	59	64	46
Executive	112	112	163
Non-executive	1,408	1,191	1,103
Total	**1,598**	**1,375**	**1,337**

In FY2026, we consolidated diversity data across our manufacturing and distribution centres to provide a clearer and more consistent view of our workforce profile. While total employee headcount decreased by 3% compared with FY2025, the change reflects adjustments in workforce requirements and our ongoing efforts to align our workforce structure with operational needs.

Age Distribution[19]



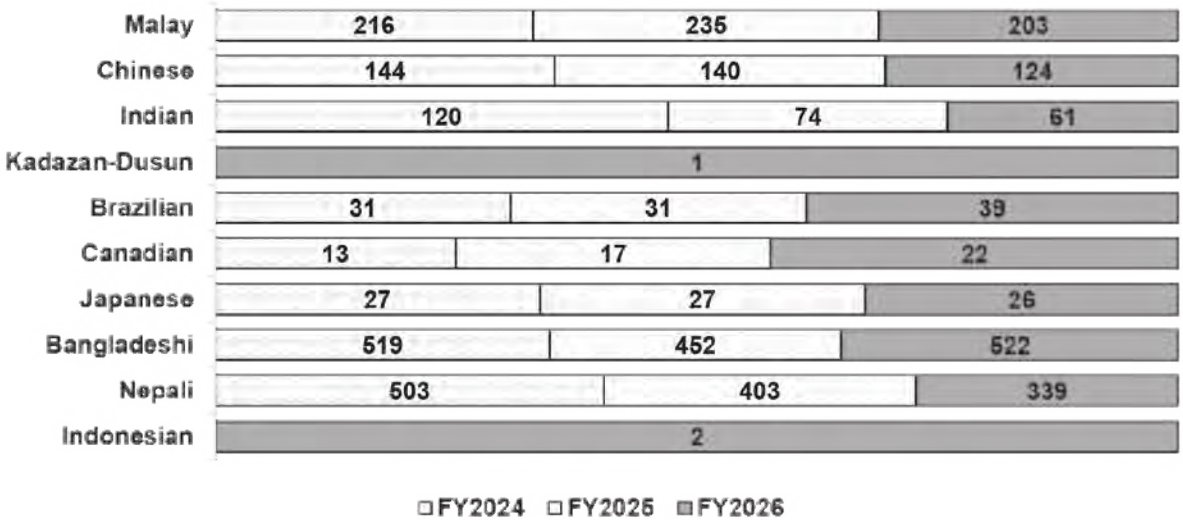
In FY2026, the overall age profile of our workforce remained broadly consistent with FY2025. Employees aged between 30 and 50 years continued to form the largest employee group, comprising 824 employees, followed by 435 employees below the age of 30 and 72 employees aged above 50.

The age profile reflects the workforce requirements of our manufacturing-intensive operations, where a combination of experience, technical knowledge and operational capabilities is important to support day-to-day activities. The presence of employees across different age groups also provides opportunities for knowledge sharing and intergenerational learning, allowing experience and technical know-how to be shared with younger employees while encouraging the development of the next generation of talent.

[18] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. To maintain data accuracy and consistency, the UK entity consolidates its sustainability data, including diversity, alongside other relevant information as part of a single reporting process to minimise the risk of duplicate entries and consolidation errors. However, the complete set of supporting information, including bills and invoices, is only available after the Malaysia sustainability reporting process has been finalised. As a result, the UK data could not be incorporated within the reporting timeline, and no estimates have been used to avoid potential inaccuracies in the reported figures. For further details on the UK operations' FY2026 sustainability performance and initiatives, please refer to the standalone UK FY2026 Sustainability Report.

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Ethnicity Across All Entities[20]



Looking ahead, we remain focused on maintaining a diverse, capable and engaged workforce that can support our evolving business needs. We will continue to strengthen opportunities for employees to develop their knowledge and capabilities, while promoting an inclusive workplace where employees across different roles, backgrounds and levels can contribute meaningfully to the organisation. Through these efforts, we aim to build a workforce that is adaptable, resilient and well-positioned to support our long-term business growth.

Strategic Workforce Partnerships

The Group continues to engage specialised agencies to support essential functions, including packaging, security and operational support services. In FY2026, the Group engaged 83 contract employees, compared with 120 in FY2025, representing a 31% decrease. The reduction was primarily driven by changes in manpower requirements and workforce arrangements, including:

Contract Completion	Employee Movement	Lower Operational Requirements
Contracts that reached their end date were not renewed where additional manpower was no longer required.	Some contract workers resigned or left before the end of their contract periods.	Reduced workloads, production volumes and changes in operational needs resulted in lower demand for contract labour in certain departments.
Workforce Transition	**Contract Renewal Considerations**	**Completion Of Temporary Requirements**
Selected positions were transitioned to permanent or local workers, reducing reliance on contract employees.	Contract renewals took into account factors such as performance, attendance and disciplinary records.	Workers engaged to support temporary projects or peak-period manpower requirements were released upon completion of the relevant needs.

[20] UK operations have been excluded from both current- and prior-year disclosures to maintain comparability between reporting periods. To maintain data accuracy and consistency, the UK entity consolidates its sustainability data, including diversity, alongside other relevant information as part of a single reporting process to minimise the risk of duplicate entries and consolidation errors. However, the complete set of supporting information, including bills and invoices, is only available after the Malaysia sustainability reporting process has been finalised. As a result, the UK data could not be incorporated within the reporting timeline, and no estimates have been used to avoid potential inaccuracies in the reported figures. For further details on

The Group continues to work with specialised agencies to maintain operational flexibility while ensuring that contracted personnel receive fair compensation, safe working conditions and treatment consistent with applicable labour regulations and the Group's standards.

CUSTOMER SATISFACTION

Customer satisfaction continues to play an important role in Supermax's long-term growth, reputation, and competitiveness as a global supplier of medical gloves and contact lenses.

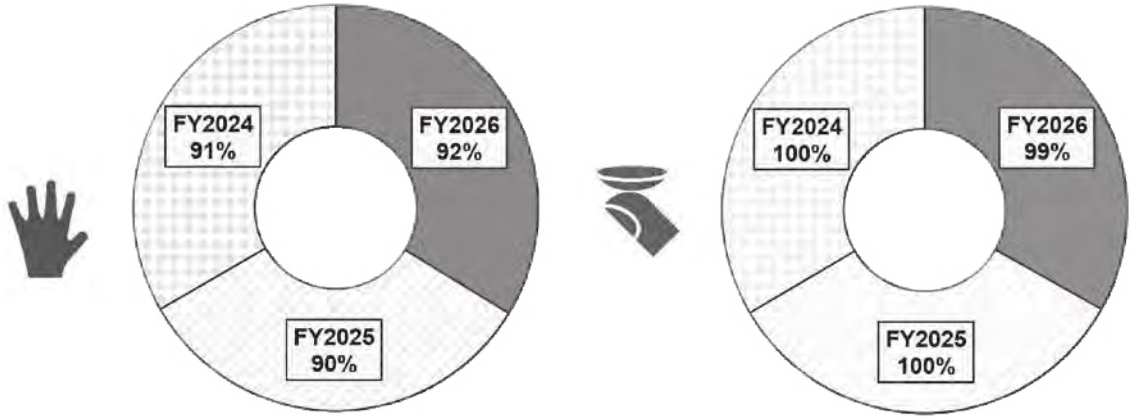
Satisfied customers are more likely to continue using our products, recommend them to others, and contribute to steady business performance. Customers continue to expect consistent quality, safety, and clear communication. Their feedback helps the Group identify areas for improvement, shape product development, and enhance service delivery. Maintaining strong customer satisfaction also supports business partners, improves sales performance, and provides assurance to investors and stakeholders who monitor customer experience as a measure of organisational reliability and ethical business conduct.

OUR PERFORMANCE

Customer satisfaction among the gloves division reached 92% in FY2026, an increase of 2% compared with the previous year. Customers also showed greater interest in ESG matters and recognised the efforts made by the Group through its ESG initiatives. The positive feedback is encouraging and reflects the growing relevance of responsible business practices to our customers, while supporting our efforts to strengthen relationships and respond to their evolving expectations.

Customer satisfaction for the contact lens division remained high at 99% in FY2026, representing a marginal 1% decrease from the previous year. The result reflects the continued positive experience of customers with our products and services, with satisfaction remaining at a strong level. The feedback provides a valuable reference for the Group to maintain service quality and remain responsive to evolving customer expectations.

Customer Satisfaction by Product Line



Building on the FY2026 sustainability perception survey, 84% of respondents viewed environmental sustainability as important, while 89% appreciated the Group's social responsibility efforts and 93% considered governance practices influential to their perception of Supermax. Overall, perceptions of ESG matters increased by 12% compared with FY2025, indicating that customers are placing greater importance on ESG considerations in their interactions with the Group.

The positive feedback reflects growing recognition of the Group's efforts in sustainability and responsible business practices. It also reinforces the value of continuing to integrate ESG considerations into our customer-facing strategies and product development, while remaining responsive to the evolving expectations of our customers.

COMMUNITY AND SOCIETY

Community investment remains an important part of Supermax's approach to long-term sustainability and social responsibility.

Supermax's community efforts continue to be guided by its Community Investment Guideline, which outlines the principles used to plan and evaluate social programmes, ensuring contributions remain strategic, beneficial to communities, and aligned with the Group's sustainability priorities. These efforts also help strengthen employee engagement, manage social risks, and align the Group's business objectives with broader societal needs.

The Group continues to contribute to stronger, more resilient communities by supporting these initiatives:

Charity Support | **Healthcare** | **Education** | **Environmental**

Supermax also continues to recognise the value of employee participation in community engagement. Employees are encouraged to take part in outreach and corporate social responsibility (CSR) activities through structured support and opportunities, helping build stronger ties with local communities whilst promoting teamwork and a shared sense of purpose across the organisation.

OUR PERFORMANCE



Blood Donation Campaign in Malaysia
The team continued its collaboration with Hospital Tengku Ampuan Rahimah (HTAR), Klang, through the annual Blood Donation Campaign. A total of 58 participants took part in the FY2026 campaign, contributing to an initiative that supports local blood supply needs and promotes awareness of the importance of blood donation.

The continued participation of employees reflects their willingness to contribute to public health efforts and support the wider community.





Support for Student Mission to Guatemala in Canada
The Group supported a student mission to Guatemala through a contribution of CAD 700 in essential healthcare and personal care products, including PurCotton sponges, medical gloves under the Aurelia home brand, sterilisation pouches and Dermaseptyl products. The contribution supported activities reaching approximately 500 beneficiaries, providing practical supplies for use during the mission and enabling students to contribute to the communities they visited.

Support for Student Mission to Togo in Canada
Support was also extended to a student mission to Togo through a contribution of CAD 476.80, comprising nitrile gloves in various sizes for use during the mission. The contribution supported activities reaching approximately 400 beneficiaries and provided students with access to appropriate protective supplies during their community-focused work. This initiative reflects how our products can be put to practical use in supporting communities beyond our immediate markets.

La Tablée des Chefs in Canada
In December 2025, the Canada operations participated in an initiative organised by La Tablée des Chefs, which brings people together through cooking and food-related programmes to support food-insecure communities and children.With a contribution of CAD 12,340.31, employees took part in the cooking activity and prepared 25 litres of Soupe Solidaire, which helped provide meals for approximately 120 children, together with other prepared dishes. La Tablée des Chefs has a wider community reach of approximately 1.5 million beneficiaries. The event provided a meaningful opportunity for employees to contribute their time and effort towards food security while supporting a wider community cause.

Wright Clinic Sponsorship in Canada
Our Canada operations provided CAD 500 in sponsorship support for the Wright Clinic through the Get Pickled for the WRIGHT Reason event, organised with the support of Patterson Dental. Proceeds from the event were directed towards supporting the clinic and its community-focused activities, benefiting approximately 400 individuals. The sponsorship reflects the Group's support for initiatives that contribute to community healthcare and help make a positive difference to those in need.



UBC Solar Sponsorship in Canada
We also contributed CAD 450 to support UBC Solar, a student-led initiative involving students from mechanical engineering, electrical engineering and business disciplines. The team works collaboratively to design, build and race solar-powered vehicles, providing students with opportunities to apply their knowledge to practical sustainability and engineering challenges. The initiative involved approximately 80 beneficiaries and encourages innovation, collaboration and interest in sustainable technologies among students.

Our support contributes to an educational platform that connects learning with practical solutions for a more sustainable future.



Through these initiatives, the Group contributed financial support, products and employee participation to a range of community-focused activities. Together, these efforts provide opportunities to strengthen connections with local communities, support meaningful causes and encourage a culture of giving and community involvement across our operations.

HUMAN RIGHTS

Human rights continue to form a core part of Supermax's business values and sustainability approach.

The Group remains committed to upholding human rights across its operations, recognising that protecting workers' rights supports ethical business conduct, employee well-being, and long-term organisational stability. By integrating human rights principles into workplace practices, Supermax continues to provide a safe and respectful environment where employees feel valued and supported. This also contributes to responsible business conduct across the markets in which the Group operates.

Supermax's human rights governance framework continues to be based on recognised international standards, including the United Nations Global Compact (UNGC) Ten Principles, the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Standards, including the ILO's 11 indicators of forced labour.

LEGAL AND REGULATORY COMPLIANCE

Supermax continues to comply with employment legislation in all countries where it operates, including the Employment Act 1955 in Malaysia, the Fair Labour Standards Act in the United States, the Consolidation of Labour Laws in Brazil, the Employment Equality Act in Ireland, the Employment Equity Act in Canada, the Employment Ordinance in Hong Kong, the Employment Rights Act in the United Kingdom, the Employment Act in Singapore, and the Labour Standards Act in Japan, ensuring human rights protections are applied consistently whilst respecting local laws and practices.

OUR PERFORMANCE

0

NUMBER OF SUBSTANTIATED COMPLAINTS CONCERNING HUMAN RIGHTS VIOLATIONS

In 3 consecutive financial year

Respect for human rights is an important part of how we conduct our business and engage with our employees, communities and other stakeholders. We are committed to supporting fair and respectful employment practices, safe and healthy working conditions, equal opportunities, and a workplace free from discrimination, harassment, forced labour and child labour.

These principles are reflected in our policies and workplace practices, with channels available for employees and other stakeholders to raise concerns where needed. We recognise that maintaining good human rights practices contributes to positive employee relationships and responsible business conduct.

Our human rights commitment continues to represent more than compliance. It embodies our fundamental belief that respecting human dignity drives sustainable business success. By maintaining high standards of human rights protection, we aim to create value for employees, communities, and shareholders whilst contributing to a more equitable and sustainable global economy.

LABOUR PRACTICES & DECENT WORK

Strong labour practices remain an important part of Supermax's sustainability approach.

They support operational performance, uphold employee rights, and contribute to long-term value creation for stakeholders. The Group's commitment to responsible labour standards continues to extend beyond legal compliance to include workforce development, fair employment practices, and employee well-being.



Ethical Trading Initiative (ETI) Base Code



International Labour Organisation (ILO)

Supermax's labour practices remain guided by established international frameworks that protect and promote worker rights across its operations.

These frameworks cover freedom of association, collective bargaining, and the prohibition of forced and child labour.

OUR PERFORMANCE

Infrastructure Enhancement

Across our Malaysia operations, routine inspections are carried out to monitor the condition and functionality of workplace facilities and amenities. Employees are also encouraged to report damaged facilities, maintenance concerns or other issues through designated group communication channels, providing a direct and accessible avenue for employees to raise concerns.

Most reported issues are followed up within three days, depending on the nature, severity and complexity of the case, with appropriate actions taken by the relevant teams. This approach enables us to respond to employees' concerns in a timely manner while ensuring that more complex matters receive the appropriate attention and resolution.

Beyond maintaining the functionality of our facilities, we recognise that providing employees with an accessible channel to raise concerns contributes to their overall workplace experience and well-being. By listening to employees and addressing their concerns, we aim to maintain a safe, comfortable and conducive environment where employees can carry out their work with greater confidence and peace of mind. These efforts form part of our broader commitment to supporting a positive employee experience across our Malaysia operations.

Grievance Management

The "Suara Kami" confidential grievance mechanism continues to demonstrate its effectiveness in fostering open communication and resolving workplace concerns, empowering employees to raise issues without fear of retaliation.

Grievance Management Performance	
FY2024	2 complaints, both resolved promptly and effectively
FY2025	7 internal complaints, all resolved in a timely manner
FY2026	No material complaints were received during the reporting period

All reported grievances continue to be resolved through thorough investigations and corrective actions, strengthening employee trust and workplace culture. The Group's inclusive recruitment model, which removes financial and geographical barriers by conducting recruitment sessions in candidates' home locations, continues to support fair candidate assessments and broader access to opportunities.

ANTI-BRIBERY AND ANTI-CORRUPTION

Supermax recognises that ethical business practices remain fundamental to long-term sustainability, stakeholder confidence, and regulatory compliance.

The Group's commitment to integrity continues to extend beyond legal requirements and is embedded in daily operations with employees, customers, suppliers, and the wider community. The Code of Conduct continues to provide clear guidance on expected behaviour, complemented by the Group's Anti-Bribery and Anti-Corruption (ABAC) Policy, which reinforces a strict zero-tolerance stance on bribery and corruption. Both policies continue to be reviewed regularly to ensure ongoing alignment with the Malaysian Anti-Corruption Commission (MACC) Act 2009 and international best practices.

OUR PERFORMANCE

0

NUMBER OF CONFIRMED CORRUPTION INCIDENTS

In 3 consecutive financial year

Over the past three consecutive financial years, Supermax has recorded no confirmed corruption incidents. This reflects the Group's ongoing efforts to promote ethical business practices through anti-bribery and anti-corruption policies, employee training and established reporting channels.

The Group also maintains a whistleblowing channel to provide employees and other stakeholders with an avenue to raise concerns, supporting continued awareness and responsible business conduct across our operations.

Corruption Risk Assessments

Following the corruption risk assessments conducted at three key Malaysian entities in FY2025, representing approximately 30% of the Group's total entities, including overseas operations, the Group maintained its focus on these three Malaysian entities in FY2026.

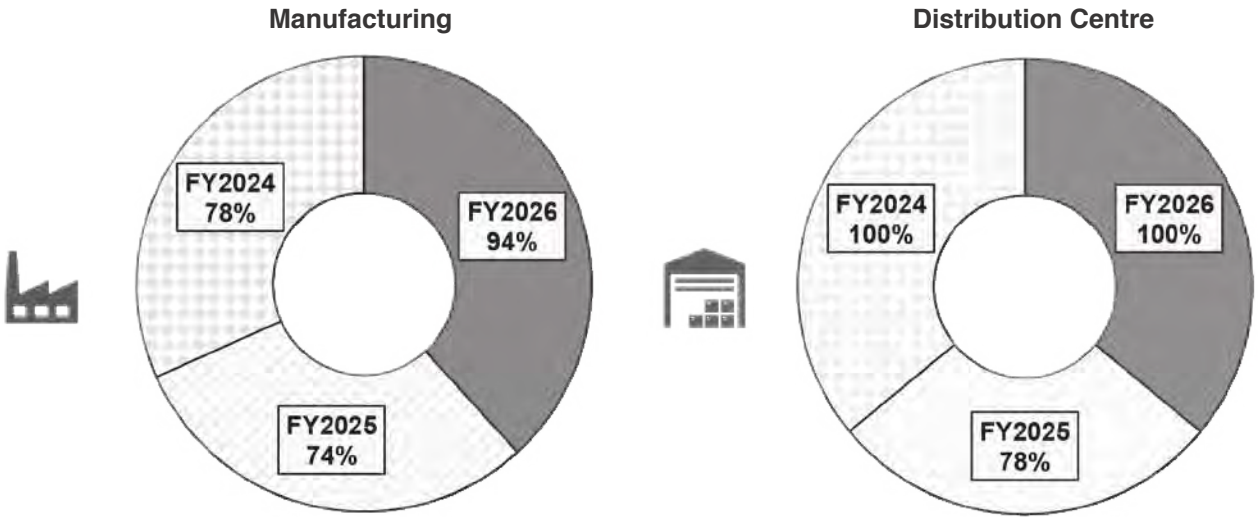
The assessments covered key functions with consideration given to the effectiveness of existing whistleblowing policies and reporting channels, as well as bribery and corruption risks specific to the activities and responsibilities of each department, including:

Human Resources	**Sales**	**Purchasing**
Account & Finance	**Legal**	**Risk Management**

This approach enables the Group to better understand function-specific ABAC risks and strengthen the relevance of its anti-bribery and corruption controls. Going forward, the Group will continue to use the insights from these assessments to support ongoing improvements in its ABAC framework and promote a stronger culture of integrity and responsible business conduct.

Training and Development Impact

ABAC training attendance continues to be tracked separately for manufacturing and distribution entities:



ABAC training coverage improved across the Malaysia and Canada operations during FY2026. In Malaysia, 94% of employees completed ABAC training, compared with 74% in FY2025. The Canada distribution centre achieved full training coverage of 100%, up from 78% in the previous year. Overall, 97% of employees across the Malaysia and Canada operations completed ABAC training during the year.

Each ABAC training session continues to include practical scenarios and case studies to help employees apply ethical principles in real workplace situations. In FY2026, the Group continued rolling out anti-corruption training across additional international entities, adapting content to local contexts whilst maintaining universal ethical principles.

DATA PRIVACY AND SECURITY

Supermax recognises that protecting data remains essential to maintaining trust with customers, employees, and business partners.

As digital technologies continue to reshape business operations, the Group remains focused on managing cybersecurity risks and upholding responsible data governance practices. Supermax continues to implement a data privacy and cybersecurity framework designed to protect sensitive information from unauthorised access, loss, or misuse, supported by multi-layered security measures, proactive risk management, and a privacy-by-design approach to system development.

During FY2026, the Group also reviewed its cybersecurity framework and Privacy Policy to assess whether any updates were required and to ensure that relevant practices remain aligned with its data protection responsibilities.

OUR PERFORMANCE

0

NUMBER OF SUBSTANTIATED COMPLAINTS OF CUSTOMER PRIVACY BREACHES OR DATA LOSS

In 3 consecutive financial year

These efforts reflect the Group's continued focus on responsible handling of customer information and maintaining appropriate measures to support data privacy and security.

The consistent absence of substantiated complaints also supports customer confidence in the Group's approach to safeguarding information across its operations.

This continued performance reflects the strength of the Group's security framework and the commitment of its team to upholding high protection standards, reinforcing the trust customers place in Supermax to safeguard sensitive information.

GRI CONTENT INDEX

Statement of Use	Supermax Corporation Berhad has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GENERAL DISCLOSURES			
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GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	73
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GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	53
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SUPERMAX CORPORATION BHD

BMLR Transition Period

Date & Time: 2026-10-15_08:46:35

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C1 Anti-corruption	Percentage of employees who have received training on anticorruption across all operation	Percentage	74%	97%	No target disclosed	Internal	Malaysia 74% and Canada 78% in FY2025 (FY2026: 94% and 100%).
C1 Anti-corruption	Percentage of operations assessed for corruption--related risks	Percentage	30%	30%	No target disclosed	Internal	Three Malaysian entities, about 30% of the Group's total entities incl. overseas operations.
C1 Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	0	No target disclosed	Internal	No confirmed incidents for three consecutive financial years.
C2 Community/ Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	RM7,997.00	RM42,810.51	No target disclosed	Internal	Data provided includes Malaysia and overseas operations. Overseas spending has been converted to MYR based on the average conversion rate during the financial year.
C2 Community/ Society	Total number of beneficiaries of the investment in communities	Number	2,814	1,501,438	No target disclosed	Internal	Data provided includes Malaysia and overseas operations.
C3 Diversity	Percentage of employees by gender for each employee category-Senior Management Male	Percentage	0.5%	1.0%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.

SUPERMAX CORPORATION BHD

BMLR Transition Period

Date & Time: 2026-10-15_08:46:35

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C3 Diversity	Percentage of employees by gender for each employee category-Senior Management Female	Percentage	0.1%	0.5%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by gender for each employee category-Manager Male	Percentage	2.7%	2.1%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by gender for each employee category-Manager Female	Percentage	2.0%	1.4%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by gender for each employee category-Executive Male	Percentage	3.9%	6.1%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.

SUPERMAX CORPORATION BHD

BMLR Transition Period

Date & Time: 2026-10-15_08:46:35

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C3 Diversity	Percentage of employees by gender for each employee category-Executive Female	Percentage	4.2%	6.2%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by gender for each employee category-Non-executive/ Technical Staff Male	Percentage	73.2%	71.3%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by gender for each employee category-Non-executive/ Technical Staff Female	Percentage	13.4%	11.5%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Senior Management Under 30	Percentage	0.0%	0.1%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.

SUPERMAX CORPORATION BHD

BMLR Transition Period

Date & Time: 2026-10-15_08:46:35

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C3 Diversity	Percentage of employees by age group for each employee category-Senior Management Between 30-50	Percentage	0.2%	0.3%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Senior Management Above 50	Percentage	0.4%	1.1%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Manager Under 30	Percentage	0.1%	0.0%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Manager Between 30-50	Percentage	3.4%	1.8%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.

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BMLR Transition Period

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Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C3 Diversity	Percentage of employees by age group for each employee category-Manager Above 50	Percentage	1.2%	1.7%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Executive Under 30	Percentage	0.3%	1.7%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Executive Between 30-50	Percentage	7.2%	10.2%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Executive Above 50	Percentage	0.7%	0.4%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.

SUPERMAX CORPORATION BHD

BMLR Transition Period

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Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C3 Diversity	Percentage of employees by age group for each employee category-Non-executive/ Technical Staff Under 30	Percentage	34.6%	31.0%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Non-executive/ Technical Staff Between 30-50	Percentage	49.8%	49.5%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of employees by age group for each employee category-Non-executive/ Technical Staf Above 50	Percentage	2.2%	2.3%	No target disclosed	Internal	FY2025 : 1,375 total. FY2026: 1,337 total. FY2025 percentages restated based on total workforce across all employee categories to improve data accuracy and presentation and removal of UK operations in the disclosure.
C3 Diversity	Percentage of directors by gender- Male	Percentage	85.0%	87.5%	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.
C3 Diversity	Percentage of directors by gender- Female	Percentage	15.0%	12.5%	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.

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BMLR Transition Period

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Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C3 Diversity	Percentage of directors by age group- Under 30	Percentage	0%	0%	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.
C3 Diversity	Percentage of directors by age group- Between 30-50	Percentage	46.0%	12.5%	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.
C3 Diversity	Percentage of directors by age group- Above 50	Percentage	54.0%	87.5%	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.
C4 Energy management	Total energy consumption	kWh	79,088,210kWh	72,792,353kWh	Reduce total energy consumption by 12%-15% by FY2027; reduce energy consumption by 5% in identified high-use areas.	Internal	Electricity consumption: glove manufacturers 76,363.30 + Supervision Optimax 1,966.10 + distribution centres (except UK operations) 758.81. Same composition reconciles exactly to the FY2026 figure.
C5 Health and safety	Number of work-related fatalities	Number	38	28	No target disclosed	Internal	FY2025 and FY2026 data only include manufacturing.
C5 Health and safety	Lost time incident rate	Rate	12.24	8.46	No target disclosed	Internal	LTIR measures the frequency of work-related injuries resulting in lost work time. It is calculated as the number of lost time injuries multiplied by 1,000,000 and divided by total hours worked during the reporting period, based on the Group's adopted methodology. This differs from the JKKP severity rate, which measures the impact of injuries based on lost workdays relative to total hours worked

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Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C5 Health and safety	Number of employees trained on health and safety standards	Number	68	698	Achieve 50% employee response rate on safety briefing effectiveness; implement 50% of actionable feedback within six months.	Internal	FY2025 number not disclosed.
C6 Labour practices and standards	Total hours of training by employee category-Senior Management	Hours	147Hours	172Hours	No target disclosed	Internal	Malaysia operations only. FY2025 total: 3,220 hours. For FY2026, Malaysia operations have improved the data collection method to include department training across all entities. FY2026 total: 13,666 hours.
C6 Labour practices and standards	Total hours of training by employee category-Manager	Hours	1,071Hours	2,050Hours	No target disclosed	Internal	Malaysia operations only. FY2025 total: 3,220 hours. For FY2026, Malaysia operations have improved the data collection method to include department training across all entities. FY2026 total: 13,666 hours.
C6 Labour practices and standards	Total hours of training by employee category-Executive	Hours	1,358Hours	2,799Hours	No target disclosed	Internal	Malaysia operations only. FY2025 total: 3,220 hours. For FY2026, Malaysia operations have improved the data collection method to include department training across all entities. FY2026 total: 13,666 hours.

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C6 Labour practices and standards	Total hours of training by employee category-Non-executive/ Technical staff	Hours	644Hours	8,645Hours	No target disclosed	Internal	Malaysia operations only. FY2025 total: 3,220 hours. For FY2026, Malaysia operations have improved the data collection method to include department training across all entities. FY2026 total: 13,666 hours.
C6 Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	9%	6%	No target disclosed	Internal	120 contract employees in FY2025 (83 in FY2026). FY2025 percentages were restated to improve data accuracy, with the number of contract workers divided by the total number of employees across all operations.
C6 Labour practices and standards	Total number of employee turnover by employee category-Senior Management	Number	4	3	No target disclosed	Internal	FY2025 total turnover: 558 (FY2026 total: 445). FY2025 data was restated due to changes in figures provided by Brazil operations and exclusion of UK data. Both data include workforce from manufacturing and distribution centres.
C6 Labour practices and standards	Total number of employee turnover by employee category- Manager	Number	11	4	No target disclosed	Internal	FY2025 total turnover: 558 (FY2026 total: 445). FY2025 data was restated due to changes in figures provided by Brazil operations and exclusion of UK data. Both data include workforce from manufacturing and distribution centres.

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Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C6 Labour practices and standards	Total number of employee turnover by employee category- Executive	Number	15	21	No target disclosed	Internal	FY2025 total turnover: 558 (FY2026 total: 445). FY2025 data was restated due to changes in figures provided by Brazil operations and exclusion of UK data. Both data include workforce from manufacturing and distribution centres.
C6 Labour practices and standards	Total number of employee turnover by employee category- Non-executive/ Technical staff	Number	528	417	No target disclosed	Internal	FY2025 total turnover: 558 (FY2026 total: 445). FY2025 data was restated due to changes in figures provided by Brazil operations and exclusion of UK data. Both data include workforce from manufacturing and distribution centres.
C6 Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	0	No target disclosed	Internal	Zero for three consecutive financial years.
C7 Supply chain management	Proportion of spending on local suppliers	Percentage	85.81%	80.52%	No target disclosed	Internal	2025 Restated from 78.28% after methodology refinement (now includes credit notes).
C8 Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	No target disclosed	Internal	Zero for three consecutive financial years.
C8 Water	Total volume of water used	Megalitres	3,848.64 Megalitres	2,752.01Megalitres	Optimise water usage to achieve 100% efficiency in the manufacturing area.	Internal	Manufacturers 3,848.42 + distribution centres (except UK operations) 0.22. Same composition reconciles to the FY2026 figure.

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Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
C10 Waste management	Total waste generated	Metric tonnes	1,277MT	2,480MT	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.
C10 Waste management	Total waste diverted from disposal	Metric tonnes	1,277MT	2,472MT	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.
C10 Waste management	Total waste directed to disposal	Metric tonnes	0MT	8MT	No target disclosed	Internal	FY2025 and FY2026 data include manufacturing and distribution centres.
C11 Emissions management	Scope 1 emissions	tCO_2e	147,047.68tCO_2e	130,387.92tCO_2e	Net zero by 2050; carbon neutrality by 2030	Internal	Manufacturers 147,008.07 + distribution centres (except UK operations) 39.61. FY2025 Canada restated (previously 42.84).
C11 Emissions management	Scope 2 emissions	tCO_2e	60,678.77tCO_2e	53,329.89tCO_2e	Net zero by 2050; carbon neutrality by 2030	Internal	Manufacturers 60,626.96 + distribution centres (except UK operations) 51.81.
C11 Emissions management	Scope 3 emissions	tCO_2e	552.64tCO_2e	48,153.69tCO_2e	No target disclosed	Internal	FY2025 figures consist only of categories 4 and 6. FY2026 includes categories 4, 6, 7 and 9.

SUPERMAX CORPORATION BHD

IFRS S2

Date & Time: 2026-10-15_08:46:35

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Scope 1 GHG emissions (Direct)	Manufacturers– Total Scope 1 emissions	tCO_2e	147,008.07tCO_2e	130,172.93tCO_2e	Reduce combined Scope 1 & 2 by 30% by 2030 vs FY2022 baseline; 95% by 2050	Internal	Down 11% YoY, broadly in line with 13% fall in production output. Covers Maxter, Supermax and Maxwell glove plants. Supervision Optimax (contact lens) reported N/A.
Scope 1 GHG emissions (Direct)	Distribution centres– Total Scope 1 emissions	tCO_2e	39.61tCO_2e	214.99tCO_2e	Reduce combined Scope 1 & 2 by 30% by 2030 vs FY2022 baseline; 95% by 2050	Internal	FY2025 restated (Canada: supplier-specific Energir factor replaces DEFRA; previously 42.84). Brazil reported for the first time in FY2026 (145.41). Canada up 75% on wider boundary.
Scope 2 GHG emissions (Purchased electricity)	Manufacturers– Total Scope 2 emissions	tCO_2e	60,626.96tCO_2e	53,277.38tCO_2e	Reduce combined Scope 1 & 2 by 30% by 2030 vs FY2022 baseline; 95% by 2050	Internal	Down 12% YoY, driven by lower output, operational consolidation and process optimisation. Includes Supervision Optimax.
Scope 2 GHG emissions (Purchased electricity)	Distribution centres– Total Scope 2 emissions	tCO_2e	51.81tCO_2e	52.49tCO_2e	Reduce combined Scope 1 & 2 by 30% by 2030 vs FY2022 baseline; 95% by 2050	Internal	Marginal 1% increase. Covers Brazil, Hong Kong, Japan, Singapore and Canada.
Scope 3 GHG emissions (Business travel)	Manufacturers– Business travel emissions	tCO_2e	N/A	75.86tCO_2e	No target disclosed	Internal	First year data from Malaysia is included to enhance reporting transparency. As data coverage continues to develop, it is not yet considered a baseline for future target setting. Malaysia operations (air 74.41; land 1.45), mainly overseas sales travel.

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Scope 3 GHG emissions (Business travel)	Distribution centres- Business travel emissions	tCO_2e	19.58tCO_2e	22.72tCO_2e	No target disclosed	Internal	Up 16%, mainly Canada (more operational activity). Brazil N/A in FY2026; Singapore N/A in all years.
Scope 3 GHG emissions (Employee commuting)	Manufacturers- Employee commuting emissions	tCO_2e	502.30tCO_2e	354.23tCO_2e	No target disclosed	Internal	Down 29%, mainly Maxwell (fewer employees).
Scope 3 GHG emissions (Employee commuting)	Distribution centres- Employee commuting emissions	tCO_2e	26.81tCO_2e	25.56tCO_2e	No target disclosed	Internal	Down 5%; Japan supplied more specific travel data, allowing a lower emission factor. Brazil N/A in FY2025 and FY2026.
Scope 3 GHG emissions (Supply chain)	Upstream supply chain- emissions (Malaysia manufacturers)	tCO_2e	N/A	47,666.58tCO_2e	No target disclosed	Internal	First year data from Malaysia is included to enhance reporting transparency. As data coverage continues to develop, it is not yet considered a baseline for future target setting. Covers Maxter, Supermax and Maxwell; material suppliers only.
Scope 3 GHG emissions (Supply chain)	Downstream transportation and distribution (UK entity)	tCO_2e	N/A	8.75tCO_2e	No target disclosed	Internal	First year data from Malaysia is included to enhance reporting transparency. As data coverage continues to develop, it is not yet considered a baseline for future target setting. The data only consist of downstream transportation and distribution to UK.
Climate targets (Scope 1 & 2 decarbonisation)	Combined Scope 1 & 2 emissions (Manufacturers + distribution centres)	tCO_2e	207,726.45tCO_2e	183,717.79tCO_2e	Near-term: reduce by 30% by 2030 vs FY2022 baseline	Internal	Derived.

SUPERMAX CORPORATION BHD

IFRS S2

Date & Time: 2026-10-15_08:46:35

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Climate targets (Scope 1 & 2 decarbonisation)	Net zero commitment	Year	35% reduced from FY2022 baseline	43% reduced from FY2022 baseline	Net zero by 2050 – Scope 1 and 2	Internal	Residual ~5% addressed through certified carbon removals. Aligned with SBTi 1.5°C pathway (4.2% annual linear reduction).

Audit Committee Report

TERMS OF REFERENCE OF AUDIT COMMITTEE

The function of the Audit Committee is to assist the Board in fulfilling its oversight responsibilities. The Audit Committee will review the Supermax Group's financial reporting process, the system of internal controls and management of enterprise risk, the audit process, and the Group's process of monitoring compliance with law and regulations and its own code of business conduct, and any other matters, which may specifically be delegated to the Audit Committee by the Board, from time to time.

The Terms of Reference of the Audit Committee, which sets out its objectives, duties and responsibilities, is accessible via the Company's website - **www.supermax.com.my**.

The Board is pleased to present the Audit Committee Report for the financial year ended 30 June 2026.

Composition

(1) The Audit Committee is composed of 3 non-executive directors, all of whom are independent directors.

Albert Saychuan Cheok
Chairman of Committee

Gan Kim Khoon
Member of Audit Committee

Rozita Binti Abdul Rahman
Member of Audit Committee

(2) All the Audit Committee members are financially literate, and at least one member meets the following requirements:

(i) must be a member of the Malaysian Institute of Accountants; or

(ii) if he is not a member of the Malaysian Institute of Accountants, he must have at least 3 years' working experience and –

(a) he must have passed the examinations specified in Part I of the First Schedule of the Accountants Act 1967; or

(b) he must be a member of one of the associations of accountants specified in Part II of the First Schedule of the Accountants Act 1967; or

(iii) fulfils such other requirements as prescribed or approved by the Exchange.

(3) No alternate director has been appointed as a member of the Audit Committee.

(4) The members of the Audit Committee have elected from among themselves an Independent Director to be the Chairman, i.e. Albert Saychuan Cheok. The Chairman together with the other committee members have engaged on a continuous basis with Senior Management, the Head of Internal Audit and the external auditors to be kept informed of matters affecting the company.

(5) All members of the Audit Committee, including the Chairman, have held office only so long as they served as Directors of the Company. The Board is to review the term of office and performance of the Audit Committee and each of its members annually to determine whether the Audit Committee has carried out its duties in accordance with its Terms of Reference.

Duties and Responsibilities

The Audit Committee shall review and report to the Board on the following key matters, inter-alia: -

1. To review and establish policies and procedures to assess the suitability, objectivity and independence of the external auditors to safeguard the quality and reliability of audited financial statements.

2. To review the appointment, resignation, conduct, audit plans of Internal and External Auditors and Auditor's reports therein.

3. To review the quarterly results and annual financial statements of the Group, prior to submission to the Board for consideration and approval.

4. To review any related party transaction and conflict of interest situations that may arise within the Company or Group including any transaction, procedure or course of conduct that raises questions of management integrity.

5. To oversee the Company's internal control structure to ensure operational effectiveness and efficiency, reduce risk of inaccurate financial reporting, protect the Company's assets from misappropriation and encourage legal and regulatory compliance.

6. To review the Audit Committee Report and Statement of Risk Management and Internal Control, before recommending to the Board for inclusion in the Annual Report.

Attendance of Meetings

The Audit Committee held five (5) meetings during the financial year ended 30 June 2026.

Name	Attendance	Percentage
Albert Saychuan Cheok	5/5	100%
Gan Kim Khoon	5/5	100%
Rozita Binti Abdul Rahman	5/5	100%

Summary of work of the Audit Committee

The following is the summary of the work carried out by the Audit Committee during the financial year as set out in its Terms of Reference:

1. Reviewed and recommended the quarterly and year-end unaudited financial results and statements to the Board for approval.

2. Reviewed the annual audited financial statements and principal matters arising from the audit thereon with the External Auditors and recommended the same to the Board for approval.

3. Reviewed and deliberated on the internal and external auditors' audit plans, audit fees, audit reports and the progress and outcomes of audits conducted including issues raised and remedial actions taken.

4. Reviewed and assessed the suitability and independence of the external auditors.

5. Reviewed the Statement of Risk Management and Internal Control and the Audit Committee Report for recommendation to the Board for inclusion in the Annual Report; and

6. The Audit Committee discharged its duties and responsibilities in accordance with its Terms of Reference.

During the financial year, there were no actual or potential conflicts of interest within the Group, nor any transactions, procedures or conduct raising concerns regarding management integrity that required the Audit Committee's review.

Internal Audit Function

The internal audit function is performed in-house by the Internal Audit Department ("IAD") which reports directly to the Audit Committee and is guided by the Internal Audit Charter. The IAD performed audits based on the annual internal audit plan approved by the Audit Committee. The IAD functions by providing an independent and objective assurance, designed to conduct reviews on systems of controls and effectiveness of the processes which the Management has in place to conduct business within the Group.

The total costs incurred for the Internal Audit function for the financial year ended 30 June 2026 amounted to RM298,500 (financial year ended 30 June 2025: RM398,000).

During the financial year ended 30 June 2026, the following were the activities carried out by the Internal Audit Department:

1. Carried out its duties as guided by the Internal Audit Charter and in accordance with the approved annual Audit Plan.

2. Conduct independent reviews and evaluate the risk exposures relating to the Group's operations:

   - Effectiveness and efficiency of operations.
   - Safeguarding of assets.
   - Compliance with legislation, regulations, policies and procedures; and
   - Identification of opportunities to improve the operations and processes.

3. Discussed audit findings and proposed remedial actions with the Management for resolution and the required actions to be taken.

4. Presented the internal audit reports at the Audit Committee meetings for deliberation by the Audit Committee members.

Audit Committee Report

Review of the Audit Committee

The Audit Committee is satisfied that matters reported by it to the Board have been satisfactorily resolved and there are no material matters that warrant reporting to Bursa Malaysia Securities Berhad.

Evaluation of the Audit Committee

The Nomination and Remuneration Committee reviews the term of office and performance of the Audit Committee and each of its members through an annual effectiveness evaluation. The Nomination and Remuneration Committee is satisfied that the Audit Committee members have carried out their duties in accordance with their Terms of Reference.

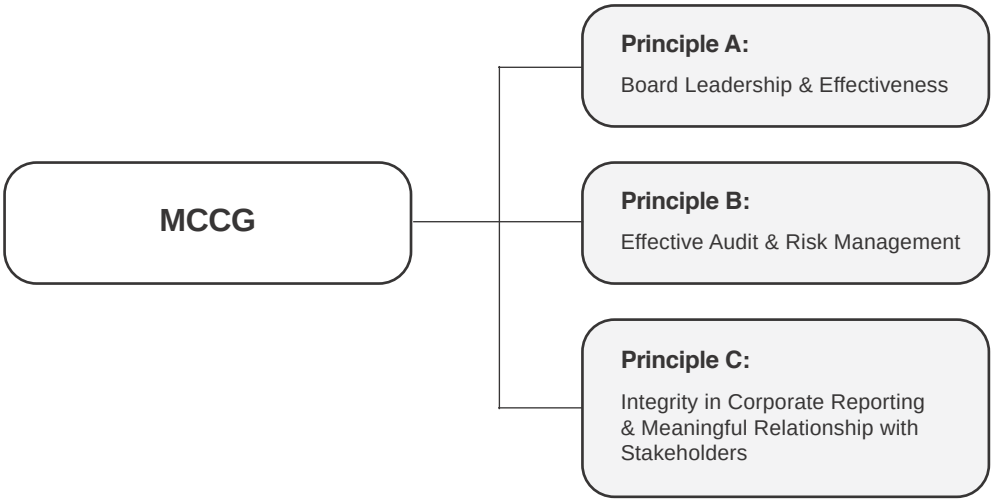
The Audit Committee Report has been reviewed by the Audit Committee and approved by the Board on 16 October 2026.

Corporate Governance Overview Statement

This Corporate Governance Overview Statement is presented pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”). By upholding the fundamental principles, the Board of Directors (“Board”) of Supermax is committed to uphold the highest standards of Corporate Governance (“CG”) principles and best practices throughout the Group. The dedication of the top leadership sets the stage for management and all employees to ensure the Group’s operations are efficiently managed in the best interests of all parties involved.

The Board has also provided specific disclosures on the application of each of the Practices in its Corporate Governance Report (“CG Report”), which together with the Annual Report of the Company, were announced on 30 October 2026. The CG Report is available at the Company’s website – **www. supermax.com.my.**

Set out below is an overview of how the Group has applied the Principles of the Malaysian Code on Corporate Governance 2021 ("MCCG" or the "Code") and how the Board has complied with the best practices set out in the Code.



Principle A: Board Leadership & Effectiveness

Board responsibilities

Board responsibilities include setting strategy, hiring and evaluating leadership, ensuring financial health and integrity, upholding legal and ethical standards, and overseeing organisational performance to align with the mission and protect stakeholder interests.

In addition, in line with the Environmental, Social and Governance (“ESG”) requirements mandate reporting on material risks and opportunities, the Board provides leadership and oversight in the integration of sustainability considerations in corporate strategy, governance and decision-making, aligned with the IFRS Sustainability Disclosure Standards.

Led by the Board Chairman, the role of the Board of Directors is to provide leadership and direction to management, establish the corporate objectives and set strategies to promote long term growth and sustainable business.

Corporate Governance Overview Statement

The Board of Director abides by the Company's Charter, which outlines the duties, responsibilities and functions of the Board in accordance with the principles and practices of good corporate governance. The Board Charter is available at **www.supermax.com.my**. The responsibilities of the Board of Directors of the Company include, amongst others:

- Review and adopt a strategic plan for the Company, which will enhance the future growth of the Company. The Executive Directors discuss the Company's business plans and strategic directions with the Board to seek their insights and feedback before adoption. The Executive Directors then focus on implementing the business plans and strategies and updates the Board on the progress and status periodically.

- Oversee the conduct of the Company's business to evaluate whether the business is being properly managed. The Board receives feedback from the Management and is also briefed by the Audit Committee ("AC"). The AC receives reports and feedback from the Internal Audit Department, which performs independent audits of the Group's operations.

- Together with senior management, promote a good corporate governance culture within the Company that reinforces ethical, prudent, and professional behaviour, while establishing the risk appetite in which the Board expects management to operate to ensure significant financial and non-financial risks are effectively managed and monitored.

- Review the adequacy and the integrity of the Company's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.

- Together with management, take responsibility for the governance of sustainability in the Company including setting the Company's sustainability strategies, priorities and targets.

The Board of Director is currently supported by 3 committees, each with delegated responsibilities to oversee the Group's affairs and authorised to act on behalf of the Board in accordance with their respective Terms of Reference:

(i) Audit Committee (chaired by Mr Albert Saychuan Cheok);

(ii) Nomination and Remuneration Committee (chaired by Puan Rozita Binti Abdul Rahman); and

(iii) Risk Management & ESG Committee (chaired by Mr Gan Kim Khoon).

Company Secretaries

The Company Secretaries play an important role in good governance by helping the board and its committees function effectively and in accordance with their terms of reference and best practices.

The Company Secretaries advise the Board on its roles and responsibilities, provide guidance on corporate disclosures, and assist the Board in ensuring compliance with applicable company and securities laws, regulations and listing requirements.

The Company Secretaries, who are qualified under Section 236 of the Act, play an advisory role to 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 legislations.

The role of the Company Secretaries includes:

(a) Ensuring that deliberations at the Board meetings are recorded in the minutes, minutes are well documented, following up on matters arising, maintaining a secure retrieval system of the meeting papers, minutes of the board meetings and the relevant statutory records;

(b) Advise the Board on its roles and responsibilities;

(c) Advise the Board on corporate disclosures and compliance with company and securities regulations and MMLR;

(d) Providing support to the Board in ensuring adherence to board policies and procedures, rules, relevant laws and best practices on corporate governance; and

(e) Manage processes pertaining to the annual shareholder meeting.

Code of Business Ethics

The Board adheres to an ethical code consistent with the conduct standards expected of Directors as outlined in the Company Directors' Code of Ethics established by the Companies Commission of Malaysia.

The Board of Directors has established a Code of Business Ethics that specifies the expected standards of conduct for all Directors and staff of the Group to ensure appropriate behaviour and ethical conduct throughout the Group. This aligns with the Board's dedication to maintaining the essence of accountability and responsibility within the Group. The document can be viewed from the Group's website **www.supermax.com.my**.

Whistle-blowing Policy

Supermax Group's whistle blowing policy is designed to safeguard the integrity, transparency, impartiality and accountability in all business activities undertaken by the Supermax Group. The policy offers a clear reporting mechanism and assistance to all employees as well as external parties to report misconduct without the concern of retaliation.

The Group's Whistle-blowing Policy has been posted on its website **www.supermax.com.my** for easy accessibility.

Anti-Bribery & Corruption Policy

In order to regulate and avoid bribery and corrupt activities, the Supermax Group is fully dedicated to conducting its business and operations in an honest and ethical manner whilst adhering to legal and regulatory requirements. The Group has zero-tolerance towards and does not condone any acts of bribery and corruption, which are criminal acts in nature as well as indictable offences. Towards achieving the objective of creating a bribery and corruption-free environment, the Group is fully committed towards implementing and enforcing effective systems and procedures that include:

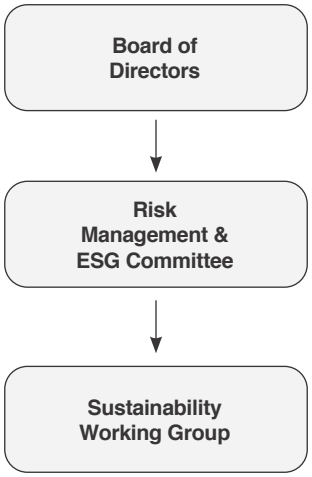
- Working closely with employees, stakeholders and other interested parties to encourage and enforce a bribery and corruption free culture and mind-set
- Requiring employees to sign-off written expressions of agreement to the Group's policies including the Anti-Bribery & Corruption Policy
- Encouraging staff to raise their concerns via the Group's established whistleblowing channels
- The Group's Anti-Bribery & Corruption Policy has been posted on its website **www.supermax.com.my** for easy accessibility.

Sustainability Considerations to Support Long Term Strategy

The Board together with management is committed to drive the sustainability agenda in the Company including setting the Company's sustainability strategies, priorities and targets. The Board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

The Board delegates to the Risk Management & ESG Committee to closely review and govern the Group's sustainability strategies and measure of performance of each of the sustainability initiatives. Strategic management of material sustainability matters are driven by senior management.

The sustainability governance structure is set out as follows:



The Risk Management & ESG Committee is established on the principal objective to assist the Board in its responsibilities to identify, assess and monitor key business risks to safeguard shareholders' investments and the Group's assets as well as to assist the Board in promoting sustainable strategy and initiatives of the Company in relation to ESG matters. The Risk Management & ESG Committee shall also ensure the sustainability strategies, initiatives, targets and performance against these targets are communicated to the Company's internal and external stakeholders and assist the Board to stay abreast with sustainable issues relevant to the Company's business, including climate-related risks and opportunities.

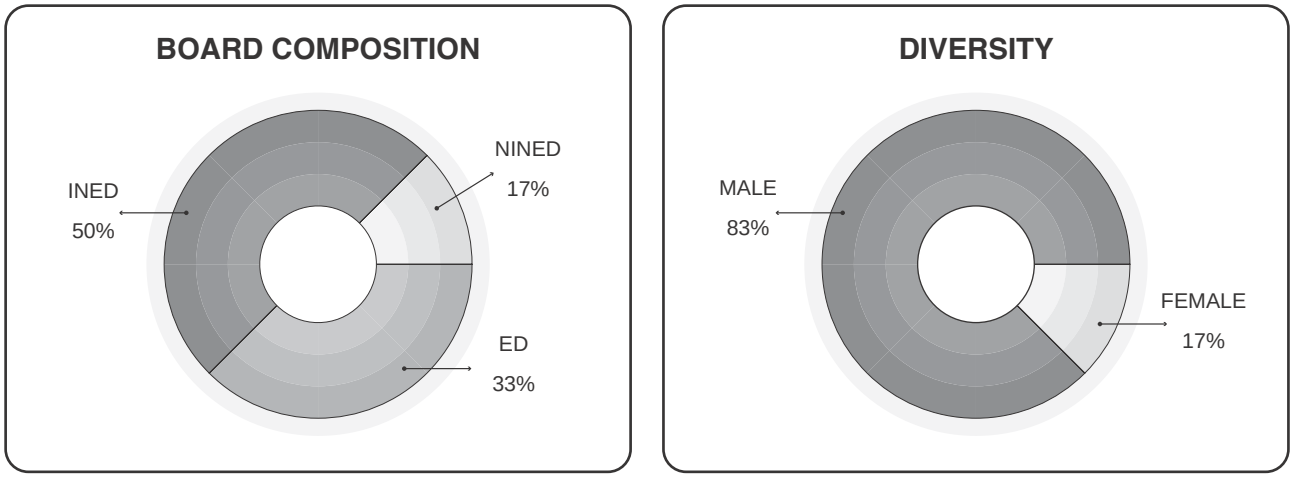
The Risk Management & ESG Committee convenes at least twice a year and when deemed necessary. The Risk Management & ESG Committee also evaluates sustainability reporting and provides recommendation to the Board for approval.

The Sustainability Working Group is led by the Chief Operating Officer ("COO"), who reports to the Executive Chairman of the Company. The COO drives the proper business conduct and puts in place the initiatives and measurements, that are integrated to the relevant ESG strategies. The Sustainability Working Group tracks their sustainability-related KPIs and ensures the progress are documented and reported back to the COO and the Risk Management & ESG Committee.

The Board stays abreast with and understand the sustainability issues relevant to the Company and its business, including climate-related risks and opportunities, by attending the relevant seminars/ workshops.

Board Composition, Balance and Diversity

The board composition influences the ability of the Board to fulfil its oversight responsibilities. Currently, the Board comprises Directors with diverse mix of skills, knowledge, experience and professional background. The current Board of Directors provides sufficient diversity and independence as well as differing point of views in the decision-making process.



Board Balance and Composition

As at 30 June 2026, the Board had six (6) members, comprising an Executive Chairman who is a Non-Independent Executive Director, 1 Executive Director, 1 Non-Independent Non-Executive Director and 3 INEDs.

Dato' Seri Thai Kim Sim holds the position of Executive Chairman of the Group. Being the founder of Supermax, he has shown leadership and entrepreneurial abilities, commercial insight and possesses extensive years of experience in the glove industry. He remains driven and committed to serve the Company as its Executive Chairman.

The position of the CEO is held by Mr Tan Chee Keong. In accordance with the Code, the roles of the Chairman and CEO are separated in order to promote accountability and facilitate the division of responsibilities between them.

The Board composition meets Paragraph 15.02 of MMLR, which requires one-third (1/3) of the Board to comprise Independent Directors. Although the current composition of the Board does not meet Practice Note 5.2 of the Code of having a majority of the Board to comprise Independent Directors, the presence of Independent Directors continues to provide the necessary check and balance on the decision-making process of the Board.

Reviewing from time to time the board dynamics, skills and expertise, the Company endeavours to identify and bring onboard a suitably experienced, qualified and fit-for-purpose candidate for the INED position.

Board Diversity

The Board is committed to maintaining diversity and inclusion in its composition and decision-making process. In this regard, the Board considers diversity from different aspects, including gender, age, cultural and educational background, nationality, professional experience, skills, knowledge and length of service.

It is the target of the Company to maintain at least 30% female representation on the Board. However, Board appointments are based on merit and contribution as well as the values that an individual may bring to the Board. Arising from not meeting the threshold set by the Code, the Company endeavours to identify an experienced, qualified and fit-for-purpose candidate through external sources and independent human resources advisors.

Independence of Directors

All the INEDs operate independently from Management and are unencumbered by any business or other relationships that could materially interfere with the exercise of their independent judgment. They maintain integrity and responsibility to ensure the strategies proposed by the Management are thoroughly discussed and analysed for the long-term benefit of the Group, shareholders, employees and customers.

All the Directors have given their undertaking to comply with the MMLR of Bursa Securities and the INEDs have confirmed their independence in writing. Annually, the Nomination and Remuneration Committee would review the independence of the INEDs. In addition, the Nomination and Remuneration Committee would also assess whether the INEDs are able to meet the minimum criteria of independence, and whether the INEDs could perform his/ her duties and responsibilities based on his/ her qualifications, expertise and time.

The Nomination and Remuneration Committee has conducted its annual assessment of all Directors and concluded that each of the Directors possesses and continues to gain and develop the necessary experience and core competencies to discharge his/ her duties as Directors individually, as a collective Board and within the relevant committees in which he/ she serves. All Directors have also devoted sufficient time to carry out their duties and responsibilities and to further their knowledge and skills required.

In accordance with the Board Charter and the Code, the maximum tenure of an INED shall not exceed the cumulative term of nine (9) years from the date of first appointment as Director. Upon completion of the nine (9) years, such INED may continue to serve on the Board subject to the Director's re-designation as a Non-Independent Director. Where upon assessment by the Nomination and Remuneration Committee, there is strong justification for such Director to remain as an INED, the Board may justify and make recommendation of the same to the shareholders for their approval through a two-tier voting process. Upon completion of a cumulative term of twelve (12) years, such INED may only continue to serve on the Board if he or she is re-designated as a Non-Independent Director.

Attendance of Board meetings

During the financial year ended 30 June 2026, six (6) board meetings were held. Details of the Directors' attendance at these meetings are as follows:-

Name	Meetings Attended	No. of Meetings Held
1. Dato' Seri Thai Kim Sim	6	6
2. Tan Chee Keong	6	6
3. Wong Phait Lee*	3	3
4. Dato' Ting Heng Peng	6	6
5. Albert Saychuan Cheok	6	6
6. Rozita Binti Abdul Rahman	6	6
7. Gan Kim Khoon	6	6

* Ms Wong Phait Lee resigned as ED at the 28th Annual General Meeting held on 9 December 2025.

The Board meets at least four (4) times in each financial year to review the quarterly financial performances reserved for its approval, prior to the announcement to Bursa Securities. Additional meetings may be convened as special Board meetings, as and when necessary. In the intervals between Board meetings, any matters requiring Board's decisions or approvals, virtual or physical meetings may be convened or will be sought via circulation of written resolutions with supported information and detailed explanations to enable the Board to make an informed decision. The same practice also applies to the Board Committees.

The full set of Board papers (including qualitative information) for considerations are distributed within a reasonable time before each meeting of the Board and Board Committees to ensure that the Directors have sufficient time to review and be properly prepared for deliberation and decision-making. The minutes of the Board meetings are maintained by the Company Secretary.

All Directors of the Company whether in full Board or in their individual capacity, have access to all information within the Company, and can seek independent professional advice where necessary and appropriate.

Nomination and Remuneration Committee

New Appointment and re-election of Directors

The Nomination and Remuneration Committee ("NRC") was established to support and advise the Board in ensuring the Board comprised the right group of people, with an appropriate mix of skills, knowledge, experience and independence that fit the Company's objectives and strategic goals. The NRC is also responsible for clearly defining and recommending to the Board a framework for remuneration for the Board and each Director, which includes but is not limited to Directors' fees, salaries, allowances, bonuses, options and benefits-in-kind.

The NRC is responsible to consider, review and recommend the appointment of potential candidates to the Board. The NRC conducts a rigorous selection process by applying established criteria which included the assessment of essential skill sets such as relevant industry experience and experience in developing corporate growth strategies, knowledge on legal and regulatory requirements, ability to read, analyse and interpret financial statements and also working knowledge and experience in business development; before recommending the appointment and/or re-election to the Board for approval.

During the financial year, the NRC received a proposal for a male candidate to serve as a nominee director. Following a rigorous evaluation and due consideration of the board's current composition and strategic requirements as well as the candidate's qualifications, experience and background, the NRC determined that the candidate was not suitable for appointment at the time. The NRC concluded that prioritising the appointment of a female director is essential to address the board's immediate structural needs, enhance gender diversity, and align with corporate governance best practices.

The Terms of Reference of the NRC, which sets out its objectives, duties and responsibilities is accessible via the Company's website **www.supermax.com.my**.

Composition

The NRC shall consist of no less than two (2) members, comprising exclusively Non-Executive Directors and majority of whom shall be Independent Non-Executive Directors.

Name	Designation	Directorship
Rozita Binti Abdul Rahman	Chairperson	Independent Non-Executive Director
Dato' Ting Heng Peng	Member	Non-Independent Non-Executive Director
Albert Saychuan Cheok	Member	Independent Non-Executive Director

The composition of the committee complies with the requirements of Rules 15.08A(1) of the MMLR of Bursa Securities, whereby the NRC comprises exclusively of non-executive directors, a majority of whom are independent. The NRC also complies with Practice 5.8 of the Code where the NRC is chaired by an independent director.

In the course of identifying experienced, qualified and fit-for-purpose candidates for new INEDS, the NRC relies on both external sources like human resource advisors and recommendation from current and past Directors to assess each candidate's suitability and time commitment prior to their appointment.

Attendance of Meetings

The NRC held two (2) meetings during the financial year ended 30 June 2026. The meetings were fully attended by all the members and matters considered included the performance and effectiveness of the Directors as a whole, as sub-committees and individually, the Directors' training needs, the appointment of new Directors and the Directors' remuneration.

Name	Attendance	Percentage
Rozita Binti Abdul Rahman	2/2	100%
Dato' Ting Heng Peng	2/2	100%
Albert Saychuan Cheok	2/2	100%

Summary of work of the nomination related matters

(a) Assessed and recommended to the Board, the nomination of candidates for appointment of Board members. In making its recommendation, the NRC has taken into consideration the candidates' skills, knowledge, expertise, fit and properness, professionalism, time commitment to effectively discharge his/ her role as director, and ability to understand financial statements, amongst others;

(b) The Directors are required to complete their Performance Evaluation Forms on an annual basis and submit to the NRC for assessment. The Directors are also required to declare any conflict of interest in the Company as well as their directorship in other public companies and other listed issuers. In addition, the Directors are required to confirm if there are any sanctions or penalties imposed on them by relevant regulatory bodies during the financial year or offenses convicted within the past 5 years;

(c) Reviewed annually, the term of office and performance of the Board Committees and each of their members, and determined whether the Board Committees and members have carried out their duties in accordance with their respective Terms of Reference;

(d) Reviewed annually and assessed the effectiveness and performance of the Board of Directors, Board Committees and contribution/ performance of each individual Director and subsequently recommended the outcome of the annual assessment to the Board of Directors concerning the areas for continuous improvement, if any;

(e) Reviewed and recommended to the Board of Directors, the re-election of Directors who retire by rotation.

Each Director must retire from office at least once in every three (3) years and can offer himself/herself for re-election. Directors who are appointed by the Board are subject to election by the shareholders at the next Annual General Meeting ("AGM") held following their appointment. In the forthcoming AGM, the NRC has recommended for Mr Tan Chee Keong and Mr Albert Saychuan Cheok for re-election by shareholders.

(f) Reviewed and assessed the remuneration package of the Executive Directors, with or without other independent professional advice or other outside advice;

(g) Reviewed and ensured the levels of remuneration be sufficiently attractive and be able to retain Directors needed for the Company; and

(h) Reviewed the training needs of the Directors and ensured the training programmes attended must be relevant for the Directors to discharge their duties and keep abreast with the developments in the industry and regulator changes.

Directors' Continuing Education Programme

All the Directors of the Company have attended the Mandatory Accreditation Program ("MAP") as well as MAP Part II – Leading for Impact (LIP), within the stipulated timeline as prescribed by Bursa Securities Malaysia for directors of public listed companies.

Ongoing training in business and industry-related topics as well as regulatory updates are provided to the Board.

Training attended by Directors during the Financial Year Ended 30 June 2026

Director	Programmes
Dato' Seri Thai Kim Sim	• Task Force on Climate-related Financial Disclosures (TCFD) – Scenario Analysis & Science-Based Targets for Strategic Leadership Workshop; organised by YC Consulting
Mr Tan Chee Keong	• SST Revisions – Key Impacts on Rubber Glove Manufacturers; organised by MARGMA • Transfer Pricing Update 2025; organised by Vistra • Task Force on Climate-related Financial Disclosures (TCFD) – Scenario Analysis & Science-Based Targets for Strategic Leadership Workshop; organised by YC Consulting
Mr Albert Saychuan Cheok	• Task Force on Climate-related Financial Disclosures (TCFD) – Scenario Analysis & Science-Based Targets for Strategic Leadership Workshop; organised by YC Consulting • Conflict to Continuity: Building Long-Term Business Resilience; organised by EY
Dato' Ting Heng Peng	• Task Force on Climate-related Financial Disclosures (TCFD) – Scenario Analysis & Science-Based Targets for Strategic Leadership Workshop; organised by YC Consulting • Conflict to Continuity: Building Long-Term Business Resilience; organised by EY
Puan Rozita Binti Abdul Rahman	• Task Force on Climate-related Financial Disclosures (TCFD) – Scenario Analysis & Science-Based Targets for Strategic Leadership Workshop; organised by YC Consulting • 2025/2026 Stamp Duty Critical Updates; organised by BDO • Challenge of Greenwashing: An International Regulatory Overview; organised by KPMG • Navigating Inland Revenue Board Malaysia Scrutiny on Intragroup Financing; organised by BDO
Mr Gan Kim Khoon	• FIDE Core - Module B (Insurance); organised by Asia School of Business • Sustainability Reporting Workshop: Get Ready for IFRS Standards Implementation; organised by CGS International Securities Malaysia • Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level Programme; organised by Bursa Malaysia • Crisis Simulation Masterclass; organised by Perbadanan Insurans Deposit Malaysia • Task Force on Climate-related Financial Disclosures (TCFD) – Scenario Analysis & Science-Based Targets for Strategic Leadership Workshop; organised by YC Consulting • Corporate Cultism - The Silent Threat in the Boardroom; organised by Institute of Enterprise Risk Practitioners • Forum Ekonomi Malaysia 2026: Accelerating Growth, Advancing Malaysia; organised by Kementerian Ekonomi • AML, Corporate Liability & Conflict of Interest Refresher; organised by MBSB Berhad • Resilience for Growth; organised by Deloitte • AOB Conversation with Audit Committees; organised by Securities Commission Malaysia • Board Culture: The Power of Diverse Thinking; organised by FIDE Forum • Corporate Governance & Anti-Corruption in Insurance: Trends & Priorities; organised by Malaysian Anti-Corruption Commission • Special Forum on Geopolitical Volatility & Financial Resilience; organised by FIDE Forum • The Journey into The AI Age; organised by FIDE Forum • Oversight to Foresight: The Board's Role in Guiding Strategy, Governance and Value Creation in an AI-Driven World; organised by FIDE Forum

Remuneration Framework

The remuneration of the non-executive Directors is determined in accordance with their experience and level of responsibilities assumed. Non-executive Directors are remunerated in the form of directors' fees as approved by the shareholders.

The aggregate Directors' remuneration paid or payable or otherwise made available to all Directors of the Company during the financial year are as follows:

Category	GROUP			COMPANY		
	Fees (RM)	Salaries & other emoluments (RM)	Benefit In Kind (RM)	Fees (RM)	Salaries & other emoluments (RM)	Benefit In Kind (RM)
Executive Directors						
Dato' Seri Thai Kim Sim	156,000	10,943,962	-	156,000	3,000	-
Tan Chee Keong	120,000	3,149,746	-	120,000	3,000	-
Wong Phait Lee*	44,902	102,880	-	44,902	1,500	-
Non-Executive Directors						
Dato' Ting Heng Peng	231,000	3,000	-	135,000	3,000	-
Albert Saychuan Cheok	125,000	5,500	-	125,000	5,500	-
Rozita Binti Abdul Rahman	127,000	5,500	-	127,000	5,500	-
Gan Kim Khoon	120,478	5,500	-	120,478	5,500	-

* Resigned on 9 December 2025

Principle B: Effective Audit & Risk Management

Audit Committee

The Audit Committee comprises three (3) INED with Albert Saychuan Cheok as the Chairman of the Audit Committee. The composition is presented in the Audit Committee Report and Terms of Reference of the Audit Committee are available on the Company's website **www.supermax.com.my**.

The Audit Committee has explicit authority from the Board to investigate any matter and is given full responsibility within its Terms of Reference and necessary resources which it needs to do so and full access to information. During the financial year ended 30 June 2026, the Audit Committee had also met with the External Auditors without the presence of the Executive Board members on 3 occasions.

The Audit Committee examines the Summary of Internal Audit Reports on a quarterly basis in its meetings. These reports address topics such as financial, operational, compliance, governance, risk management, and control issues. The findings, along with information on the progress of preventive and corrective actions, are presented to the Audit Committee to guarantee that timely and suitable measures are put in place and overseen.

The Audit Committee is responsible for reviewing any actual or potential conflicts of interest that may arise or persist within the Group, including the measures taken to mitigate or eliminate such conflicts. During the financial year, no actual or potential conflicts of interest arose or persisted within the Group, and there were no transactions, procedures or conduct that raised concerns regarding management integrity requiring the Audit Committee's review.

Directors' Responsibility Statements

The Directors are required by the Act to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company and the Group as at the end of the financial year.

The Directors believe that in preparation of the financial statements, the Group has used appropriate accounting policies, applied consistently and underpinned by sensible and prudent judgments and estimates, ensuring that all applicable accounting standards have been adhered to.

The Directors have responsibility for ensuring that the Company and the Group keep accounting records which disclose with reasonable accuracy the financial position of the Company and the Group and which enable them to ensure that the financial statements comply with the Act.

The Directors have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and the Group and to prevent and detect fraud and other irregularities.

Financial Reporting

The Directors are responsible for the preparation of the annual audited financial statements and ensure that the accounts and other financial reports of the Company are prepared in accordance with Approved Accounting Standards and present a balanced and comprehensive assessment of the Company's position and prospects, to all the shareholders.

The Company's Annual Report and quarterly announcements of results give an updated financial performance of the Company periodically.

Risk Management and Internal Control Framework

The Board of Directors is responsible for the Company's risk management and internal control systems. The Company has a combined Risk Management and ESG Committee, which comprises mainly Independent Directors, to oversee the Company's risk management and framework policies.

Internal Control

The Statement of Risk Management and Internal Control furnished on pages 109 to 112 of the annual report provides an overview of the internal controls within the Group.

Internal Audit

The Company set up its Internal Audit Department ("IAD") on 8 December 2003. The IAD adopts a risk-based approach in the planning and conduct of its audits and focuses on the key areas of business risk. Annually, the IAD presents to the Audit Committee the internal audit planning and scope of work, for Audit Committee's approval.

The main responsibilities of the IAD are to:-

(a) Assist in reviewing the adequacy, integrity and effectiveness of the Company's internal control system for the Board to make an accurate Statement on Internal Control in the annual report;

(b) Support the Audit Committee in evaluating the effectiveness of the existing internal control system, identify future requirements and co-develop a prioritised action plan to further enhance the internal control system; and

(c) Perform a risk assessment of the Company to identify the business processes within the Company that internal audit should focus on.

Relationship with External Auditors

The re-appointment, resignation or dismissal of the external auditor comes under the Audit Committee's purview. Based on the Audit Committee's recommendation, the Company is seeking shareholders' approval at the forthcoming AGM for the re-appointment of Messrs. HLB Ler Lum Chew PLT, as external auditors in accordance with Section 271(4) of the Act.

Principle C: Reporting & Relationship with Stakeholders

Dialogue with investors and stakeholders

The AGM is the principal forum for dialogue with shareholders. At the AGM, the Board highlights the progress and performance of the business and encourages the active participation of shareholders in question-and-answer sessions. In responding to shareholders' questions, the Board and Management ensure that no material, price-sensitive or trade-sensitive information that has not been publicly announced is disclosed, in compliance with the continuing disclosure obligations under the Listing Requirements.

Communication with various stakeholders is also achieved through the following means:

(a) Investor relations function via engagements with analysts and investors and press releases;

(b) Corporate announcements; and

(c) In-person engagement through established conferences and events organised by various government bodies, financial institutions, professional bodies, as well as the industry's association.

OTHER INFORMATION REQUIRED BY THE MMLR OF BURSA SECURITIES

Audit and Non-Audit Fees

For the financial year ended 30 June 2026, audit fees and non-audit fees paid/payable to the External Auditors are detailed in the table below.

Type of Fee	Group (RM)	Company (RM)
Audit fees	1,245,975	135,000
Non-audit fees	5,000	5,000
Total	1,250,975	140,000

Material contracts

During the year under review, the Company and its subsidiaries did not enter into any material contracts involving Directors' and major shareholders' interest.

Contract relating to loans

There were no contracts relating to loans entered into by the Company involving Directors' and major shareholders' interest.

Related Party Transactions

A list of the significant related party transactions between the Company and its subsidiaries, and between the Group and other related parties including relevant Key Management personnel for the financial year ended 30 June 2026 is set out on page 176 of the Annual Report.

Revaluation of landed properties

The Company does not have a revaluation policy on landed properties.

Employee Share Scheme

The Company does not have any existing employee share scheme.

Disclosure of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the MMLR, below are the financial data that are relevant for the 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 its interest-based financial position.

(A) Group Total Income and Total Asset

		Group	
		2026	2025
Total Income	**Remarks**	**RM**	**RM**
Revenue		720,432,369	779,559,780
Interest income		19,980,162	39,378,685
Other income		17,942,161	16,177,639
Total		**758,354,692**	**835,116,104**
Total Assets		**4,272,565,928**	**4,408,216,674**

(B) Business Activities

		Group	
		2026	2025
Shariah Non-Compliant Activities	**Remarks**	**RM**	**RM**
Interest income		19,980,162	39,378,685
Total		**19,980,162**	**39,378,685**

(C) Component of Financial Position

(i) Cash Component

		Group	
		2026	2025
Islamic Accounts/ Instruments	**Remarks**	**RM**	**RM**
Cash at bank (exclude cash in hand)		30,147	23,577
Total		**30,147**	**23,577**
Conventional Accounts/ Instruments			
Cash at bank (exclude cash in hand)		496,089,367	476,705,053
Short-term deposits		7,190	6,964
Deposits with licensed bank		115,675,149	391,387,386
Total		**611,771,706**	**868,099,403**

(ii) Debt Component

Islamic Financing	Remarks	Group 2026 RM	Group 2025 RM
Current			
Islamic hire purchase payables		203,060	-
Non-Current			
Islamic hire purchase payables		203,522	-
Total		**406,582**	**-**

Conventional Borrowing	Remarks	Group 2026 RM	Group 2025 RM
Current			
Trade financing		194,649,801	127,025,474
Bank overdraft		2,912,094	3,601,364
Hire purchase payables		3,565,722	4,848,547
Non-Current			
Term loans		1,112,094	1,581,771
Hire purchase payables		10,309,323	14,804,132
Total		**212,549,034**	**151,861,288**

Statement On Risk Management And Internal Control

INTRODUCTION

This Statement on Risk Management and Internal Control is made pursuant to paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, which require listed issuers to include in its Annual Report a statement detailing the state of risk management and internal control of the Company and its subsidiaries. The Malaysian Code on Corporate Governance 2021 ("MCCG") requires listed companies to maintain a sound system of risk management and internal control to safeguard the shareholders' investments and the Companies' assets.

The Board of Directors of Supermax Corporation Berhad ("Supermax") is committed to maintain a sound system of risk management and internal control within the Group. Set out below is the Board of Directors' "Statement on Risk Management and Internal Control" which has been prepared in accordance with the Statement on Risk Management and Internal Control: Guidance for Directors of Listed Issuers, a publication of Bursa Malaysia Securities Berhad.

RESPONSIBILITY OF THE BOARD

The Board of Directors ("Board") is responsible for the adequacy and effectiveness of the Supermax Group's ("the Group") risk management and internal control system. The Board manages the Group's key areas of risk within an acceptable risk profile to increase the likelihood that the Group's policies, business objectives and strategies will be achieved. The Board continually reviews the system to ensure it provides a reasonable but not absolute assurance against material misstatement of management & financial information and records or against financial losses or fraud.

The Board has established an ongoing process for identifying, evaluating, and managing the significant risks faced by the Group and this process includes enhancing the risk management and internal control system as and when there are changes to the business environment or regulatory guidelines.

The Board through the Risk Management & Environmental, Social and Governance Committee ("RMESGC") Committee and Audit Committee ("AC") maintains overall responsibility for risk oversight within the Group. Pursuant to MCCG requirements, the RMESGC is made up of a majority of Independent Non-Executive Directors, whilst the AC comprises three independent Non-Executive Directors.

Management assists the Board in the implementation of the Board's policies and procedures on risk and control by identifying and assessing the risks faced, and in the design, operation, and monitoring of suitable internal controls to mitigate and control these risks.

The Board is of the view that the risk management and internal control system in place for the year under review and up to the date of issuance of the financial statements is adequate and effective to safeguard the shareholders' investment, the interests of customers, regulators and employees, and the Group's assets.

The following outlines the nature and scope of risk management and internal control of the Group.

RISK MANAGEMENT

The Board regards risk management as an integral part of all business operations. Hence the Board explicitly assumes the responsibility of identifying principal risks and ensures the implementation of a dynamic system to manage risk exposure within the acceptable level of tolerance and in line with the risk management policy, describing the Group's commitment to embedding risk management into its processes and structure to create and maintain an environment that enables the Group to meet performance objectives.

Statement On Risk Management And Internal Control

To fulfill its oversight responsibility, the Board through delegation to the RMESGC reviews the adequacy and integrity of Group's risk management system which encapsulates the key processes of risk identification, assessment, treatment, monitoring and reporting. Whilst the Risk Working Committee ("RWC") which reports to the RMESGC, serves as the driving force behind the routine risk management activity to facilitate the Group-wide risk management initiatives from an operational perspective.

The RWC is headed by the Chief Operations Officer and comprises heads of departments or support functions, who are risk owners themselves, as members.

The Board has established a risk management framework for identifying, monitoring, reviewing and continually improving risk management. The risk management framework is being adopted as a standardized approach in implementing risk management in the Group for timely identification, reporting and management of principal risks. The implementation of the risk management framework promotes an effective risk culture.

The key features of the risk management framework provide a risk control environment that includes:

- A Governance and Risk Organisation Structure identifying the Board as having the overall risk management responsibility and the delegation of authority and responsibility to Board Committees' and Management for establishing a framework for risk identification, assessment, treatment, monitoring and reporting;

- A Risk Register containing risk profiles of the business operation within the Group which have been developed and communicated to the Board. The development of such risk profiles involved identification of key risks faced by the Group's core business units, potential impact and likelihood of those risks occurring, the control effectiveness and the action plans being taken to manage those risks to the desired level;

- A RMESGC, established by the Board to provide assurance concerning the Group's risk management. The RMESGC is represented by members of the Board and is tasked with overall responsibility for establishing a strategic approach to implementing risk management within the Group.

At the Group level, inherent risk factors arising from business operations are continually identified. These identified risk factors are incorporated into the risk register and individually rated. The rating process is guided by a matrix of "probability of occurrence" and the associated "severity", of which both financial and non-financial consequences are duly considered. Thereafter, owners of these risk factors will drive the implementation of risk mitigation measures towards achieving a residual risk that is within the acceptable tolerance.

In terms of sustainability, the overall role of the RMESGC is to aid the Board in fulfilling its oversight responsibilities on sustainability governance, including setting strategies, priorities and targets and implementing initiatives to address ESG matters and material sustainability risks and opportunities within the Group. The Group considers the integration of ESG factors as a component of the Board's fiduciary responsibility, and accountable therefore to the oversight and management of sustainability.

INTERNAL CONTROL

The Board is aware that a sound system of internal control should be embedded in the operations of the Group and form part of its culture. This system should be capable of responding quickly to evolving risks to the business arising from factors within the Group and changes in the business environment. It should include procedure for reporting immediately to appropriate levels of management any significant control failings or weaknesses that are identified together with details of corrective action being taken.

The key processes in reviewing the adequacy and effectiveness of the risk management and internal control system includes the following:

The AC is assisted by the RMESGC and the Internal Audit Department, performs the duty of reviewing and evaluating the adequacy and effectiveness of the Group's system of risk management and internal control;

The RMESGC has been established by the Board to provide assurance concerning the Group's risk management. The RMESGC performs periodic review of risk management processes and oversee the development of appropriate guidelines and policies for implementation.

The Group has in place an on-going process for identifying, monitoring and managing significant risks that may affect the achievement of business objectives. Management is continually reviewing potential risk areas through discussions held at monthly staff meetings. Where a particular risk is identified, it will be monitored with counter measures taken to mitigate the risk wherever possible;

The in-house Internal Audit Department was established in 2003. The Internal Auditors review the internal controls on the key activities of the Group based on a detailed annual internal audit plan. A risk-based approach is used to establish the annual internal audit plan which is reviewed and approved by the AC. The internal audit functions are carried out to minimize the Company's exposure to risk and problems.

For the financial year ended 30 June 2026, the Internal Audit Department performed financial and operational audits of business and operations activities for the Supermax Group. This covered key risk areas ranging from procurements and payments, production and packing productivity efficiency and effectiveness and human capital management and resources.

Internal audit reports were issued and tabled to the AC regularly at AC Meetings.

The Internal Auditors will continue to come up with proactive measures or corrective actions to manage and mitigate potential business and operational risks noted while carrying out their duties. Continuous testing and assessments on the adequacy and effectiveness of the risk management, internal control and governance processes are carried out, to provide reasonable assurance that such systems continue to operate efficiently and effectively.

The External Auditor provides further assurance to the AC in the form of annual statutory audit of the financial statements. Areas of concern identified during the course of external audit examination will be brought to the attention of the AC.

OTHER KEY ELEMENTS OF RISK MANAGEMENT AND INTERNAL CONTROL

Apart from the above, the other key elements of the Group's internal control systems are as follows: -

a) Clearly documented internal policies and procedures including those that adhere to ISO 9001:2015, EN ISO 13485:2016 and MDSAP compliant management systems, are in place and regularly updated to reflect changing risks and are reviewed annually for their effectiveness,

b) Regular and comprehensive information provided to Management for monitoring performance against strategic plans, covering all key financial and operational indicators,

c) Whistle Blowing policy to provide an avenue for whistleblowing report and promote good corporate governance,

d) On quarterly basis, the Board reviews all issues covering strategy and performance of the Group.

Statement On Risk Management And Internal Control

CONCLUSION

The overall system of risk management and internal control was satisfactory and has not resulted in any material losses, contingencies or uncertainties that would require public disclosure.

The Board is dedicated to operating a sound system of risk management and internal control, and remains committed towards keeping abreast with the ever-changing business environment in order to support the Group's business and size of operations. During the financial year ended 30 June 2026, the Board is of the view that there have been no significant weaknesses identified in the risk management and internal control system. The Chief Executive Officer (CEO) & Senior Executive Director, Mr Tan Chee Keong, has given the assurance to the Board that the risk management and internal control system currently in place is adequate and effective for the Group.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

Pursuant to Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the External Auditors have reviewed this Statement. The External Auditors have performed limited assurance procedures on this Statement in accordance with Malaysian Approved Standard on Assurance Engagement ISAE 3000 (Revised), Assurance Engagement Other Than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide 3 ("AAPG 3") – Guidance for Auditors on Engagement to Report on the Statement on Risk Management and Internal Control included in the Annual Report as issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

The External Auditor reported to the Board that nothing has come to their attention that caused them to believe that this Statement is not prepared, in all material respects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025 to be set out, nor is factually inaccurate.



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Corporate Information

Board of Directors	:	Dato' Seri Thai Kim Sim Albert Saychuan Cheok Tan Chee Keong Dato' Ting Heng Peng Rozita Binti Abdul Rahman Gan Kim Khoon
Company Secretaries	:	Tan Tong Lang (MAICSA 7045482) Lau Hooi Pin (MAICSA 7081620)
Registered Office	:	B-21-1, Level 21, Tower B Northpoint Mid Valley City No.1, Medan Syed Putra Utara 59200 Kuala Lumpur W.P. Kuala Lumpur
Principal Place of Business	:	Lot 38, Putra Industrial Park Bukit Rahman Putra 40160 Sungai Buloh Selangor Darul Ehsan
Auditors	:	HLB Ler Lum Chew PLT 201906002362 & AF 0276 A-23-1, Level 23, Hampshire Place Office 157 Hampshire No.1 Jalan Mayang Sari Off Jalan Tun Razak 50450 Kuala Lumpur, Malaysia
Corporate Counsel	:	Shearn Delamore & Co (50601-K) 7th Floor, Wisma Hamzah-Kwong Hing No.1, Leboh Ampang 50100 Kuala Lumpur Wilayah Persekutuan, Malaysia
Principal Banks	:	OCBC Bank (Malaysia) Berhad Citibank Berhad Malayan Banking Berhad HSBC Bank Malaysia Berhad RHB Bank Berhad

DIRECTORS' REPORT

The directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding.

The principal activities and other information of the subsidiaries are set out in Note 9 to the financial statements.

FINANCIAL RESULTS

	GROUP RM	COMPANY RM
Net loss for the financial year	154,112,684	4,016,251
Attributable to :		
Owners of the parent	153,149,719	4,016,251
Non-controlling interests	962,965	-
	154,112,684	4,016,251

In the opinion of the directors, the financial results 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

No dividends have been paid or declared by the Company since the end of the previous financial year.

RESERVES AND PROVISIONS

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

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company issued 20 ordinary shares for cash consideration of RM23 pursuant to the exercise of warrants at RM1.15 per ordinary share.

The new ordinary shares issued rank equally in all respects with the existing ordinary shares of the Company.

There were no other issues of shares or debentures during the financial year.

TREASURY SHARES

At the end of the financial year, the Company held 207,465,599 treasury shares out of its issued ordinary shares. There were no movements in the treasury shares during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

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

DIRECTORS

The directors who served on the Board of the Company during the financial year until the date of this report are:-

Dato' Seri Thai Kim Sim
Albert Saychuan Cheok
Tan Chee Keong
Dato' Ting Heng Peng
Rozita Binti Abdul Rahman
Wong Phait Lee (Resigned on 9 December 2025)
Gan Kim Khoon

DIRECTORS OF SUBSIDIARIES

The following is a list of directors of the subsidiaries (excluding directors who are also directors of the Company) in office during the financial year until the date of this report:-

Masakazu Niwa
Andrew Lim See Meng (Resigned on 6 February 2026)
Alban Lee Sin Tet
Chye Mun Kain
Jonathan James Judge
Iain Robert Crawford
Tay Chiew Yi
Yasuto Nakajima
Hideyuki Sekimoto

DIRECTORS' INTERESTS

During and at the end of the financial year, the Company was not a party to any arrangement whose object is to enable the directors to acquire benefits through the acquisition of shares in, or debentures of, the Company or any other body corporate.

The directors holding office at the end of the financial year and their beneficial interests in the ordinary shares of the Company and of its related corporations during the financial year ended 30 June 2026 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia, were as follows:

		Number of ordinary shares		
THE COMPANY	**At 1.7.2025**	**Acquired**	**(Disposed)**	**At 30.6.2026**
Direct interest				
Albert Saychuan Cheok	207,934	-	-	207,934
Tan Chee Keong	1,156,009	200,000	-	1,356,009
Dato' Ting Heng Peng	15,213,400	-	-	15,213,400
Rozita Binti Abdul Rahman	346,404	-	-	346,404
Indirect interest				
Dato' Seri Thai Kim Sim*	1,245,620,024	-	-	1,245,620,024

DIRECTORS' INTERESTS (CONT'D)

The directors holding office at the end of the financial year and their beneficial interests in the ordinary shares of the Company and of its related corporations during the financial year ended 30 June 2026 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia, were as follows: (Cont'd)

		Number of warrants		
THE COMPANY	**At 1.7.2025**	**Allotted**	**(Disposed)**	**At 30.6.2026**
Direct interest				
Albert Saychuan Cheok	10,396	-	-	10,396
Tan Chee Keong	57,800	-	-	57,800
Dato' Ting Heng Peng	760,667	-	-	760,667
Rozita Binti Abdul Rahman	17,320	-	-	17,320
Indirect interest				
Dato' Seri Thai Kim Sim*	62,281,001	-	-	62,281,001

* Indirect interest through Supermax Holdings Sdn. Bhd. pursuant to Section 8 of Companies Act 2016.

Dato' Seri Thai Kim Sim, by virtue of his interest in the ordinary shares in the Company, is also deemed to have interest in the ordinary shares of all the subsidiaries to the extent that the Company has an interest.

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the notes to the financial statements or the fixed salary of a full time employee of the Company or of related corporations) by reason of a contract made by the Company or a related corporation with a director or with a firm of which a director is a member or with a company in which the director has a substantial financial interest.

DIRECTORS' REMUNERATION

The amounts of remunerations received or receivable by the directors of the Company during the financial year are as follows:

	GROUP RM	**COMPANY RM**
Directors' fees	924,380	828,380
Other emoluments	14,216,088	27,000
	15,140,468	855,380

INDEMNIFYING DIRECTORS, OFFICERS AND AUDITORS

The Company effected directors' liability insurance during the financial year to protect the directors of the Group and the Company against potential costs and liabilities arising from claims brought against the directors. The amount of insurance premium paid by the Company during the financial year 2026 was RM35,650.

There were no indemnity given to or insurance effected for the auditors of the Group and of the Company during the financial year.

AUDITORS' REMUNERATION

The amounts paid to or receivable by the auditors as remuneration for their services as auditors are as follows:

	GROUP RM	COMPANY RM
Audit fees	1,245,975	135,000
Non-audit fees	5,000	5,000
	1,250,975	140,000

OTHER STATUTORY INFORMATION

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

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that there were no known bad debts to be written off and that adequate provision had been made for doubtful debts; and

(ii) to ensure that the current assets which were unlikely to realise their value as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

(b) At the date of this report, the directors are not aware of any circumstances:

(i) which would require the write off of bad debts or render the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

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

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

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

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

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

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

OTHER STATUTORY INFORMATION (CONT'D)

(d) In the opinion of the directors:

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

(ii) 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 substantially affect the results of the operations of the Group and of the Company for the current financial year.

AUDITORS

The auditors, HLB Ler Lum Chew PLT, have expressed their willingness to accept re-appointment.

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

DATO' SERI THAI KIM SIM

DATO' TING HENG PENG

Date: 30 October 2026

Statement By Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, the undersigned, being two of the directors of **SUPERMAX CORPORATION BERHAD (Registration No. 199701004909 (420405-P))** do hereby state that, in the opinion of the directors, the accompanying financial statements are drawn up in accordance with the 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 at 30 June 2026 and of the financial performance and the cash flows of the Group and of the Company for the financial year ended on that date.

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

DATO' SERI THAI KIM SIM

DATO' TING HENG PENG

Date: 30 October 2026

Statutory Declaration

Pursuant to Section 251(1)(B) of the Companies Act 2016

I, **TAN CHEE KEONG,** being the director primarily responsible for the financial management of **SUPERMAX CORPORATION BERHAD (Registration No. 199701004909 (420405-P))** do solemnly and sincerely declare that the accompanying financial statements are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Illinois Notary Public Act.

TAN CHEE KEONG

Subscribed and solemnly declared
by the abovenamed at Aurora, Illinois
on 20 October 2026

Before me,

Notary Public
State of Illinois, United States of America

Independent Auditors' Report

To The Members Of Supermax Corporation Berhad

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Supermax Corporation Berhad, which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 125 to 191.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026, 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 Matters

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

1. Impairment assessment of property, plant and equipment
   (Refer to Note 3.2, 3.6, Note 5(v) and Note 6 to the financial statements)

   The risk

   As at 30 June 2026, the Group recorded plant, machinery and equipment relating to its Malaysia glove operations amounting to RM665 million, representing approximately 16% of the Group's total assets.

   There were indications of potential impairment in the plant, machinery and equipment of the Malaysian glove manufacturing operations, arising from low production utilisation rates and continued pricing pressures in the competitive glove market.

   Management has determined the recoverable amounts of these assets based on estimated value in use of the respective cash generating unit.

Independent Auditors' Report
To The Members Of Supermax Corporation Berhad

Key Audit Matters (Cont'd)

1. Impairment assessment of property, plant and equipment
(Refer to Note 3.2, 3.6, Note 5(v) and Note 6 to the financial statements) (Cont'd)

How our audit addressed the key audit matters

Our audit procedures included the following:

- Evaluated management's key assumptions on utilisation rate, average selling price, and discount rate, by considering the current and expected future economic conditions;

- Assessed the sensitivity of the cash flows to changes in key assumptions to understand the impact that reasonable alternative assumptions would have on the overall recoverable amount; and

- Evaluated the adequacy of the Group's disclosure in the financial statements concerning those key assumptions to which the outcome of the impairment assessment is most sensitive.

We have determined that there are no key audit matters to communicate in our report in the financial statements of the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

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

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

Independent Auditors' Report

To The Members Of Supermax Corporation Berhad

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 and regulations preclude public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, as disclosed in Note 9 to the financial statements.

Other Matters

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

HLB LER LUM CHEW PLT
201906002362 & AF 0276
Chartered Accountants

WONG CHEE HONG
03160/09/2028 J
Chartered Accountant

Date: 30 October 2026
Kuala Lumpur

Statements Of Financial Position

As At 30 June 2026

	Note	GROUP 2026 RM	GROUP 2025 RM	COMPANY 2026 RM	COMPANY 2025 RM
ASSETS					
Non-current assets					
Property, plant and equipment	6	2,790,875,307	2,866,635,108	-	-
Investment property	7	296,720	309,778	-	-
Right-of-use assets	8	16,740,834	21,440,936	-	-
Investments in subsidiaries	9	-	-	905,363,122	908,828,154
Investments in associates	10	181,212,039	179,103,286	18,994,696	18,994,696
Deferred tax assets	11	97,758,345	47,929,901	-	-
		3,086,883,245	3,115,419,009	924,357,818	927,822,850
Current assets					
Inventories	12	258,683,431	189,373,556	-	-
Receivables	13	88,157,574	83,514,231	-	164,477
Amounts owing by subsidiaries	14	-	-	8,990,556	11,684,248
Amounts owing by associates	15	42,193,413	774,454	-	-
Tax recoverable		41,687,707	151,012,444	156,253	-
Short-term investments	16	7,190	6,964	-	-
Cash and bank balances	17	611,794,663	868,116,016	24,305,163	28,573,323
		1,042,523,978	1,292,797,665	33,451,972	40,422,048
Asset held for sale	18	143,158,705	-	-	-
TOTAL ASSETS		4,272,565,928	4,408,216,674	957,809,790	968,244,898
EQUITY AND LIABILITIES					
EQUITY					
Share capital	19	340,077,463	340,077,440	340,077,463	340,077,440
Treasury shares	20	(170,273,307)	(170,273,307)	(170,273,307)	(170,273,307)
Reserves	21	3,685,036,059	3,913,435,902	741,343,695	745,359,946
Equity attributable to owners of the parent		3,854,840,215	4,083,240,035	911,147,851	915,164,079
Non-controlling interests		7,489,426	11,349,610	-	-
TOTAL EQUITY		3,862,329,641	4,094,589,645	911,147,851	915,164,079
LIABILITIES					
Non-current liabilities					
Loans and borrowings	22	1,112,094	1,581,771	-	-
Lease liabilities	23	10,512,845	14,804,132	-	-
Deferred tax liabilities	11	34,238	2,396,492	-	-
		11,659,177	18,782,395	-	-
Current liabilities					
Payables	24	193,019,765	152,302,126	649,523	820,296
Amounts owing to subsidiaries	14	-	-	46,012,416	47,738,934
Loans and borrowings	22	197,561,895	130,626,838	-	-
Lease liabilities	23	3,768,782	4,848,547	-	-
Tax payable		4,226,668	7,067,123	-	4,521,589
		398,577,110	294,844,634	46,661,939	53,080,819
TOTAL LIABILITIES		410,236,287	313,627,029	46,661,939	53,080,819
TOTAL EQUITY AND LIABILITIES		4,272,565,928	4,408,216,674	957,809,790	968,244,898

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

Statements Of Profit Or Loss And Other Comprehensive Income

For The Financial Year Ended 30 June 2026

	Note	GROUP 2026 RM	GROUP 2025 RM	COMPANY 2026 RM	COMPANY 2025 RM
Revenue	25	720,432,369	779,559,780	-	7,800,124
Purchases		(480,552,303)	(589,090,595)	-	-
Other operating income		37,922,323	55,556,324	24,984,268	22,238,561
Share of results of associates		(564,315)	(1,286,574)	-	-
Changes in inventories of finished goods and work in progress		6,593,569	(5,481,565)	-	-
Administrative cost					
Directors' remuneration	26	15,140,468	12,172,381	855,380	1,067,090
Staff costs		99,027,572	118,918,346	-	-
Depreciation of property, plant and equipment		115,103,879	74,138,170	-	-
Depreciation of investment property		13,058	13,057	-	-
Depreciation of right-of-use assets		4,483,690	4,854,322	-	-
Impairment loss on property, plant and equipment		94,211,494	668,000	-	-
Other operating expenses		152,984,722	218,785,881	32,267,636	79,147,834
Total administrative costs		(480,964,883)	(429,550,157)	(33,123,016)	(80,214,924)
Loss from operation		(197,133,240)	(190,292,787)	(8,138,748)	(50,176,239)
Finance costs	27	(7,411,685)	(7,686,178)	(8,084)	(21,355)
Loss before tax	28	(204,544,925)	(197,978,965)	(8,146,832)	(50,197,594)
Taxation	29	50,432,241	47,616,303	4,130,581	(4,745,457)
Net loss for the financial year		(154,112,684)	(150,362,662)	(4,016,251)	(54,943,051)
Attributable to:-					
Owners of the parent		(153,149,719)	(144,999,890)	(4,016,251)	(54,943,051)
Non-controlling interests		(962,965)	(5,362,772)	-	-
Net loss for the financial year		(154,112,684)	(150,362,662)	(4,016,251)	(54,943,051)
Other comprehensive loss, net of tax					
Items that may be reclassified subsequently to profit or loss					
- Foreign currency translation		(80,820,411)	(192,965,875)	-	-
- Share of other comprehensive income of associates		2,673,068	(15,967,133)	-	-
Items that may not be reclassified subsequently to profit or loss					
- Foreign currency translation		-	(455,913)	-	-
		(78,147,343)	(209,388,921)	-	-
Total comprehensive loss for the financial year		(232,260,027)	(359,751,583)	(4,016,251)	(54,943,051)

Statements Of Profit Or Loss And Other Comprehensive Income

For The Financial Year Ended 30 June 2026

	Note	GROUP 2026 RM	GROUP 2025 RM	COMPANY 2026 RM	COMPANY 2025 RM
Total comprehensive loss attributable to:-					
Owners of the parent		(228,399,843)	(353,932,898)	(4,016,251)	(54,943,051)
Non-controlling interests		(3,860,184)	(5,818,685)	-	-
Total comprehensive loss for the financial year		(232,260,027)	(359,751,583)	(4,016,251)	(54,943,051)
Loss per ordinary share attributable to owners of the parent					
Basic and diluted (Sen)	30	(5.01)	(4.70)		

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

Statements Of Changes In Equity

For The Financial Year Ended 30 June 2026

GROUP	← Attributable to Owners of the Parent → Share Capital RM	Non- distributable Treasury Shares RM	Non- distributable Translation Reserve RM	Distributable Retained Earnings RM	Total RM	Non-controlling Interests RM	Total Equity RM
Balance as at 1.7.2025	340,077,440	(170,273,307)	(153,270,696)	4,066,706,598	4,083,240,035	11,349,610	4,094,589,645
Net loss for the financial year	-	-	-	(153,149,719)	(153,149,719)	(962,965)	(154,112,684)
Other comprehensive loss for the financial year	-	-	(75,250,124)	-	(75,250,124)	(2,897,219)	(78,147,343)
Total comprehensive loss for the financial year	-	-	(75,250,124)	(153,149,719)	(228,399,843)	(3,860,184)	(232,260,027)
Transaction with owners							
Exercise of warrants (Note 19)	23	-	-	-	23	-	23
Total transactions with owners	23	-	-	-	23	-	23
Balance as at 30.6.2026	340,077,463	(170,273,307)	(228,520,820)	3,913,556,879	3,854,840,215	7,489,426	3,862,329,641
Balance as at 1.7.2024	340,077,440	(157,361,315)	65,465,873	4,201,902,927	4,450,084,925	17,168,295	4,467,253,220
Net loss for the financial year	-	-	-	(144,999,890)	(144,999,890)	(5,362,772)	(150,362,662)
Other comprehensive loss for the financial year	-	-	(208,933,008)	-	(208,933,008)	(455,913)	(209,388,921)
Total comprehensive loss for the financial year	-	-	(208,933,008)	(144,999,890)	(353,932,898)	(5,818,685)	(359,751,583)
Transaction with owners							
Purchases of treasury shares (Note 20)	-	(12,911,992)	-	-	(12,911,992)	-	(12,911,992)
Total transactions with owners	-	(12,911,992)	-	-	(12,911,992)	-	(12,911,992)
Transfer upon disposal of investment	-	-	(9,803,561)	9,803,561	-	-	-
Balance as at 30.6.2025	340,077,440	(170,273,307)	(153,270,696)	4,066,706,598	4,083,240,035	11,349,610	4,094,589,645

Statements Of Changes In Equity
For The Financial Year Ended 30 June 2026

	Attributable to Owners of the Parent			
		Non- distributable	Distributable	
COMPANY	**Share capital RM**	**Treasury shares RM**	**Retained earnings RM**	**Total equity RM**
Balance as at 1.7.2025	340,077,440	(170,273,307)	745,359,946	915,164,079
Total comprehensive loss for the financial year	-	-	(4,016,251)	(4,016,251)
Exercise of warrants (Note 19)	23	-	-	23
Balance as at 30.6.2026	340,077,463	(170,273,307)	741,343,695	911,147,851
Balance as at 1.7.2024	340,077,440	(157,361,315)	800,302,997	983,019,122
Total comprehensive loss for the financial year	-	-	(54,943,051)	(54,943,051)
Purchases of treasury shares (Note 20)	-	(12,911,992)	-	(12,911,992)
Balance as at 30.6.2025	340,077,440	(170,273,307)	745,359,946	915,164,079

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

Statements Of Cash Flows

For The Financial Year Ended 30 June 2026

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash flows from operating activities				
Loss before tax	(204,544,925)	(197,978,965)	(8,146,832)	(50,197,594)
Adjustments for:				
Depreciation of investment property	13,058	13,057	-	-
Depreciation of property, plant and equipment	115,103,879	74,138,170	-	-
Depreciation of right-of-use assets	4,483,690	4,854,322	-	-
Dividend income	-	-	-	(7,800,124)
(Gain)/Loss on disposal of property, plant and equipment	(1,742,540)	210,589	-	-
Property, plant and equipment written off	-	9,845,048	-	-
Reversal of inventories written down - net	(2,652,202)	(307,720)	-	-
Impairment loss on property, plant and equipment	94,211,494	668,000	-	-
Allowances for expected credit loss	5,266,034	-	-	-
Reversal of allowance for expected credit loss	(853,870)	-	(3,571,802)	-
Interest expenses	7,411,685	7,686,178	8,084	21,355
Interest income	(19,980,162)	(39,378,685)	(21,412,466)	(22,130,423)
Impairment loss in investment in subsidiary	-	-	6,710,000	-
Written off in investment in subsidiaries	-	-	-	15,243
Net loss on unrealised foreign exchange	8,105,689	26,995,308	23,565,880	77,387,454
Share of results of associates	564,315	1,286,574	-	-
Operating profit/(loss) before working capital changes	5,386,145	(111,968,124)	(2,847,136)	(2,704,089)
Increase in inventories	(66,657,673)	(547,255)	-	-
(Increase)/Decrease in receivables	(9,472,722)	77,707,023	164,477	-
(Increase)/Decrease in amounts owing by subsidiaries	-	-	(14,004,592)	7,849,204
(Increase)/Decrease in amounts owing by associates	(40,852,597)	4,778,606	-	-
Increase /(Decrease) in payables	41,201,717	(98,254,714)	(133,385)	361,945
Cash (used in)/ generated from operations	(70,395,130)	(128,284,464)	(16,820,636)	5,507,060
Tax refund/(paid)	104,725,721	112,900,362	(547,261)	(110,000)
Net cash from/(used in) operating activities	34,330,591	(15,384,102)	(17,367,897)	5,397,060

Statements Of Cash Flows

For The Financial Year Ended 30 June 2026

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash flows from investing activities				
Dividend received	-	-	-	7,800,124
Purchase of financial assets	(226)	(236)	-	-
Subscription of shares in subsidiaries	-	-	(6,710,000)	(29,470,000)
Proceeds from disposal of property, plant and equipment	1,763,175	1,171,579	-	-
Purchase of property, plant and equipment	(318,117,302)	(405,829,029)	-	-
Net cash used in investing activities	(316,354,353)	(404,657,686)	(6,710,000)	(21,669,876)
Cash flows from financing activities				
Proceeds from exercise of warrants	23	-	23	-
Interest received	19,980,162	39,378,685	21,412,466	22,130,423
Interest paid	(7,411,685)	(7,686,178)	(8,084)	(21,355)
Repayment of lease liabilities, net	(5,272,209)	(9,712,115)	-	-
Repayment of term loan, net	(259,042)	(79,823)	-	-
Drawdown of short term borrowing, net	61,414,114	33,159,502	-	-
Purchase of treasury shares	-	(12,911,992)	-	(12,911,992)
Net cash from financing activities	68,451,363	42,148,079	21,404,405	9,197,076
NET CHANGES IN CASH AND CASH EQUIVALENTS	(213,572,399)	(377,893,709)	(2,673,492)	(7,075,740)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	(42,059,684)	(86,401,845)	(1,594,668)	(543,146)
CASH AND CASH EQUIVALENTS BROUGHT FORWARD	864,514,652	1,328,810,206	28,573,323	36,192,209
CASH AND CASH EQUIVALENTS CARRIED FORWARD (NOTE 31)	608,882,569	864,514,652	24,305,163	28,573,323
Cash outflows for leases as a lessee				
Included in net cash financing activities:				
Interest paid in relation to lease liabilities	808,424	1,165,795	-	-
Net repayment of lease liabilities	5,272,209	9,712,115	-	-
Total cash outflows for leases	6,080,633	10,877,910	-	-

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

Notes To The Financial Statements

For The Financial Year Ended 30 June 2026

1. CORPORATE INFORMATION

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

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

The principal place of business of the Company is located at Lot 38, Putra Industrial Park, Bukit Rahman Putra, 40160 Sungai Buloh, Selangor Darul Ehsan, Malaysia.

The principal activity of the Company is investment holding. The principal activities and other information of the subsidiaries are set out in Note 9 to the financial statements.

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements of the Group and of the Company have been prepared in accordance with the applicable approved Malaysian Financial Reporting Standards ("MFRS") issued by the Malaysian Accounting Standards Board ("MASB"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act 2016 in Malaysia.

3. MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Basis of accounting

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

The preparation of financial statements requires the directors to make estimates and assumptions that affect the reported amount of assets, liabilities, revenue and expenses and disclosure of contingent assets and liabilities. In addition, the directors are also required to exercise their judgement in the process of applying the accounting policies. The areas involving such judgements, estimates and assumptions are disclosed in Note 5 to the financial statements. Although these estimates and assumptions are based on the directors' best knowledge of events and actions, actual results could differ from those estimates.

3.2 Property, plant and equipment

On initial recognition, items of property, plant and equipment are recognised at cost, which includes the purchase price as well as any costs directly attributable in bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, and the cost of dismantling and removing the items and restoring the site on which they are located. The cost of self-constructed assets also includes the cost of materials and direct labour. Cost may also include transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

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

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.2 Property, plant and equipment (Cont'd)

After initial recognition, items of property, plant and equipment are carried at cost less any accumulated depreciation and any accumulated impairment losses.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group or the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised to profit or loss. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Significant components of individual assets are assessed, and if a component has a useful life that is different from the remainder of that asset, then that component is depreciated separately.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over its principal depreciation rate as follows:

Factory buildings	2%
Plant, machinery and equipment	5% - 33%
Moulds and tools	5% - 10%
Electrical fittings and factory equipment	10% - 14%
Office equipment, furniture and fittings	5% - 33%
Renovation	5% - 20%
Motor vehicles	10% - 20%
Cabins	15%
Aircraft	10%

Freehold land is not depreciated. Factory buildings under construction and plant and machinery under installation are not depreciated until the assets are ready for their intended use.

Useful lives, residual values and depreciation methods are reviewed, and adjusted if appropriate, at the end of each reporting period, with the effect of any changes in estimate being 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.

3.3 Investment property

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses. Building is depreciated on a straight line basis to write off the cost over its estimated useful life at an annual rate of 2%.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.4 Leases

(i) Definition of a lease

A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group and the Company assess whether:

- the contract involves the use of an identified asset - this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;

- the customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and

- the customer has the right to direct the use of the asset. The customer has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the customer has the right to direct the use of the asset if either the customer has the right to operate the asset; or the customer designed the asset in a way that predetermines how and for what purpose it will be used.

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

(ii) Recognition and initial measurement

As a lessee

The Group and the Company recognise a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the respective Group entities' incremental borrowing rate. Generally, the Group entities use their incremental borrowing rate as the discount rate.

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

- fixed payments, including in-substance fixed payments less any incentive receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate at the commencement date;
- amounts expected to be payable under a residual value guarantee;

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.4 Leases (Cont'd)

(ii) Recognition and initial measurement (Cont'd)

As a lessee (Cont'd)

Lease payments included in the measurement of the lease liability comprise the following: (Cont'd)

- the exercise price under a purchase option that the Group and the Company are reasonably certain to exercise; and
- penalties for early termination of a lease unless the Group and the Company are reasonably certain not to terminate early.

The Group and the Company exclude variable lease payments that linked to future performance or usage of the underlying asset from the lease liability. Instead, these payments are recognised in profit or loss in the period in which the performance or use occurs.

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

(iii) Subsequent measurement

As a lessee

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use asset are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a revision of in-substance fixed lease payments, or if there is a change in the Group's and the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Group and the Company change its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

3.5 Basis of consolidation

(i) Subsidiaries

A subsidiary is an entity controlled by the Group, i.e. the Group is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its current ability to direct the entity's relevant activities (power over the investee).

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.5 Basis of consolidation (Cont'd)

(i) Subsidiaries (Cont'd)

The existence and effect of potential voting rights that the Group has the practical ability to exercise (i.e. substantive rights) are considered when assessing whether the Group controls another entity.

The Group's financial statements incorporate the results, cash flows, assets and liabilities of Supermax Corporation Berhad and all of its directly and indirectly controlled subsidiaries. Subsidiaries are consolidated from the effective date of acquisition, which is the date on which the Group effectively obtains control of the acquired business, until that control ceases.

The non-controlling interests in the net assets and net results of consolidated subsidiaries are shown separately in the consolidated statement of financial position and consolidated statement of profit or loss and consolidated statement of comprehensive income.

Total comprehensive income (i.e. profit or loss and each component of other comprehensive income) is attributed to the owners of the parent and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's ownership interest in a subsidiary that do not result in the Group losing control are accounted for as transactions with owners in their capacity as owners (i.e. equity transactions). The carrying amounts of the Group's and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the parent.

Upon loss of control of a subsidiary, the Group's profit or loss is calculated as the difference between (i) the fair value of the consideration received and of any investment retained in the former subsidiary and (ii) the previous carrying amount of the assets (including any goodwill) and liabilities of the subsidiary and any non-controlling interests.

Investment in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution. The cost of investments excludes transaction costs.

(ii) Associates

Associates are entities over which the Group has the power to participate in their financial and operating policy decisions, but is not controlled or jointly controlled by the Group. Associates are accounted for using the equity method of accounting.

Under the equity method, the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the investor's share of comprehensive income of the associate. On acquisition of the investment, the associate's identifiable assets and liabilities are measured at fair value. Any excess of the cost of the investment over the Group's share of the net fair value of the associate's identifiable assets and liabilities is recorded as goodwill and included in the carrying amount of the investment. Goodwill is tested for impairment together with the investment at the end of each reporting period when there is objective evidence that the investment is impaired. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.5 Basis of consolidation (Cont'd)

(ii) Associates (Cont'd)

The Group's share of its associates' post-acquisition profits or losses is recognised in the profit or loss, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

Distributions received from an investee reduce the carrying amount of the investment.

If the Group's share of losses of an associate equals or exceeds its interest in the associate, the Group does not provide for additional losses, unless it has incurred obligations or made payments on behalf of the associate.

Profits or losses on Group transactions with associates are eliminated to the extent of the Group's interest in the relevant associate.

When the Group ceases to have significant influence over an associate, any retained interest in the former associate at the date when significant influence is lost is measured at fair value and this amount is regarded as the initial carrying amount of a financial asset. The difference between the fair value of any retained interest plus proceeds from the interest disposed of and the carrying amount of the investment at the date when equity method is discontinued is recognised in the profit or loss.

When the Group's interest in associate decreases but does not result in a loss of significant influence, any retained interest is not re-measured. Any gain or loss arising from the decrease in interest is recognised in profit or loss. Any gains or losses previously recognised in other comprehensive income are also reclassified proportionately to the profit or loss if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

Investments in associates are measured in the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution. The cost of investments excludes transaction costs.

(iii) Translation of financial statements of foreign entities

The assets and liabilities of foreign operations are translated into Ringgit Malaysia ("RM") using exchange rates at the reporting date. The components of shareholders' equity are stated at historical value.

Average exchange rates for the period are used to translate income and expense items of foreign operations. However, if exchange rates fluctuate significantly, the exchange rates at the dates of the transactions are used.

All resulting exchange differences are recognised in other comprehensive income and accumulated in currency translation reserve, a separate component of equity.

Any goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of that foreign operation and, as such, translated at the closing rate.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.5 Basis of consolidation (Cont'd)

(iii) Translation of financial statements of foreign entities (Cont'd)

On the disposal of a foreign operation, all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the parent company are reclassified to profit or loss. The cumulative amount of the exchange differences relating to that foreign operation that had been attributed to the non-controlling interests are derecognised, but without reclassification to profit or loss. The same applies in case of loss of control, joint control or significant influence.

On the partial disposal without loss of control of a subsidiary that includes a foreign operation, the proportionate share of exchange differences accumulated in the separate component of equity are re-attributed to non-controlling interests (they are not recognised in profit or loss). For any other partial disposal of foreign entity (i.e. associates or jointly controlled entities without loss of significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

(iv) Business combinations

The Group applies the acquisition method to account for all acquired businesses, whereby the identifiable assets acquired and the liabilities assumed are measured at their acquisition-date fair values (with few exceptions as required by MFRS 3 Business Combinations).

The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, the liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group.

Acquisition-related costs (e.g. finder's fees, consulting fees, administrative costs, etc.) are recognised as expenses in the periods in which the costs are incurred and the services are received.

On acquisition date, goodwill is measured as the excess of the aggregate of consideration transferred, any non-controlling interests in the acquiree, and acquisition-date fair value of the Group's previously held equity interest in the acquiree (if business combination achieved in stages) over the net amounts of the identifiable assets acquired and the liabilities assumed at acquisition date.

If, after appropriate reassessment, the amount as calculated above is negative, it is recognised immediately in profit or loss as a bargain purchase gain.

At acquisition date, non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are measured at either fair value or the present ownership instruments' proportionate share in the recognised amounts of the acquiree's identifiable net assets. This choice of measurement is made separately for each business combination. Other components of non-controlling interests are measured at their acquisition-date fair values, unless otherwise required by the applicable MFRS.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.5 Basis of consolidation (Cont'd)

(iv) Business combinations (Cont'd)

The acquisition-date fair value of any contingent consideration is recognised as part of the consideration transferred by the Group in exchange for the acquiree. Changes in the fair value of contingent consideration that result from additional information obtained during the measurement period (maximum one year from the acquisition date) about facts and circumstances that existed at the acquisition date are adjusted retrospectively against goodwill. Other changes resulting from events after the acquisition date are adjusted at each reporting date, only when the contingent consideration is classified as an asset or a liability, and the adjustment is recognised in profit or loss.

In a business combination achieved in stages, the Group remeasures its previously held equity interest in the acquiree at its acquisition-date fair value and any resulting gain or loss is recognised in profit or loss. If any, changes in the value of the Group's equity interest in the acquiree that have been previously recognised in other comprehensive income are reclassified to profit or loss, if appropriate, had that interest been disposed of directly.

(v) Transactions eliminated on consolidation

All intragroup transactions, balances, income and expenses are eliminated in full on consolidation.

Unrealised gains arising from transactions with equity-accounted associates and joint ventures are eliminated against the investment to the extent of the Group's interest in the investees. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

3.6 Impairment of non-financial assets

The carrying amounts of such assets are reviewed at each reporting date for indications of impairment and where an asset is impaired, it is written down as an expense through profit or loss to its estimated recoverable amount. Recoverable amount is the higher of value in use and the fair value less costs to sell of the individual asset or the cash-generating unit. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. If this is the case, recoverable amount is determined for the cash-generating unit to which the asset belongs.

Value in use is the present value of the estimated future cash flows of that unit. Present values are computed using pre-tax discount rates that reflect the time value of money and the risks specific to the unit which impairment is being measured.

Impairment losses for cash-generating units are allocated first against the goodwill of the unit and then prorate amongst the other assets of the unit.

Subsequent increases in the recoverable amount caused by changes in estimates are credited to profit or loss to the extent that they reverse the impairment.

Impairment loss on goodwill is not reversed in a subsequent period.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.7 Inventories

Inventories are stated at the lower of cost and net realisable value. The cost of inventories is measured based on first-in first-out basis.

The cost of inventories comprises the costs of purchase, costs of conversion plus other costs incurred to bring the inventories to their present locations and conditions. The costs of manufactured finished goods and work-in-progress consist of raw materials, consumables, direct labour and a proportion of manufacturing overheads.

Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and the estimated costs necessary to make the sale.

3.8 Financial instruments

(i) Initial recognition and measurement

The Group and the Company recognise a financial asset or a financial liability (including derivative instruments) in the statements of financial position when, and only when, an entity in the Group and the Company become a party to the contractual provisions of the instruments.

On initial recognition, all financial assets (including intra-group loans and advances) and financial liabilities (including intra-group payables at below market interest rates) are measured at fair value plus transaction costs if the financial asset or financial liability is not measured at fair value through profit or loss. For instruments measured at fair value through profit or loss, transaction costs are expensed to profit or loss when incurred.

(ii) Derecognition of financial instruments

For derecognition purposes, the Group and the Company first determine whether a financial asset or a financial liability should be derecognised in its entirety as a single item or derecognised part-by-part of a single item or of a group of similar items.

A financial asset, whether as a single item or as a part, is derecognised when, and only when, the contractual rights to receive the cash flows from the financial asset expire, or when the Group and the Company transfer the contractual rights to receive cash flows of the financial asset, including circumstances when the Group and the Company act only as a collecting agent of the transferee, and retain no significant risks and rewards of ownership of the financial asset or no continuing involvement in the control of the financial asset transferred.

A financial liability is derecognised when, and only when, it is legally extinguished, which is either when the obligation specified in the contract is discharged or cancelled or expires. A substantial modification of the terms of an existing financial liability is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. For this purpose, the Group and the Company consider a modification as substantial if the present value of the revised cash flows of the modified terms discounted at the original effective interest rate is different by 10% or more when compared with the carrying amount of the original liability.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.8 Financial instruments (Cont'd)

(iii) Regular-way purchases and sales of financial assets

The Group and the Company recognise a regular-way purchase or sale of a quoted equity or debt instrument at trade date, which is the date the purchase or sale transaction is entered into, rather than recognising the forward contract between trade date and settlement date.

(iv) Financial assets

For the purpose of subsequent measurement, the Group and the Company classify financial assets into three measurement categories, namely: (i) financial assets at amortised cost ("AC"); (ii) financial assets at fair value through other comprehensive income ("FVOCI"); and (iii) financial assets at fair value through profit or loss ("FVPL"). The classification is based on the Group's and the Company's business model objective for managing the financial assets and the contractual cash flow characteristics of the financial instruments.

After initial recognition, the Group and the Company measure financial assets, as follows:

(i) Financial assets at AC

A financial asset is measured at amortised cost if: (a) it is held within the Group's and the Company's business objective to hold the asset only to collect contractual cash flows, and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest in principal outstanding.

(ii) Financial assets at FVOCI

A financial asset is measured at FVOCI if: (a) it is held within the Group's and the Company's business objective to hold the asset both to collect contractual cash flows and selling the financial asset, and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest in principal outstanding.

(iii) Financial assets at FVPL

A financial asset is measured at FVPL if it is an equity investment, held for trading (including derivative assets) or if it does not meet any of the conditions specified for the AC or FVOCI model.

Other than financial assets measured at fair value through profit or loss, all other financial assets are subject to review for impairment in accordance with Note 3.8 (viii) to the financial statements.

(v) Financial liabilities

After initial recognition, the Group and the Company measure all financial liabilities at amortised cost using the effective interest method, except for:

(i) Financial liabilities at fair value through profit or loss (including derivatives that are liabilities) are measured at fair value.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.8 Financial instruments (Cont'd)

(v) Financial liabilities (Cont'd)

After initial recognition, the Group and the Company measure all financial liabilities at amortised cost using the effective interest method, except for (Cont'd):

(ii) Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies. Paragraph 3.2.15 and 3.2.17 of MFRS 9 apply to the measurement of such financial liabilities.

(iii) Financial guarantee is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument. Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of: (a) the amount of the loss allowance; and (b) the amount initially recognised less, when appropriate, the cumulative of income recognised in accordance with the principles in MFRS 15 Revenue from *Contracts with Customers*.

(vi) Fair value measurement

The fair value of a financial asset or a financial liability is determined by reference to the quoted market price in an active market, and in the absence of an observable market price, by a valuation technique as described in Note 3.14 to the financial statements.

(vii) Recognition of gains and losses

Fair value changes of financial assets and financial liabilities classified as at fair value through profit or loss are recognised in profit or loss when they arise.

For financial assets mandatorily measured at FVOCI, interest income (calculated using the effective interest rate method), impairment losses, and exchange gains or loss are recognised in profit or loss. All other gains or losses are recognised in other comprehensive income and retained in a fair value reserve. On derecognition of the financial assets, the cumulative gain or loss recognised in OCI is reclassified to profit or loss as a reclassification adjustment.

For financial assets and financial liabilities carried at amortised cost, interest income and interest expense are recognised in profit or loss using the effective interest method. A gain or loss is recognised in profit or loss only when the financial asset or financial liability is derecognised or impaired, and through the amortisation process of the instrument.

(viii) Impairment of financial assets

The Group and the Company apply the expected credit loss ("ECL") model of MFRS 9 to recognise impairment losses of financial assets measured at amortised cost or at fair value through other comprehensive income. Except for trade receivables, a 12-month ECL is recognised in profit or loss on the date of origination or purchase of the financial assets. At the end of each reporting period, the Group and the Company assess whether there has been a significant increase in credit risk of a financial asset since its initial recognition or at the end of the prior period. Other than for financial assets which are considered to be of low risk grade, a lifetime ECL is recognised if there has been a significant increase in credit risk since initial recognition. For trade receivables, the Group and the Company have availed the exception to the 12-month ECL requirement to recognise only lifetime ECL.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.8 Financial instruments (Cont'd)

(viii) Impairment of financial assets (Cont'd)

The assessment of whether credit risk has increased significantly is based on quantitative and qualitative information that include financial evaluation of the creditworthiness of the debtors or issuers of the instruments, ageing of receivables, defaults and past due amounts, past experiences with the debtors, current conditions and reasonable forecast of future economic conditions. For operational simplifications: (a) a 12-month ECL is maintained for financial assets which investment grades that are considered as low credit risk, irrespective of whether credit risk has increased significantly or not; and (b) credit risk is considered to have increase significantly if payments are more than 90 days past due if no other borrower-specific information is available without undue cost or effort.

The ECL is measured using an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes, discounted for the time value of money and applying reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions, and forecast of future economic conditions. The ECL for a financial asset (when assessed individually) or a group of financial assets (when assessed collectively) is measured at the present value of the probability-weighted expected cash shortfalls over life of the financial asset or group of financial assets. When a financial asset is determined as credit-impaired (based on objective evidence of impairment), the lifetime ECL is determined individually.

The Group has established comprehensive credit risk management practices to minimise exposure to credit risk. The Group's products are predominantly sold to customers who provide collateral or other credit enhancements, significantly reducing potential credit risk.

Collateral and Credit Enhancement:

The Group employs various strategies to mitigate credit risk, including:

(i) Requiring cash deposits or advances from certain customers or for specific orders;
(ii) Utilising transactional documentation, such as Letters of Credit or Cash against Documents, particularly for export sales.

These practices ensure that the Group does not have significant exposure to any individual customer or counterparty, and there is no material concentration of credit risk related to any financial instrument.

These measures ensure that the Group does not have any material exposure to a single customer or counterparty, and there is no significant concentration of credit risk associated with any particular financial instrument.

3.9 Cash and cash equivalents

Cash and cash equivalents include cash and bank balances, on demand deposits and any highly liquid debts instruments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

For the statements of cash flows, the item includes cash and cash equivalents less cash subject to restriction and bank overdrafts payable on demand that form an integral part of cash management.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.10 Equity

(i) Share capital

Ordinary shares issued that carry no mandatory contractual obligation to deliver cash or another financial asset or to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the Company, is classified as equity instruments.

(ii) Treasury shares

The cost of treasury shares purchased is shown as a deduction from equity in the statement of financial position. When treasury shares are sold or reissued, they are credited to equity. As a result, no gain or loss on treasury shares is included in profit or loss.

3.11 Foreign currencies transactions and balances

(i) Functional and presentation currency

The Group's functional currency is presented in Ringgit Malaysia ("RM") which is also the functional currency of the Company. Each entity of the Group determines its own functional currency and items included in its financial statements of each entity are measured using that functional currency.

(ii) Transactions and balances

Transactions denominated in foreign currencies are translated and recorded at the rates of exchange prevailing at the respective dates of transactions. At the end of each reporting period, foreign currency monetary assets and liabilities are translated into the functional currency using the exchange rates at the reporting date (i.e. the closing rate).

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the exchange rate at the date of the transaction (i.e. historical rate). Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

Gains and losses arising from changes in exchange rates after the date of the transaction are recognised in profit or loss (except for loans and advances that form part of the net investment in a foreign operation and transactions entered into in order to hedge foreign currency risks of net investments in foreign operations).

3.12 Revenue and other income

(i) Revenue from contracts with customers

Revenue recognition of the Group and of the Company is applied for each contract with a customer or a combination of contracts with the same customer (or related parties of the customer). For practical expedient, the Group and the Company apply revenue recognition to a portfolio of contracts (or performance obligations) with similar characteristics if the Group and the Company reasonably expect that the effects on the financial statements would not differ materially from recognising revenue on the individual contracts (or performance obligations) within that portfolio.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.12 Revenue and other income (Cont'd)

(i) Revenue from contracts with customers (Cont'd)

The following describes the performance obligations in contracts with customers:

Sale of goods

Revenue from sale of goods is recognised at a point in time when control of the goods is passed to the customer, which is the point in time when the significant risks and rewards are transferred to the customer and the transaction has met the probability of inflows and measurement requirements of MFRS 15.

The Group and the Company measure revenue at the amount of transaction price that is allocated to that performance obligation, which is usually the invoice price, net of returns and allowances, trade discounts and volume rebates given to the customer.

(ii) Rental income

Rental income from investment property is recognised in a straight-line basis over the term of lease.

(iii) Interest income

Interest income is recognised on a time proportion basis that reflects the effective yield on the asset.

(iv) Dividend income

Dividend income represents gross dividends from investments and is recognised when the shareholders' right to receive payment is established.

3.13 Income tax

Tax currently payable is calculated using the tax rates in force or substantively enacted at the reporting date. Taxable profit differs from accounting profit either because some income and expenses are never taxable or deductible, or because the time pattern that they are taxable or deductible differs between tax law and their accounting treatment.

Using the statements of financial position liability method, deferred tax is recognised in respect of all temporary differences between the carrying value of assets and liabilities in the statements of financial position and the corresponding tax base, with the exception of goodwill not deductible for tax purposes and temporary differences arising on initial recognition of assets and liabilities that do not affect taxable or accounting profit.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets are recognised only to the extent that the Group and the Company consider that it is probable (i.e. more likely than not) that there will be sufficient taxable profits available for the asset to be utilised within the same tax jurisdiction.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.13 Income tax (Cont'd)

Unused tax credits do not include unabsorbed reinvestments allowances and unabsorbed investment tax allowances because the Group and the Company treat these as part of initial recognition differences.

Deferred tax assets and liabilities are offset only when there is a legally enforceable right to offset current tax assets against current tax liabilities, they relate to the same tax authority and the Group's and the Company's intention is to settle the amounts on a net basis.

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except if it arises from transactions or events that are recognised in other comprehensive income or directly in equity. In this case, the tax is recognised in other comprehensive income or directly in equity, respectively. Where tax arises from the initial accounting for a business combination, it is included in the accounting for the business combination.

3.14 Fair value measurements

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

Level 1	fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
Level 2	fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
Level 3	fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Transfers between levels of the fair value hierarchy are recognised by the Group and by the Company at the end of the reporting period during which the change occurred.

4. ADOPTION OF MFRS AND AMENDMENTS TO MFRS

4.1 Accounting standard and Amendments to MFRS adopted

For the preparation of the financial statements, the following amendments to the MFRS issued by the MASB are mandatory for the first time for the annual periods beginning on or after 1 January 2025:

- Amendments to MFRS 121, "The Effects of Changes in Foreign Exchange Rates" (Lack of Exchangeability)

The above accounting standard and amendments to accounting standards effective during the financial year do not have any significant impact to the financial results and position of the Group and the Company.

4. ADOPTION OF MFRS AND AMENDMENTS TO MFRS (CONT'D)

4.2 Amendments to MFRS not yet effective

The following are amendments to the MFRS that have been issued by the MASB up to the date of the issuance of the Group's and the Company's financial statements but have not been adopted by the Group and the Company:

Annual periods beginning on/after 1 January 2026

- Amendments to MFRS 7, "Financial Instruments: Disclosure" and MFRS 9, "Financial Instruments" (Classification and Measurement of Financial Instruments)
- Amendments to MFRS 7, "Financial Instruments: Disclosure" and MFRS 9, "Financial Instruments" (Contracts Referencing Nature-dependent Electricity)

Annual periods beginning on/after 1 January 2027

- MFRS 18, "Presentation and Disclosure in Financial Statements"
- MFRS 19, "Subsidiaries without Public Accountability: Disclosures"
- Amendments to MFRS 121, "The Effects of Changes in Foreign Exchange Rates" (Translation to a Hyperinflationary Presentation Currency)
- Amendments to MFRS 128, "Investments in Associates and Joint Ventures" (Amendments to the Fair Value Option for Investments in Associates and Joint Ventures)

Annual periods beginning on/after 1 January 2029

- MFRS 20, "Regulatory Assets and Regulatory Liabilities"

Effective date yet to be determined by the Malaysian Accounting Standards Board

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

The directors anticipate that the above-mentioned amendments will be adopted by the Group and the Company when they become effective from the financial period beginning on 1 July 2026 for those accounting standards, amendments and interpretations that are effective for annual periods beginning on or after 1 January 2026.

The initial application of amendments to MFRS is not expected to have any significant impact on the financial statements of the Group and the Company.

5. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing its financial statements, the Group and the Company have made significant judgements, estimates and assumptions that have an impact on the carrying value of certain assets and liabilities, income and expenses as well as other information reported in the notes. The Group and the Company periodically monitor such estimates and assumptions and make sure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

5. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

The judgements made in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements, and the estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are addressed below:

(i) Loss allowances of financial assets

The Group and the Company recognise impairment losses for trade receivables under the expected credit loss model. Individually significant trade receivables are tested for impairment separately by estimating the cash flows expected to be recovered. All others are grouped into credit risk classes and tested for impairment collectively, using the Group's and the Company's past experience of loss statistics, ageing of past due amounts and current economic trends. The actual eventual losses may be different from the allowance made and this may affect the Group's and the Company's financial positions and results.

(ii) Costing of inventories

In determining the costing of inventories of the Group, management's judgement is required in determining the bases of finished goods and work-in-progress valuation which comprise costs of raw materials, direct labour, other direct costs, and the appropriate allocation of overheads based on normal operating capacity.

(iii) Income tax and deferred tax estimation

Management judgement is required in determining the provision for income taxes, deferred tax assets and liabilities and the extent to which deferred tax assets can be recognised. There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognised tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provision in the period in which such determination is made.

Recognition of deferred tax assets and liabilities involves making a series of assumptions. As far as deferred tax assets are concerned, their realisation ultimately depends on taxable profits being available in the future. Deferred tax assets are recognised only when it is probable that it can be utilised against the taxable profits and it is probable that the entity will earn sufficient taxable profit in future periods to benefit from a reduction in tax payments. This involves the Group and the Company making assumptions within its overall tax-planning activities and periodically reassessing them in order to reflect changed circumstances as well as tax regulations. Moreover, the measurement of a deferred tax asset or liability reflects the manner in which the entity expects to recover the asset's carrying value or settle the liability.

(iv) Property, plant and equipment useful life

The cost of property, plant and equipment of the Group is depreciated on a straight-line basis over the assets' useful lives. Management estimates the useful lives of these property, plant and equipment to be within 3 to 50 years. These are the common life expectancies applied generally. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

5. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

The judgements made in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements, and the estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are addressed below (Cont'd):

(v) Impairment assessment of property, plant and equipment

The Group assesses whether there is any indication that property, plant and equipment are impaired at the end of each reporting date. Impairment is measured by comparing the carrying amount of an asset with its recoverable amount. Recoverable amount is measured at the higher of the fair value less cost to sell for that assess and its value-in-use. The value-in-use is the net present value of the projected cash flow derived from that asset discounted at an appropriate discount rate.

Projected future cash flows are based on the Group's estimates calculated based on historical, sector and industry trends, general market and economic conditions, changes in technology and other available information.

6. PROPERTY, PLANT AND EQUIPMENT

GROUP	Freehold land RM	Factory buildings RM	Factory buildings under construction RM	Plant, machinery and equipment RM	Plant, machinery and equipment under installation RM	Moulds and tools RM	Electrical fittings and factory equipment RM	Office equipment, furniture and fittings RM	Renovation RM	Motor vehicles RM	Cabins RM	Aircraft RM	Total RM
Cost													
As at 1 July 2024	324,149,756	800,702,233	422,650,780	690,782,834	638,116,076	104,663,844	116,124,079	39,318,112	43,001,266	12,722,458	279,288	197,276,244	3,389,786,970
Additions	-	489,920	143,905,460	2,857,069	251,703,132	3,069,925	2,093,819	300,993	221,010	1,187,701	-	-	405,829,029
Disposals	-	-	-	(10,823,106)	-	(158,637)	(4,100)	(3,642,184)	-	(1,310,366)	-	-	(15,938,393)
Written off	(3,419,442)	-	-	(31,549,570)	-	-	-	(4,332,348)	-	-	-	-	(39,301,360)
Reclassification	-	327,533,640	-	225,150,790	(605,013,975)	28,132,913	23,108,457	46,473	1,041,702	-	-	-	-
Exchange differences	(5,683,287)	(57,850,946)	(49,715,326)	(73,217)	(6,408,100)	-	(3,411,863)	(1,234,522)	(145,920)	(400,153)	-	-	(124,923,334)
As at 30 June 2025 / 1 July 2025	315,047,027	1,070,874,847	516,840,914	876,344,800	278,397,133	135,708,045	137,910,392	30,456,524	44,118,058	12,199,640	279,288	197,276,244	3,615,452,912
Additions	4,473,059	869,594	116,040,688	872,240	187,096,649	668,741	6,437,271	638,982	278,574	741,504	-	-	318,117,302
Disposals	-	-	-	(1,806,176)	-	(229,500)	(28,156)	(44,147)	(661,527)	(370,138)	-	-	(3,139,644)
Written off	-	-	-	-	-	-	(244,769)	(2,649,112)	(341,423)	(3,000)	-	-	(3,238,304)
Reclassification	-	360,608,957	(358,362,276)	271,054,045	(277,777,068)	-	4,476,342	-	-	-	-	(197,276,244)	(197,276,244)
Exchange differences	(2,257,532)	(15,623,401)	(28,945,749)	(257,804)	6,110,097	-	(1,972,042)	(1,465,871)	(40,101)	(126,659)	-	-	(44,579,062)
As at 30 June 2026	317,262,554	1,416,729,997	245,573,577	1,146,207,105	193,826,811	136,147,286	146,579,038	26,936,376	43,353,581	12,441,347	279,288	-	3,685,336,960
Accumulated depreciation													
As at 1 July 2024	-	92,392,950	-	315,434,476	-	52,531,142	59,526,783	25,534,543	21,025,587	10,051,887	279,287	41,099,217	617,875,872
Charge for the financial year	-	12,710,254	-	28,893,461	-	10,055,139	10,743,279	1,450,002	1,258,395	1,216,647	-	7,810,993	74,138,170
Disposals	-	-	-	(9,442,263)	-	(158,637)	(4,100)	(3,641,659)	-	(1,309,566)	-	-	(14,556,225)
Written off	-	-	-	(26,141,099)	-	-	-	(416,139)	-	-	-	-	(26,557,238)
Exchange difference	-	(3,261,524)	-	(50,894)	-	-	(1,242,270)	(884,558)	(141,714)	(241,709)	-	-	(5,822,669)
As at 30 June 2025 / 1 July 2025	-	101,841,680	-	308,693,681	-	62,427,644	69,023,692	22,042,189	22,142,268	9,717,259	279,287	48,910,210	645,077,910
Charge for the financial year	-	35,753,363	-	50,270,114	-	8,524,551	12,083,703	1,501,043	968,511	795,265	-	5,207,329	115,103,879
Disposals	-	-	-	(482,929)	-	(110,927)	(18,067)	(25,784)	(262,145)	(370,138)	-	-	(1,269,990)
Written off	-	-	-	-	-	-	(244,769)	(2,649,112)	(226,137)	(3,000)	-	-	(3,123,018)
Reclassification	-	-	-	-	-	-	(10,321)	-	10,321	-	-	(54,117,539)	(54,117,539)
Exchange difference	-	(927,037)	-	(109,417)	-	-	(912,901)	(1,123,653)	(36,720)	(86,944)	-	-	(3,196,672)
As at 30 June 2026	-	136,668,006	-	358,371,449	-	70,841,268	79,921,337	19,744,683	22,596,098	10,052,442	279,287	-	698,474,570

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

GROUP	Freehold land RM	Factory buildings RM	Factory buildings under construction RM	Plant, machinery and equipment RM	Plant, machinery and equipment under installation RM	Moulds and tools RM	Electrical fittings and factory equipment RM	Office equipment, furniture and fittings RM	Renovation RM	Motor vehicles RM	Cabins RM	Aircraft RM	Total RM
Accumulated impairment													
As at 1 July 2024	-	13,095,899	-	74,451,016	-	9,139,331	1,342,806	161,069	7,785,533	-	-	-	105,975,654
Charge for the financial year	-	-	-	668,000	-	-	-	-	-	-	-	-	668,000
Written-off	-	-	-	(2,820,141)	-	-	-	(78,933)	-	-	-	-	(2,899,074)
Exchange difference	-	-	-	-	-	-	-	(4,686)	-	-	-	-	(4,686)
As at 30 June 2025 / 1 July 2025	-	13,095,899	-	72,298,875	-	9,139,331	1,342,806	77,450	7,785,533	-	-	-	103,739,894
Charge for the financial year	-	45,386,915	-	35,094,946	-	6,047,532	2,087,992	707,787	4,886,322	-	-	-	94,211,494
Disposal	-	-	-	(1,320,972)	-	(118,575)	(10,088)	-	(399,384)	-	-	-	(1,849,019)
Written-off	-	-	-	-	-	-	-	-	(115,286)	-	-	-	(115,286)
As at 30 June 2026	-	58,482,814	-	106,072,849	-	15,068,288	3,420,710	785,237	12,157,185	-	-	-	195,987,083
Net carrying amount													
As at 30 June 2025	315,047,027	955,937,268	516,840,914	495,352,244	278,397,133	64,141,070	67,543,894	8,336,885	14,190,257	2,482,381	1	148,366,034	2,866,635,108
As at 30 June 2026	317,262,554	1,221,579,177	245,573,577	681,762,807	193,826,811	50,237,730	63,236,991	6,406,456	8,600,298	2,388,905	1	-	2,790,875,307

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

The remaining purchase consideration for the acquisition of factory buildings under construction and plant, machinery and equipment under installation is disclosed as capital commitments in Note 32 to the financial statements.

Impairment loss

During the financial year, as part of the Group's operational rationalisation initiatives, certain factory facilities have ceased operations. As a result, the related property, plant and equipment associated with these factories are no longer expected to generate future economic benefits. Accordingly, the carrying amount of these assets, totaling RM94,211,494, has been fully impaired as at 30 June 2026.

In previous year, an impairment of RM668,000 of plant and machinery arising from contact lenses manufacturing division.

7. INVESTMENT PROPERTY

	GROUP	
	2026	**2025**
	RM	**RM**
Cost		
As at 1 July/30 June	551,537	551,537
Accumulated depreciation		
As at 1 July	241,759	228,702
Charge for the financial year	13,058	13,057
As at 30 June	254,817	241,759
Net carrying amount	296,720	309,778
Consists of :-		
Freehold office building	296,720	309,778

The following are recognised in the statement of profit or loss in respect of the investment property:

	GROUP	
	2026	**2025**
	RM	**RM**
Rental income	-	-
Direct operating expenses	(13,058)	(13,057)
	(13,058)	(13,057)

As at 30 June 2026, the fair value of the investment property is RM630,000 (2025: RM630,000). The fair value of the Group's investment property was determined by directors' assessment based on the current market value of similar properties in the vicinity.

7. INVESTMENT PROPERTY (CONT'D)

Fair value information

The fair value of Group's investment property is valued based on sale comparison approach and unobservable inputs and classified in Level 2 of the fair value hierarchy. The different levels of the fair value hierarchy are defined in Note 3.14 to the Financial Statements.

Valuation techniques used to derive Level 2 fair values are as follow:-

Level 2 fair values of the Group's properties have been generally derived using the sales comparison approach. Sales prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is selling price per square meter.

8. RIGHT-OF-USE ASSETS

GROUP	Motor vehicles RM	Leasehold land RM	Buildings and premises RM	Total RM
Cost				
As at 1 July 2024	1,637,904	5,283,684	36,153,559	43,075,147
Additions	651,286	-	2,166,145	2,817,431
Disposals	(436,036)	-	-	(436,036)
Expiry	-	-	(4,165,177)	(4,165,177)
Exchange differences	(58,164)	-	(7,455,843)	(7,514,007)
As at 30 June 2025 / 1 July 2025	1,794,990	5,283,684	26,698,684	33,777,358
Additions	624,827	-	866,482	1,491,309
Termination of lease/ lease modification	-	-	(2,763,483)	(2,763,483)
Expiry	(827,474)	-	-	(827,474)
Exchange differences	(103,376)	-	(1,698,293)	(1,801,669)
As at 30 June 2026	1,488,967	5,283,684	23,103,390	29,876,041
Accumulated depreciation				
As at 1 July 2024	849,921	1,475,452	12,205,388	14,530,761
Charge for the financial year	557,022	64,775	4,232,525	4,854,322
Disposals	(436,036)	-	-	(436,036)
Expiry	-	-	(4,165,177)	(4,165,177)
Exchange differences	(28,034)	-	(2,419,414)	(2,447,448)
As at 30 June 2025 / 1 July 2025	942,873	1,540,227	9,853,322	12,336,422
Charge for the financial year	515,797	64,776	3,903,117	4,483,690
Termination of lease/ lease modification	-	-	(2,181,434)	(2,181,434)
Expiry	(827,474)	-	-	(827,474)
Exchange differences	(55,532)	-	(620,465)	(675,997)
As at 30 June 2026	575,664	1,605,003	10,954,540	13,135,207
Net carrying amount				
As at 30 June 2025	852,117	3,743,457	16,845,362	21,440,936
As at 30 June 2026	913,303	3,678,681	12,148,850	16,740,834

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

Short-term leases and low value assets

For short-term leases with lease term of 12 months or less and for leases of low-value assets of less than RM21,000, the Group has availed the exemption in MFRS 16 not to recognise the right-of-use assets and lease liabilities. Instead, payments made for these leases are recognised as expense when incurred.

The Group leases land and office premises for its operations. The leases for land and office premises generally have lease term between 1 to 99 years. The Group also leases motor vehicles with lease term of 3 years.

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the lease-asset portfolio and align with the Group's business needs. Management exercises judgement in determining whether these extension and termination options are reasonably certain to be exercised.

9. INVESTMENTS IN SUBSIDIARIES

	COMPANY	
	2026 RM	2025 RM
Unquoted shares, at cost	271,828,063	266,064,071
Less: Accumulated impairment losses	(14,390,867)	(7,680,867)
	257,437,196	258,383,204
Quasi loan	647,925,926	650,444,950
	905,363,122	908,828,154

Details of the subsidiaries are as follows: -

Name of Companies	Principal place of business/country of incorporation	Effective equity interest 2026 %	Effective equity interest 2025 %	Principal Activities
Subsidiaries				
Supermax Latex Products Sdn. Bhd.	Malaysia	100	100	Trading and exporting latex gloves
Supermax Glove Manufacturing Sdn. Bhd.	Malaysia	100	100	Manufacturing and sale of latex gloves
Maxter Glove Manufacturing Sdn. Bhd.	Malaysia	100	100	Manufacturing and sale of latex gloves
Supermax Healthcare Incorporated^	United States of America	100	100	Marketing, importing and distributing latex gloves
Maxwell Glove Manufacturing Berhad	Malaysia	100	100	Manufacturing and sale of latex gloves

9. INVESTMENTS IN SUBSIDIARIES (CONT'D)

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

Name of Companies	Principal place of business/country of incorporation	Effective equity interest 2026 %	Effective equity interest 2025 %	Principal Activities
Subsidiaries				
Supermax International Sdn. Bhd.	Malaysia	100	100	Investment holding
Supermax Energy Sdn. Bhd.	Malaysia	100	100	Generation of biomass energy
Supermax Healthcare Limited^	United Kingdom	92.7	92.7	Marketing, importing and distributing latex gloves
Supermax Healthcare Canada Incorporated^	Canada	100	100	Marketing, importing and distributing latex gloves
Whiteoak Global Property Limited^	United States of America	100	100	Property holding
Supermax Group Investments Limited^	Hong Kong, China	100	100	Investment holding
Supermax Business Park Sdn. Bhd.	Malaysia	100	100	Pre-operating
Supermax Specialty Gloves Sdn. Bhd.	Malaysia	100	100	Pre-operating
Aime Supermax K.K.#	Japan	70	70	Investment holding
Maxter Healthcare Pte. Ltd.^	Singapore	100	100	Marketing, importing and distribution of related healthcare products and medical devices
Maxter Healthcare Incorporated^@~	United States of America	-	100	Manufacturing and sale of latex gloves
Supermax Incorporated#	United States of America	100	100	Marketing, importing and distribution of related healthcare product and medical devices
Supermax Property Holdings Sdn. Bhd.*	Malaysia	-	100	Pre-operating
Whiteoak Stirling Inc#	Canada	100	100	Property holding

9. INVESTMENTS IN SUBSIDIARIES (CONT'D)

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

Name of Companies	Principal place of business/country of incorporation	Effective equity interest 2025 %	Effective equity interest 2024 %	Principal Activities
Subsidiary of Maxter Glove Manufacturing Sdn. Bhd.				
Supergamma Sdn. Bhd.	Malaysia	100	100	Trading and exporting latex gloves
Subsidiary of Supermax International Sdn. Bhd.				
SuperVision Optimax Sdn. Bhd.@~	Malaysia	100	100	Manufacturing, sales, marketing and distribution of related healthcare products
Subsidiary of Supermax Group Investments Limited				
Supermax Global (HK) Limited^	Hong Kong, China	100	100	Marketing, importing and distribution of related healthcare products and medical devices
Subsidiary of Aime Supermax K. K.				
Aime K. K.#	Japan	70	70	Marketing, importing and distribution of related healthcare products and medical devices
Subsidiary of Supermax Healthcare Canada Incorporated				
Supermax Medical Incorporated#	Canada	49	49	Manufacturing and sale of face mask
Subsidiaries of Supermax Healthcare Limited				
Supermax Healthcare (Europe) Limited^	Republic of Ireland	92.7	92.7	Marketing, importing and distributing latex gloves

9. INVESTMENTS IN SUBSIDIARIES (CONT'D)

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

Name of Companies	Principal place of business/country of incorporation	Effective equity interest 2026 %	Effective equity interest 2025 %	Principal Activities
Subsidiaries of Supermax Healthcare Limited (Cont'd)				
Supermax Vision UK Limited^	United Kingdom	92.7	92.7	Marketing, importing and distributing contact lenses
Subsidiaries of Maxter Healthcare Pte Ltd				
Maxter Healthcare Incorporated^@~	United States of America	100	-	Manufacturing and sale of latex gloves

^ Audited by firms other than HLB Ler Lum Chew PLT.
# Entities are either exempted or not statutorily required to be audited.
* Dissolved.
@ Internal restructuring.
~ Held through few related companies.

(a) The total carrying amount of non-controlling interests ("NCI") and loss allocated to NCI are as follows:-

	GROUP 2026 RM	GROUP 2025 RM
Carrying amount of NCI	7,489,426	11,349,610
Loss allocated to NCI	(962,965)	(5,362,772)

(b) The summarised financial information before intra-group elimination of the subsidiaries that have material NCI as at the end of each reporting year are as follows:-

	SUK RM
2026	
Assets and liabilities	
Non-current assets	77,721,137
Current assets	233,791,439
Non-current liabilities	(1,613,472)
Current liabilities	(30,974,999)
Net assets	278,924,105
Result	
Revenue	151,678,593
Net profit and total comprehensive income for the financial year	36,436,530

9. INVESTMENTS IN SUBSIDIARIES (CONT'D)

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

(b) The summarised financial information before intra-group elimination of the subsidiaries that have material NCI as at the end of each reporting year are as follows (Cont'd):-

	SUK RM
Cash-flows	
Cash flows from operating activities	11,404,601
Cash flows used in investing activities	(52,130,628)
Cash flows used in financing activities	(2,195,896)
Effects of exchange rates changes on cash and cash equivalents	498,802
Net change in cash and cash equivalents	(42,423,121)
2025	
Assets and liabilities	
Non-current assets	23,768,259
Current assets	270,563,236
Non-current liabilities	(4,902,824)
Current liabilities	(29,785,838)
Net assets	259,642,833
Result	
Revenue	145,607,808
Net profit and total comprehensive income for the financial year	9,741,752
Cash-flows	
Cash flows from operating activities	5,511
Cash flows used in investing activities	(3,872,789)
Cash flows used in financing activities	(17,472,943)
Effects of exchange rates changes on cash and cash equivalents	842,092
Net change in cash and cash equivalents	(20,498,129)

10. INVESTMENTS IN ASSOCIATES

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Unquoted shares, outside Malaysia	18,994,696	18,994,696	18,994,696	18,994,696
Share of post-acquisition result, net of dividend received	326,564,338	327,128,653	-	-
Exchange differences	(164,346,995)	(167,020,063)	-	-
	181,212,039	179,103,286	18,994,696	18,994,696

10. INVESTMENTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows: -

Name of Companies	Principal place of business/country of incorporation	Effective equity interest 2026 %	Effective equity interest 2025 %	Principal Activities
Supermax Brasil Importadora S/A^	Brazil	50	50	Marketing, importing and distributing latex gloves

^ Audited by firms other than HLB Ler Lum Chew PLT.

The summarised financial information of the material associates is as follows: -

	2026 RM	2025 RM
Assets and liabilities		
Non-current assets	37,841,140	37,197,993
Current assets	369,516,707	322,841,039
Current liabilities	(44,933,770)	(1,832,461)
Net assets	362,424,077	358,206,571
Results		
Revenue	91,287,853	62,727,935
Net loss and total comprehensive loss for the financial year	(1,128,630)	(2,573,163)

11. DEFERRED TAX ASSETS/(LIABILITIES)

	GROUP 2026 RM	GROUP 2025 RM
At 1 July	45,533,409	(14,192,806)
Recognised in profit or loss (Note 29)	52,980,523	56,171,396
Exchange difference	(789,825)	3,554,819
At 30 June	97,724,107	45,533,409

Presented after appropriate offsetting as follows:

	GROUP 2026 RM	GROUP 2025 RM
Deferred tax assets	97,758,345	47,929,901
Deferred tax liabilities	(34,238)	(2,396,492)
	97,724,107	45,533,409

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

The components of deferred tax assets/(liabilities) prior to offsetting are as follows:

	GROUP	
	2026	2025
	RM	RM
Deferred tax assets		
Unutilised capital allowances	81,868,000	62,021,507
Unutilised tax losses	95,926,021	64,278,256
Unrealised loss on foreign exchange	1,784,000	-
Other deductible temporary differences	2,769,837	9,682,556
Inventories	-	3,306,198
	182,347,858	139,288,517

	GROUP	
	2026	2025
	RM	RM
Deferred tax liabilities		
Differences between the net carrying amounts of property, plant and equipment and their tax base	(79,819,759)	(93,582,003)
Inventories	(4,803,992)	-
Unrealised gain on foreign exchange	-	(173,105)
	(84,623,751)	(93,755,108)

The deferred tax assets and liabilities are not available for set-off as they arise from different taxable entities within the Group.

As at 30 June 2026, the Group has the following temporary differences (stated at gross amounts) which are not recognised in the financial statements because it is not probable that future taxable income will be available to allow the assets to be utilised:

	GROUP	
	2026	2025
	RM	RM
Unutilised tax losses	122,696,480	113,267,674
Unutilised capital allowances	61,288,083	60,932,921
	183,984,563	174,200,595

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

The Group's unutilised tax losses for which no deferred tax assets have been recognised are available for offset against future taxable profits and will expire as follows:

	2026 RM	2025 RM
2027	438,988	438,988
2028	13,914,066	13,914,066
2029	5,177,365	5,177,365
2030	155,958	155,958
2031	436,763	436,763
2032	4,156,795	4,156,795
2033	18,581	18,581
2034	2,686,761	2,686,761
2035	729,164	742,193
2036	8,270,512	-
More than 10 years	86,711,527	85,540,204
	122,696,480	113,267,674

12. INVENTORIES

	GROUP	
	2026 RM	2025 RM
At lower of cost and net realisable value		
Raw materials	29,694,762	23,809,347
Consumables	7,150,053	6,247,079
Work-in-progress	15,804,879	30,081,517
Finished goods	206,033,737	129,235,613
	258,683,431	189,373,556
Recognised in profit or loss		
Inventories recognised as expense	473,958,734	594,572,160
Reversal of inventories written down - net	(2,652,202)	(307,720)

13. RECEIVABLES

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Trade receivables	77,139,563	61,137,817	-	-
Less: Allowance for expected credit loss ("ECL")	(7,661,220)	(2,831,841)	-	-
Trade receivables, net	69,478,343	58,305,976	-	-
Other receivables	5,011,969	14,698,607	-	-
Deposit	5,448,083	5,841,516	-	164,477
Prepayments	8,219,179	4,668,132	-	-
	18,679,231	25,208,255	-	164,477
	88,157,574	83,514,231	-	164,477

Trade receivables

The credit period granted on sale of goods ranges from 30 to 120 days (2025: 30 to 120 days).

Analysis of trade receivables by currency:

	GROUP	
	2026 RM	2025 RM
Canadian Dollars	11,295,922	14,145,417
United States Dollars	27,766,355	12,774,909
Pound Sterling	21,659,160	18,498,222
Japanese Yen	8,469,227	11,008,530
Ringgit Malaysia	119,065	349,996
Hong Kong Dollars	156,768	115,316
Singapore Dollars	-	1,401,037
Euro	11,846	12,549
	69,478,343	58,305,976

Ageing analysis of trade receivables:

	GROUP	
	2026 RM	2025 RM
Neither past due nor impaired for ECL	46,634,210	54,099,580
1 to 30 days past due	15,171,103	2,419,574
31 to 60 days past due	4,667,761	1,739,416
More than 60 days past due	3,005,269	47,406
	22,844,133	4,206,396
Impaired for ECL	7,661,220	2,831,841
	77,139,563	61,137,817

13. RECEIVABLES (CONT'D)

Trade receivables (Cont'd)

Receivables that are neither past due nor impaired for ECL

Trade receivables that are neither past due nor impaired for ECL are creditworthy receivables with good payment records with the Group. None of the Group's trade receivables that are neither past due nor impaired for ECL have been renegotiated during the financial year.

Receivables that are past due but not impaired for ECL

Based on historical default rates, the Group believes that no allowance for impairment for ECL in respect of trade receivables that are past due is required. These receivables are mainly arising from trade receivables that have a good credit record with the Group.

Receivables that are impaired for ECL

The Group assesses trade receivables individually where there are indications of credit impairment, including significant financial difficulties, prolonged overdue balances or other circumstances affecting recoverability.

For receivables where no recovery is expected, an ECL allowance is recognised for the full outstanding amount. For receivables where partial recovery is expected, an ECL allowance is recognised based on the estimated shortfall between contractual cash flows and cash flows expected to be recovered.

The remaining recoverable balances of partially impaired receivables continue to be recognised as trade receivables, net of the related ECL allowance.

The breakdown of trade receivables assessed for ECL is as follows:

	GROUP		
	Gross receivables RM	**ECL allowance RM**	**Net receivables RM**
2026			
Receivables fully provided for ECL	2,544,333	(2,544,333)	-
Receivables partially provided for ECL	5,624,195	(2,617,968)	3,006,227
Other ECL allowances	4,764,549	(2,498,919)	2,265,630
Others	64,206,486	-	64,206,486
	77,139,563	(7,661,220)	69,478,343
2025			
Receivables fully provided for ECL	2,831,841	(2,831,841)	-
Others	58,305,976	-	58,305,976
	61,137,817	(2,831,841)	58,305,976

13. RECEIVABLES (CONT'D)

Trade receivables (cont'd)

Receivables that are impaired for ECL (Cont'd)

Movements in the allowance account are as follows: -

	GROUP	
	2026	2025
	RM	RM
As at 1 July	2,831,841	2,831,841
Allowance for ECL during the year	5,266,034	-
Reversal of allowance for ECL during the year	(287,508)	-
Exchange difference	(149,147)	-
As at 30 June	7,661,220	2,831,841

14. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	COMPANY	
	2026	2025
	RM	RM
Amounts owing by subsidiaries	110,303,959	116,569,453
Less: Allowance for impairment	(101,313,403)	(104,885,205)
	8,990,556	11,684,248
Amounts owing to subsidiaries	(46,012,416)	(47,738,934)

Amounts owing by/(to) subsidiaries are non-trade in nature, unsecured, repayable on demand and bear interest rate of 3% (2025: 3%) per annum.

Movements in the allowance for impairment account are as follows: -

	COMPANY	
	2026	2025
	RM	RM
As at 1 July	104,885,205	104,885,205
Reversal of allowance for impairment	(3,571,802)	-
As at 30 June	101,313,403	104,885,205

15. AMOUNTS OWING BY ASSOCIATES

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Amounts owing by associates	42,487,714	1,635,117	294,301	294,301
Less: Allowance for impairment	(294,301)	(860,663)	(294,301)	(294,301)
	42,193,413	774,454	-	-

Movement in the allowance for impairment loss on amounts owing by associates are as follows: -

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
As at 1 July	860,663	860,663	294,301	294,301
Reversal of impairment during the year	(566,362)	-	-	-
As at 30 June	294,301	860,663	294,301	294,301

Included in amounts owing by associates of the Group and of the Company is an amount of RM294,301 (2025: RM294,301) which is non-trade in nature, unsecured, interest free and repayable on demand.

Amounts owing by associates arose from trade transactions with repayment term of 120 days (2025: 120 days).

The amounts owing by associates are denominated in United States Dollars.

16. SHORT-TERM INVESTMENT

	GROUP	
	2026 RM	2025 RM
Quoted unit trusts at market value	7,190	6,964

17. CASH AND BANK BALANCES

Analysis of cash and bank balances by currency:

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
United States Dollars	245,636,675	455,113,376	21,829	22,739
Pound Sterling	174,912,333	232,167,393	24,160,191	28,177,623
Ringgit Malaysia	42,045,214	10,633,821	123,143	372,961
Singapore Dollars	121,730,510	157,564,288	-	-
Euro	2,515,865	2,403,211	-	-
Canadian Dollars	21,083,990	4,536,594	-	-
Japanese Yen	1,055,319	2,065,813	-	-
Hong Kong Dollars	2,802,009	3,629,579	-	-
Others	12,748	1,941	-	-
	611,794,663	868,116,016	24,305,163	28,573,323

18. ASSET HELD FOR SALE

During the financial year, the Board of Directors approved the disposal of an aircraft and appointed a sales agent to market it to prospective purchasers. The aircraft is available for immediate sale in its present condition, and the disposal is considered highly probable. The sale is expected to be completed within 12 months from the date of classification.

Accordingly, the aircraft has been classified as held for sale as its carrying amount is expected to be recovered principally through sale rather than continuing use. The aircraft is measured at the lower of its carrying amount and fair value less costs to sell in accordance with MFRS 5.

The carrying amount of the asset held for sale is as follows:

	GROUP	
	2026 RM	2025 RM
Aircraft	143,158,705	-

19. SHARE CAPITAL

	GROUP AND COMPANY			
	Number of ordinary shares		Amount	
	2026 Units	2025 Units	2026 RM	2025 RM
Issued and fully paid ordinary shares with no par value				
As at 1 July	3,264,719,403	2,720,619,520	340,077,440	340,077,440
Bonus issue	-	544,099,883	-	-
Warrants issue	20	-	23	-
As at 30 June	3,264,719,423	3,264,719,403	340,077,463	340,077,440

In the previous year, the Company issued 544,099,883 bonus shares on the basis of 1 bonus share for every 5 existing ordinary shares held. The bonus shares were issued as fully paid and resulted in an increase in the number of issued ordinary shares, with no change to the total equity of the Company.

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company and is entitled to one vote per share at general meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

During the financial year, the Company issued 20 ordinary shares for cash consideration of RM23 pursuant to the exercise of warrants at RM1.15 per ordinary share.

Warrants

On 3 March 2025, the Company issued 152,825,998 free warrants on the basis of 1 warrant for every 20 existing ordinary shares held in Supermax Corporation Berhad by entitled shareholders as at 5:00 p.m. on 26 February 2025.

Each warrant entitles the holder to subscribe for one (1) new ordinary share in the Company at an exercise price of RM1.15, at any time during the 5-year exercise period, which expires on 1 March 2030 ("Exercise Period"). The exercise price and/or the number of warrants may be subject to adjustments in accordance with the provisions of the Deed Poll dated 10 February 2025 constituting the Warrants. Any warrants not exercised by the end of the Exercise Period shall lapse and become void, with no further rights attached.

As at 30 June 2026, the total number of warrants that remain unexercised is as follows:

	GROUP AND COMPANY	
	Number of warrants	
	2026 Units	2025 Units
As at 1 July	152,825,998	-
Warrants issued during the year	-	152,825,998
Exercise of warrants	(20)	-
As at 30 June	152,825,978	152,825,998

20. TREASURY SHARES

	GROUP AND COMPANY			
	Number of ordinary shares		Amount	
	2026	2025	2026	2025
	Units	Units	RM	RM
As at 1 July	207,465,599	158,000,000	170,273,307	157,361,315
Purchased during the financial year	-	14,888,000	-	12,911,992
Bonus issue	-	34,577,599	-	-
As at 30 June	207,465,599	207,465,599	170,273,307	170,273,307

Treasury shares relate to ordinary shares of the Company that are held by the Company via the Company's plan on purchase of own shares. The amount consists of the acquisition costs of treasury shares net of the proceeds received on their subsequent sale or issuance.

The shareholders of the Company, by an ordinary resolution passed in a general meeting held on 9 December 2025, renewed their approval for the Company's plan to repurchase its own ordinary shares. The directors of the Company are committed towards the enhancement of the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders.

During the financial year, the Company purchased nil (2025: 14,888,000) of its issued ordinary shares from the open market at an average price of RM nil (2025: RM0.87) per ordinary share. The total consideration paid for the shares purchased including transaction costs was RM nil (2025: RM12,911,992).

As at 30 June 2026, the Company held a total of 207,465,599 (2025: 207,465,599) ordinary shares of its 3,264,719,423 (2025: 3,264,719,403) issued ordinary shares as treasury shares. Such treasury shares are held at a carrying amount of RM170,273,307 (2025: RM170,273,307). As at 30 June 2026, the total number of ordinary shares in issue and fully paid net of treasury shares is therefore 3,057,253,824 (2025: 3,057,253,804) ordinary shares.

The purchase transactions were financed by internally generated funds. The shares purchased are being held as treasury shares in accordance with Section 127 of the Companies Act 2016 in Malaysia.

21. RESERVES

		GROUP		COMPANY	
		2026	2025	2026	2025
	Note	RM	RM	RM	RM
Non-distributable reserves:					
Translation reserve	(a)	(228,520,820)	(153,270,696)	-	-
Distributable reserve:					
Retained earnings	(b)	3,913,556,879	4,066,706,598	741,343,695	745,359,946
		3,685,036,059	3,913,435,902	741,343,695	745,359,946

21. RESERVES (CONT'D)

(a) Translation reserve

Translation reserve arose from the exchange differences on the translation of foreign operations.

(b) Retained earnings

The entire retained earnings of the Company as at 30 June 2026 may be distributed as dividend under the single tier system.

22. LOANS AND BORROWINGS

	GROUP	
	2026 RM	2025 RM
Current		
Secured :-		
Trade loans	194,649,801	127,025,474
Bank overdraft	2,912,094	3,601,364
	197,561,895	130,626,838
Non-current		
Secured :-		
Term loans	1,112,094	1,581,771
Total loans and borrowings	198,673,989	132,208,609

The interest rates are as follows: -

	GROUP	
	2026 %	2025 %
Trade loans	4.23 – 5.00	4.64 - 4.97
Term loans	1.40 – 1.65	1.50 - 1.60

The term loans and trade loans are secured by way of corporate guarantee by the Company.

Analysis of borrowings by currency: -

	GROUP	
	2026 RM	2025 RM
United States Dollars	194,649,801	127,025,474
Japanese Yen	4,024,188	5,183,135
	198,673,989	132,208,609

22. LOANS AND BORROWINGS (CONT'D)

The changes in the Group's liabilities arising from financing activities can be classified as follows:

GROUP	Trade loans RM	Term loans RM	Bank overdraft RM	Lease liabilities RM	Total RM
1 July 2024	97,845,169	1,666,884	4,268,627	26,547,363	130,328,043
Cash-flows:					
- Drawdown/ (Repayments), net	33,159,502	(79,823)	(652,119)	(9,712,115)	22,715,445
Non-cash:					
- New leases	-	-	-	2,817,431	2,817,431
- Exchange differences	(3,979,197)	(5,290)	(15,144)	-	(3,999,631)
30 June 2025/ 1 July 2025	127,025,474	1,581,771	3,601,364	19,652,679	151,861,288
Cash-flows:					
- Drawdown/ (Repayments), net	61,414,114	(259,042)	(191,374)	(5,272,209)	55,691,489
Non-cash:					
- New leases	-	-	-	1,459,556	1,459,556
- Exchange differences	6,210,213	(210,635)	(497,896)	(1,558,399)	3,943,283
30 June 2026	194,649,801	1,112,094	2,912,094	14,281,627	212,955,616

23. LEASE LIABILITIES

	GROUP	
	2026 RM	2025 RM
Future minimum lease payment:		
- not later than one year	4,209,781	5,051,292
- later than one year but not later than five years	11,729,571	11,645,610
- later than five years	-	4,020,696
	15,939,352	20,717,598
Less: Future finance charges	(1,657,725)	(1,064,919)
Present value of lease liabilities	14,281,627	19,652,679
Repayable as follows:		
Current		
- not later than one year	3,768,782	4,848,547
Non-current		
- later than one year but not later than five years	10,512,845	11,376,886
- later than five years	-	3,427,246
	10,512,845	14,804,132
	14,281,627	19,652,679

23. LEASE LIABILITIES (CONT'D)

The average term for lease liabilities ranges from 1 to 3 years (2025: 2 to 6 years) and the effective interest rate on lease liabilities ranges from 7.34% to 7.52% (2025: 3.9% to 11.3%).

24. PAYABLES

		GROUP		COMPANY	
		2026	2025	2026	2025
	Note	RM	RM	RM	RM
Trade payables	(a)	117,178,641	57,894,574	108,023	212,296
Other payables	(b)	13,169,489	32,668,352	-	-
Deposits received from customer	(c)	29,997,108	31,516,245	-	-
Accruals		32,674,527	30,222,955	541,500	608,000
		193,019,765	152,302,126	649,523	820,296

(a) Trade payables

Analysis of trade payables by currency: -

	GROUP		COMPANY	
	2026	2025	2026	2025
	RM	RM	RM	RM
Ringgit Malaysia	77,898,450	27,568,076	108,023	160,600
United States Dollars	29,109,430	18,383,915	-	-
Japanese Yen	4,504,292	4,434,200	-	-
Pound Sterling	2,467,133	850,447	-	-
Canadian Dollars	2,879,036	6,637,210	-	51,696
Others	320,300	20,726	-	-
	117,178,641	57,894,574	108,023	212,296

The credit period granted to the Group for trade purchases ranges from 30 to 60 days (2025: 30 to 60 days).

(b) Other payables

Other payables normally settled on an average term of 30 to 60 days (2025: 30 to 60 days).

(c) Deposits received from customers

Deposits received from customers are mainly denominated in United States Dollars.

25. REVENUE

	GROUP	
	2026 RM	2025 RM
Revenue from contracts with customers:		
Sale of gloves and other healthcare products	720,432,369	779,559,780
Timing of revenue recognition		
At a point in time	720,432,369	779,559,780

The disaggregated revenue information by geographical area is disclosed in Note 34 to the financial statements.

	COMPANY	
	2026 RM	2025 RM
Revenue from other sources:		
Dividend income received from subsidiaries	-	7,800,124

26. DIRECTORS' REMUNERATION

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Executive directors of the Company:-				
- fees	320,902	378,000	320,902	378,000
- other emoluments	14,196,588	11,019,791	7,500	10,500
	14,517,490	11,397,791	328,402	388,500
Non-executive directors of the Company:-				
- fees	603,478	748,090	507,478	652,090
- other emoluments	19,500	26,500	19,500	26,500
	622,978	774,590	526,978	678,590
	15,140,468	12,172,381	855,380	1,067,090

Key management personnel of the Group and of the Company comprise of executive directors of the Company.

27. FINANCE COSTS

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Interest expenses on:-				
- term loans	71,050	68,276	-	-
- trade loans	6,349,795	6,205,081	-	-
- lease liabilities	808,424	1,165,795	-	-
- others	182,416	247,026	8,084	21,355
	7,411,685	7,686,178	8,084	21,355

28. LOSS BEFORE TAX

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

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Auditors' remuneration				
- current year	1,245,975	1,433,274	135,000	105,000
- prior year	(7,500)	24,549	11,000	-
- others	5,000	10,271	5,000	5,000
Depreciation of property, plant and equipment	115,103,879	74,138,170	-	-
Depreciation of investment property	13,058	13,057	-	-
Depreciation of right-of-use assets	4,483,690	4,854,322	-	-
Net (gain)/loss on foreign exchange				
- realised	(6,881,461)	(2,518,029)	461,869	(103,872)
- unrealised	8,105,689	26,995,308	23,565,880	77,387,454
Staff costs				
- salaries, wages and bonuses	86,645,947	95,679,581	-	-
- Employee's Provident Fund	4,504,958	4,591,997	-	-
- other related staff costs	7,876,667	18,646,768	-	-
Reversal of inventories written down	(2,652,202)	(307,720)	-	-
Impairment loss on property, plant and equipment	94,211,494	668,000	-	-
Impairment loss on investment in subsidiary	-	-	6,710,000	-
(Gain)/Loss on disposal of property, plant and equipment	(1,742,540)	210,589	-	-
Property, plant and equipment written off	-	9,845,048	-	-
Allowance for expected credit loss	5,266,034	-	-	-
Reversal of allowance for expected credit loss	(853,870)	-	(3,571,802)	-
Interest income	(19,980,162)	(39,378,685)	(21,412,466)	(22,130,423)

29. TAXATION

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Current financial year				
- income tax	5,598,963	8,793,937	-	4,745,457
- deferred tax	(41,171,206)	(36,427,556)	-	-
	(35,572,243)	(27,633,619)	-	4,745,457
Overprovision in prior financial years				
- income tax	(3,050,681)	(238,844)	(4,130,581)	-
- deferred tax	(11,809,317)	(19,743,840)	-	-
	(14,859,998)	(19,982,684)	(4,130,581)	-
	(50,432,241)	(47,616,303)	(4,130,581)	4,745,457

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

The reconciliation of tax expense and financial results multiplied by the applicable statutory income tax rate is as follows: -

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Loss before tax	(204,544,925)	(197,978,965)	(8,146,832)	(50,197,594)
Income tax at tax rate of 24%	(49,090,782)	(47,514,952)	(1,955,240)	(12,047,423)
Tax effects in respect of:				
Different tax rates in foreign jurisdictions	(2,255,959)	(1,786,253)	-	-
Income not subject to tax	(7,089,640)	(1,211,935)	-	(1,872,030)
Share of results of associates	135,436	308,778	-	-
Expenses not deductible for tax purposes	19,456,516	21,082,362	1,955,240	18,664,910
Deferred tax assets not recognised	3,272,186	1,488,381	-	-
Overprovision in prior financial years: -				
- income tax	(3,050,681)	(238,844)	(4,130,581)	-
- deferred tax	(11,809,317)	(19,743,840)	-	-
Tax (income)/expense	(50,432,241)	(47,616,303)	(4,130,581)	4,745,457

30. EARNINGS PER ORDINARY SHARE

(a) Basic Loss Per Share

	2026 RM	2025 RM
Net loss attributable to owners of the parent	(153,149,719)	(144,999,890)
Number of shares in issue as of 1 July	3,264,719,403	2,720,619,520
Bonus issue	-	544,099,883
Issue new share	20	-
Effect of treasury shares held	(207,465,599)	(182,130,930)
Weighted average number of ordinary shares in issue	3,057,253,824	3,082,588,473
Basic loss per ordinary share (sen)	(5.01)	(4.70)

The basic loss per ordinary share is calculated by dividing the consolidated net loss attributable to equity owners of the Company by the weighted average number of ordinary shares (adjusted for treasury shares) during the financial year.

(b) Diluted Loss Per Share

The diluted loss per ordinary share of the Group for the financial years ended 30 June 2026 and 2025 is the same as the basic loss per ordinary share, as the outstanding warrants are anti-dilutive due to the losses incurred by the Group. Accordingly, the warrants have been excluded from the calculation of diluted loss per ordinary share.

31. CASH AND CASH EQUIVALENTS

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

	GROUP		COMPANY	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash and bank balances	496,119,514	476,728,630	24,293,270	28,561,968
Fixed deposits with licensed banks	115,675,149	391,387,386	11,893	11,355
Less: Bank overdraft	(2,912,094)	(3,601,364)	-	-
	608,882,569	864,514,652	24,305,163	28,573,323

The effective interest rates and maturities of fixed deposits with licenced banks of the Group and of the Company range from 0% - 4.15% (2025: 2.02% - 4.10%) and 2.95% (2025: 3.20%) per annum respectively, and 90 to 180 days (2025: 90 to 365 days) and 90 days (2025: 90 days) respectively.

32. CAPITAL COMMITMENTS

	GROUP	
	2026 RM	2025 RM
Approved and contracted for but not provided in the financial statements		
- Purchase of property, plant and equipment	122,043,344	267,325,560

33. RELATED PARTY DISCLOSURES

(a) Identity of related parties

Parties are considered to be related to the Company if the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operational decisions, or vice versa, or where the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Related parties of the Group include: -

(i) subsidiaries;
(ii) associates;
(iii) key management personnel which comprises persons (including directors of the Group and of the Company) having the authority and responsibility for planning, directing and controlling the activities of the Group and of the Company directly or indirectly; and
(iv) directors related companies refer to companies in which directors of the Group and of the Company have substantial financial interest.

(b) Related parties' transactions

	COMPANY	
	2026 RM	2025 RM
Dividend received/receivable from subsidiaries		
- Supermax Healthcare Limited	-	7,800,124
Interest charged to subsidiaries	20,874,253	21,591,776

	GROUP	
	2026 RM	2025 RM
Sales of gloves to associates	62,369,528	7,652,045

Information regarding outstanding balances arising from related parties' transactions of each reporting date are disclosed in Notes 14 and 15 to the financial statements.

The compensation of the key management personnel is disclosed in Note 26 to the financial statements.

34. SEGMENT REPORTING

MFRS 8 *Operating Segments* requires the identification of operating segments on the basis of internal reports that are regularly reviewed by the Group's chief operating decision maker in order to allocate resources to the segments and assess their performance.

General information

The information reported to the Group's chief operating decision maker to make decisions about resources to be allocated and for assessing their performance is based on the nature of the products and services, and has four main reportable operating segments as follows:-

(a) Investment holding
(b) Manufacturing of gloves
(c) Trading of gloves
(d) Others

Measurement of reporting segments

Segment information is prepared in conformity with the accounting policies adopted for preparing and presenting the consolidated financial statements.

Segment results are profit earned or loss incurred by each segment without allocation of depreciation, amortisation and impairment, finance cost, interest income, share of result of associates and income tax expense. There are no significant changes from prior financial year in the measurement method used to determine reported segment profit or loss.

34. SEGMENT REPORTING (CONT'D)

GROUP 2026	Investment Holding RM	Manufacturing RM	Trading RM	Others RM	Eliminations RM	Note	Consolidated RM
Revenue							
External sales	-	311,600,617	406,145,639	2,686,113	-		720,432,369
Inter-segment sales	-	477,768,047	37,070,865	2,245,372	(517,084,284)	(a)	-
Total revenue	-	789,368,664	443,216,504	4,931,485	(517,084,284)		720,432,369
Result							
Segment results	(29,551,212)	14,205,974	40,820,979	(18,722,191)	(9,490,516)	(a)	(2,736,966)
Depreciation, amortisation and impairment	-	(200,897,856)	(12,902,784)	(4,599,845)	4,588,364		(213,812,121)
Finance costs	(8,084)	(43,317,848)	(1,535,567)	(6,619,475)	44,069,289	(a)	(7,411,685)
Interest income	21,412,466	8,493,394	30,794,353	2,811,124	(43,531,175)	(a)	19,980,162
Tax income/(expense)	4,130,581	60,754,504	(5,278,844)	342,806	(9,516,806)		50,432,241
Share of results of associates							(564,315)
Net loss for the financial year							(154,112,684)

The Group's assets are allocated to reportable segments other than deferred tax assets and investments in associates.

The Group's liabilities are allocated to reportable segments other than deferred tax liabilities.

GROUP 2026	Investment Holding RM	Manufacturing RM	Trading RM	Others RM	Eliminations RM	Note	Consolidated RM
Assets							
Segment assets	939,099,425	3,896,922,301	1,541,582,304	97,746,512	(2,481,754,998)	(b)	3,993,595,544
Deferred tax assets							97,758,345
Investments in associates							181,212,039
Consolidated total assets							4,272,565,928
Liabilities							
Segment liabilities	46,946,268	2,025,801,960	436,738,062	152,725,785	(2,252,010,026)	(c)	410,202,049
Deferred tax liabilities							34,238
Consolidated total liabilities							410,236,287

34. SEGMENT REPORTING (CONT'D)

GROUP 2025	Investment Holding RM	Manufacturing RM	Trading RM	Others RM	Eliminations RM	Note	Consolidated RM
Revenue							
External sales	-	384,407,741	390,326,649	4,825,390	-		779,559,780
Inter-segment sales	7,800,124	449,188,216	81,666,080	3,087,584	(541,742,004)	(a)	-
Total revenue	7,800,124	833,595,957	471,992,729	7,912,974	(541,742,004)		779,559,780
Result							
Segment results	(72,986,964)	(133,249,516)	(1,302,269)	1,539,495	57,287,905	(a)	(148,711,349)
Depreciation, amortisation and impairment	-	(64,689,624)	(17,273,645)	(6,060,648)	8,350,368		(79,673,549)
Finance costs	(21,355)	(46,648,543)	(1,528,433)	(3,348,690)	43,860,843	(a)	(7,686,178)
Interest income	22,130,423	20,018,267	39,071,860	1,595,811	(43,437,676)	(a)	39,378,685
Tax (expense)/income	(4,745,457)	28,750,597	21,491,886	246,774	1,872,503		47,616,303
Share of results of associates							(1,286,574)
Net loss for the financial year							(150,362,662)

The Group's assets are allocated to reportable segments other than deferred tax assets and investments in associates.

The Group's liabilities are allocated to reportable segments other than deferred tax liabilities.

GROUP 2025	Investment Holding RM	Manufacturing RM	Trading RM	Others RM	Eliminations RM	Note	Consolidated RM
Assets							
Segment assets	949,246,995	4,187,086,002	1,559,751,304	122,104,074	(2,637,004,888)	(b)	4,181,183,487
Deferred tax assets							47,929,901
Investments in associates							179,103,286
Consolidated total assets							4,408,216,674
Liabilities							
Segment liabilities	53,077,611	2,157,980,917	453,535,846	258,848,991	(2,612,212,828)	(c)	311,230,537
Deferred tax liabilities							2,396,492
Consolidated total liabilities							313,627,029

34. SEGMENT REPORTING (CONT'D)

Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements: -

(a) Inter-segment transactions and revenue are eliminated on consolidation;
(b) Inter-segment assets are eliminated on consolidation; and
(c) Inter-segment liabilities are eliminated on consolidation.

Geographical segments

The following is an analysis of the Group's property, plant and equipment based on the geographical location of the property, plant and equipment:-

	2026 RM	2025 RM
Asia	1,440,332,561	1,744,062,803
North America	1,276,333,672	1,104,961,984
Europe	74,209,074	17,610,321
	2,790,875,307	2,866,635,108

The additions to non-current assets consists of:

	2026 RM	2025 RM
Asia	40,489,494	119,931,633
North America	218,958,925	273,970,825
Europe	58,668,883	11,926,571
	318,117,302	405,829,029

The following is an analysis of the Group's sales by geographical market according to the continents: -

	2026 RM	2025 RM
Europe	372,552,444	490,183,464
North, Central and South America	106,174,758	72,644,426
Asia and Oceania	220,124,294	186,771,446
Africa	21,580,873	29,960,444
	720,432,369	779,559,780

35. FINANCIAL INSTRUMENTS

The table below provides an analysis of financial instruments categorised as follows:

(i) Financial assets measured at amortised costs ("AC")
(ii) Financial liabilities measured at amortised costs ("AC")
(iii) Fair value through profit or loss ("FVTPL")

	Carrying Amount	AC	FVTPL
	RM	RM	RM
GROUP			
30 June 2026			
Financial assets			
Receivables, net of prepayments	79,938,395	79,938,395	-
Amounts owing by associates	42,193,413	42,193,413	-
Short-term investments	7,190	-	7,190
Cash and bank balances	611,794,663	611,794,663	-
	733,933,661	733,926,471	7,190
Financial liabilities			
Payables	193,019,765	193,019,765	-
Trade loans	194,649,801	194,649,801	-
Bank overdraft	2,912,094	2,912,094	-
Term loans	1,112,094	1,112,094	-
Lease liabilities	14,281,627	14,281,627	-
	405,975,381	405,975,381	-
COMPANY			
30 June 2026			
Financial assets			
Amounts owing by subsidiaries	8,990,556	8,990,556	-
Cash and bank balances	24,305,163	24,305,163	-
	33,295,719	33,295,719	-
Financial liabilities			
Payables	649,523	649,523	-
Amount owing to subsidiaries	46,012,416	46,012,416	-
	46,661,939	46,661,939	-

35. FINANCIAL INSTRUMENTS (CONT'D)

The table below provides an analysis of financial instruments categorised as follows (Cont'd):

	Carrying Amount RM	AC RM	FVTPL RM
GROUP			
30 June 2025			
Financial assets			
Receivables, net of prepayments	78,846,099	78,846,099	-
Amounts owing by associates	774,454	774,454	-
Short-term investments	6,964	-	6,964
Cash and bank balances	868,116,016	868,116,016	-
	947,743,533	947,736,569	6,964
Financial liabilities			
Payables	152,302,126	152,302,126	-
Trade loans	127,025,474	127,025,474	-
Bank overdraft	3,601,364	3,601,364	-
Term loans	1,581,771	1,581,771	-
Lease liabilities	19,652,679	19,652,679	-
	304,163,414	304,163,414	-
COMPANY			
30 June 2025			
Financial assets			
Other receivables	164,477	164,477	-
Amounts owing by subsidiaries	11,684,248	11,684,248	-
Cash and bank balances	28,573,323	28,573,323	-
	40,422,048	40,422,048	-
Financial liabilities			
Payables	820,296	820,296	-
Amount owing to subsidiaries	47,738,934	47,738,934	-
	48,559,230	48,559,230	-

36. FINANCIAL RISK MANAGEMENT

The Group and the Company have exposure to the following risks from its use of financial instruments:

(a) Credit risk
(b) Liquidity risk
(c) Market risk

(a) Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from capital financing, trade receivables, bank balances and short-term funds. The Company's exposure to credit risk arises principally from bank balances, amount due from subsidiaries and financial guarantees given to banks for credit facilities granted to subsidiaries.

36. FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Credit risk (Cont'd)

Allowance for expected credit loss ("ECL") is made in accordance with the relevant accounting policies or when deemed necessary based on estimates of expected losses that may arise from non-collection of debts from its business. Write off of debts against individual assessment are made only when avenues of recovery have been exhausted and the debts are deemed to be irrecoverable in the foreseeable future.

(i) Trade receivables

The Group's sales to customers are on credit terms of 30 to 120 days. The management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on customers requiring credit over a certain amount. Based on the credit evaluation, the customers are rated into three risk categories, namely low risk, medium risk and high risk.

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

Management has taken reasonable steps to ensure that receivables that are neither past due nor impaired for ECL are stated at their realisable values. A significant portion of these receivables are regular customers that have been transacting with the Group.

When an account is more than 90 days past due, the credit risk is considered to have increased significantly since the initial recognition. The Group identifies as a default account if it is more than 90 days past due and the customer is having significant financial difficulties (analysed by financial measures of reported losses, negative cash flows, and qualitative evaluation of the customer's characteristics). The Group classifies an impaired receivable when a customer is in default, in liquidation or undertaking other financial reorganisation.

(i) Manufacturing segment

Credit risk is managed by evaluating the creditworthiness of each customer, with additional protection provided by the use of collateral and credit enhancements to reduce potential losses.

Almost all of the Group's trade receivables are secured by collateral and backed by credit enhancements, which greatly reduce the Group's credit risk.

The collateral primarily consists of end-financing arrangements, letters of credit, and cash deposits from customers, some of which are included in the calculation of expected credit losses.

These forms of collateral and credit enhancements play an important role in the Group's credit risk management and are regularly monitored to ensure their effectiveness.

(ii) Trading segment

For the trading entities other than Supermax Healthcare Canada Inc. ("SHCI"), the Group estimates expected credit losses ("ECL") based on historical credit loss experience, including the ratio of bad debts written off to total revenue, taking into consideration current conditions and forward-looking information. Over the past three years, the historical bad debt write-off ratio has consistently been below 0.5%.

36. FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Credit risk (Cont'd)

(i) Trade receivables (Cont'd)

(ii) Trading segment (Cont'd)

For the financial year ended 30 June 2026, the total bad debts written off were RM Nil (2025: RM Nil), against trading segment revenue of RM406 million (2025: RM390 million). Based on historical loss experience and the assessment of credit risk, the ECL relating to these trading entities is considered immaterial.

For SHCI, the ECL assessment for the financial year ended 30 June 2026 incorporates an ageing-based provision matrix and assessment of the expected recoverability of trade receivables.

The ageing analysis of trade receivables in the ECL allowance are presented below:

	Gross receivables RM	ECL RM	Net receivables RM
2026			
Current	4,037,363	-	4,037,363
30 days	2,555,736	-	2,555,736
60 days	1,114,890	-	1,114,890
90 days and over	7,939,973	(5,116,887)	2,823,086
Total	15,647,962	(5,116,887)	10,531,075

Trade receivables are written off when there is no reasonable expectation of recovery.

Information regarding loss allowance movement of trade receivables are disclosed in Note 13 to the financial statements.

Concentration of credit risk

The Group determines concentrations of credit risk by monitoring the country of its trade receivables on an on-going basis. The credit risk concentration profile of the Group's net trade receivables by geographic region at the reporting date is as follows: -

	2026 RM	2025 RM
Europe	30,239,212	30,510,968
North, Central and South America	22,645,785	13,220,725
Asia and Oceania	15,272,106	14,132,317
Africa	1,321,240	441,966
	69,478,343	58,305,976

36. FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Credit risk (Cont'd)

(ii) Inter-company balances

The Company provides unsecured loans and advances to its subsidiaries. The Company monitors the results of the subsidiaries regularly.

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

Loans and advances are only provided to subsidiaries which are wholly owned by the Company.

As at the end of the reporting period, there was no indication that the loans and advances to the subsidiaries are not recoverable except for those balances where impairment losses have been provided. The Company does not specifically monitor the ageing of current advances to the subsidiaries. Nevertheless, an appropriate allowance will be made subsequently if the debt-owing company's financial condition is considered not satisfactory, regardless of whether it still carries on business operation, and there is insufficient evidence to indicate that its financial condition would improve in the foreseeable future.

(iii) Other financial assets

Cash and cash equivalents and other receivables are subject to immaterial credit loss.

(iv) Financial guarantees

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

The maximum exposure to credit risk amounts to RM 216,205,000 (2025: RM158,444,000) representing the outstanding borrowings of subsidiaries guaranteed by the Company at the reporting date. The fair value of such financial guarantees is not expected to be material as the probability of the subsidiaries defaulting on the credit lines is remote.

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

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

The Company determines the probability of default of the guaranteed loans individually using internal information available. As at the end of reporting period, there was no indication that any subsidiary would default on repayment.

The financial guarantees have not been recognised since the fair value on initial recognition was not material.

36. FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises principally from its various payables, loans and borrowings.

The Group and the Company maintain a level of cash and cash equivalents and banking facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

Maturity analysis

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

GROUP	Carrying amounts RM	Contractual undiscounted cash flows RM	Repayable within 1 year RM	Repayable 1 to 5 years RM	Later than 5 years RM
2026					
Financial liabilities					
Payables	193,019,765	193,019,765	193,019,765	-	-
Loans and borrowings	198,673,989	201,961,798	200,849,704	1,112,094	-
Lease liabilities	14,281,627	15,939,352	4,209,781	11,729,571	-
	405,975,381	410,920,915	398,079,250	12,841,665	-
2025					
Financial liabilities					
Payables	152,302,126	152,302,126	152,302,126	-	-
Loans and borrowings	132,208,609	134,602,167	133,020,396	1,581,771	-
Lease liabilities	19,652,679	20,717,598	5,051,292	11,645,610	4,020,696
	304,163,414	307,621,891	290,373,814	13,227,381	4,020,696

36. FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Liquidity risk (Cont'd)

Maturity analysis (Cont'd)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments (Cont'd):

COMPANY	Carrying amounts RM	Contractual undiscounted cash flows RM	Repayable within 1 year RM	Repayable 1 to 5 years RM
2026				
Financial liabilities				
Payables	649,523	649,523	649,523	-
Amount owing to subsidiaries	46,012,416	46,012,416	46,012,416	-
Financial guarantee	-	216,205,000	216,205,000	-
	46,661,939	262,866,939	262,866,939	-
2025				
Financial liabilities				
Payables	820,296	820,296	820,296	-
Amount owing to subsidiaries	47,738,934	47,738,934	47,738,934	-
Financial guarantee	-	158,444,000	158,444,000	-
	48,559,230	207,003,230	207,003,230	-

(c) Market risk

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates and other prices that will affect the Group's and the Company's financial position or cash flows.

(i) Interest rate risk

Interest rate risk arises from borrowings at fixed and variable rates to finance its capital expenditure and working capital requirements. The management monitors the prevailing interest rates at regular intervals.

Sensitivity analysis for interest rate risk

At the end of the reporting period, if interest rates had been 1% lower/higher, with all other variables held constant, the Group's loss/profit net of tax would have been higher/lower, for external borrowings, RM1,618,000 (2025: RM1,154,000). These impacts arise mainly as a result of lower/higher of interest expenses from pre-determined rate of borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

36. FINANCIAL RISK MANAGEMENT (CONT'D)

(c) Market risk (Cont'd)

(ii) Foreign currency risk

There is exposure to foreign currency movements on financial assets and financial liabilities denominated in foreign currencies. The Group also has foreign currency risk on sales and purchase that are denominated in foreign currencies. The currencies giving rise to this risk are primarily United States Dollars ("USD"), British Pound Sterling ("GBP"), Singapore Dollars ("SGD"), Canadian Dollars ("CAD"), Euro, Japanese Yen ("JPY") and Hong Kong Dollars ("HKD").

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group and of the Company's loss/profit net of tax to a reasonably possible change in the exchange rates of USD, GBP, CAD, SGD, Euro, JPY and HKD against the functional currency of the Group and of the Company, with all other variables held constant.

	GROUP	
	2026 RM Profit/(loss) for the year	**2025 RM Profit/(loss) for the year**
USD/RM		
- strengthened 3% (2025:3%)	1,131,879	7,352,519
- weakened 3% (2025:3%)	(1,131,879)	(7,352,519)
GBP/RM		
- strengthened 3% (2025:3%)	4,425,579	5,695,786
- weakened 3% (2025:3%)	(4,425,579)	(5,695,786)
CAD/RM		
- strengthened 3% (2025:3%)	672,620	274,621
- weakened 3% (2025:3%)	(672,620)	(274,621)
SGD/RM		
- strengthened 3% (2025:3%)	2,768,387	3,623,937
- weakened 3% (2025:3%)	(2,768,387)	(3,623,937)
Euro/RM		
- strengthened 3% (2025:3%)	57,632	55,079
- weakened 3% (2025:3%)	(57,632)	(55,079)
JPY/RM		
- strengthened 3% (2025:3%)	22,710	78,820
- weakened 3% (2025:3%)	(22,710)	(78,820)
HKD/RM		
- strengthened 3% (2025:3%)	67,262	85,384
- weakened 3% (2025:3%)	(67,262)	(85,384)

36. FINANCIAL RISK MANAGEMENT (CONT'D)

(c) Market risk (Cont'd)

(iii) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group and of the Company's financial instruments will fluctuate because of changes in market price (other than interest or exchange rates).

The Group has in place policies to manage the Group's exposure to fluctuations in the selling price of the Group's products and purchase prices of the key raw materials used in the operations. The management conducts constant survey of the global market price and trend in order to determine the selling price.

37. FAIR VALUE MEASUREMENT

The carrying amounts of cash and cash equivalents, short-term receivables and payables and short-term borrowings approximate fair values due to the relatively short-term nature of these financial instruments. As borrowings are obtained from licensed financial institution at prevailing market rate, the carrying amount of these financial liabilities approximate the fair value.

38. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that it is able to continue as a going concern to support the business of the Group and of the Company and to maximise shareholders' value.

The Group and the Company manage its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders, issue new shares or take additional or repay its loans and borrowings. No changes were made in the objectives, policies and processes during the financial year ended 30 June 2026 and 30 June 2025.

The Group and the Company monitor capital using a gearing ratio, which is total debts divided by total capital plus total debts. The Group's and the Company's policy is to keep the gearing ratio between 20% to 40% and 10% to 30% respectively. The Group and the Company include within total debts, payables, loans and borrowings and lease liabilities. Capital includes equity attributable to the owners of the parent.

38. CAPITAL MANAGEMENT (CONT'D)

The gearing ratio of the Group and of the Company is as follows: -

GROUP	2026 RM	2025 RM
Payables	193,019,765	152,302,126
Loans and borrowings	198,673,989	132,208,609
Lease liabilities	14,281,627	19,652,679
Total debts	405,975,381	304,163,414
Equity attributable to owners of the parent	3,854,840,215	4,083,240,035
Capital and total debts	4,260,815,596	4,387,403,449
Gearing ratio	9.5%	6.9%
COMPANY		
Payables	649,523	820,296
Amounts owing to subsidiaries	46,012,416	47,738,934
Total debts	46,661,939	48,559,230
Equity attributable to owners of the parent	911,147,851	915,164,079
Capital and total debts	957,809,790	963,723,309
Gearing ratio	4.9%	5.0%

The Group is required to maintain financial covenants of a minimum Consolidated Total Equity of RM620 million and a maximum Consolidated Debt to Consolidated Total Equity ratio of 1.0. The Group had complied with these covenants.

39. CONTINGENT LIABILITY – LEGAL PROCEEDINGS

In April 2026, a former shareholder of Supermax Healthcare Canada Inc. (“SHCI”), a subsidiary of the Company, commenced legal proceedings against SHCI and the Company in Canada, alleging, among other matters, oppressive conduct and breaches of shareholder expectations arising from historical shareholder and commercial arrangements. The claims principally relate to events occurring before the plaintiff's disposal of its shares in May 2024. The plaintiff is seeking damages of approximately CAD25.3 million (RM72.4 million), together with interest and costs.

The Company disputes the allegations and intends to defend the proceedings. Based on management's assessment of the information currently available, an outflow of economic benefits is not considered probable. Accordingly, no provision has been recognised in the financial statements.

39. CONTINGENT LIABILITY – LEGAL PROCEEDINGS (CONT'D)

As the proceedings remain at a preliminary stage, the amount and timing of any potential outflow remain uncertain. Other than the amount claimed by the plaintiff, it is not practicable to estimate the financial effect of the proceedings at this stage.

40. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 30 October 2026.

List Of Properties

Held by the Group as at 30 June 2026

	Location	Existing Use	Age of Building	Land Area/ (Build-up Area)	Tenure	Net Book Value (RM)
1.	Lot 42, Jalan BRP9/2B, Putra Industrial Park, Bukit Rahman Putra, Sungai Buloh, Selangor Darul Ehsan.	Land and Building	28 years	1.5 acres/ (65,340sq ft)	Freehold	1,143,785
2.	Lot 6070, Mukim of Kapar, District of Kelang, Selangor Darul Ehsan.	Land and Factory cum Office Building	25 years	5.0063 acres/ (127,861sq ft)	Freehold	21,212,778
3.	Lot 38, Jalan BRP9/2B, Putra Industrial Park, Bukit Rahman Putra, Sungai Buloh, Selangor Darul Ehsan.	Land, Factory cum Office Building	21 years	5.6313 acres/ (22,789sq m)	Freehold	19,571,398
4.	Lot No. 5128, Mukim of Kapar, District of Kelang, Selangor Darul Ehsan.	Land and Building	22 years	4.6875 acres	Freehold	1,746,888
5.	Lot 512 & Lot 1784, Mukim of Ijok, District of Kuala Selangor, Selangor Darul Ehsan.	Agricultural Land (pending conversion to industrial land)		Lot 512: 3.8438 acres Lot 1784: 1.98 acres	Lot 512 - freehold Lot 1784 - leasehold 99 years (Exp:3.8.2057)	644,431
6.	Suite No. 708, 6th Floor (Level 7), Menara Atlas, (Tower A), Plaza Pantai, Off Jalan Pantai Baru, Kuala Lumpur.	Stratified office lot	24 years	1,235 sq ft	Freehold	296,720
7.	Lot 6068, Mukim of Kapar, District of Kelang, Selangor Darul Ehsan.	Land and Building	20 years	5.00625 acres	Freehold	3,907,706
8.	Lot 55, Jalan Industri 13, Kaw. Perindustrian Kelemak, 78000 Alor Gajah, Melaka.	Land and Building		18,592 sq m	Leasehold - 99 years (Exp:18.6.2088)	708,017
9.	Lot 72706 Jalan Lahat, Kawasan Perindustrian Bukit Merah, 31500 Lahat, Perak Darul Ridzuan.	Industrial Land		26,688sq m	Leasehold - 60 years (Exp:13.1.2037)	129,669
	HS(D)KA 70399 Lot 72706, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Single-storey factory with annexed two-storey office buildings	33 years	18,534sq m		-
10.	PN 123155, Lot 207171, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and building		639sq m	Leasehold - 90 years (Exp:15.11.2083)	277,208
11.	PN 123156, Lot 207172, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and building		465sq m	Leasehold - 90 years (Exp:15.11.2083)	188,712
12.	PN 123161, Lot 207177, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and building		465sq m	Leasehold - 90 years (Exp:15.11.2083)	201,377
13.	PN 123162, Lot 207178, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and Building		650sq m	Leasehold - 90 years (Exp:15.11.2083)	257,203
14.	HS(D) 11530, PT 11574, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Industrial Land		15,054sq m	Leasehold - 99 years (Exp:07.12.2097)	740,264

List Of Properties

Held by the Group as at 30 June 2026

	Location	Existing Use	Age of Building	Land Area/ (Build-up Area)	Tenure	Net Book Value (RM)
15.	HS(D) 11531, PT 11575, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Industrial Land		16,187sq m	Leasehold - 99 years (Exp:07.12.2097)	797,748
16.	PT 11574 & PT 11575, Jalan Logam 7, Kawasan Perindustrian Kamunting Raya, 34600 Kamunting Raya, Mukim Asam Kumbang, Perak Darul Ridzuan.	Single-storey factory with annexed two-storey office buildings		17,636sq m	Leasehold - 99 years (Exp:07.12.2097)	-
17.	Lot 6069, Mukim Kapar, Daerah Klang, Negeri Selangor.	Land and office cum factory warehouse	25 years	20,260sq m	Freehold	16,123,532
18.	HS(D) 143519, PT 207093, Lot 72314, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Industrial Land		9,359sq m	Leasehold - 99 years (Exp:19.05.2104)	1,903,453
19.	PN 123157, Lot 207173, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and Building Single-storey semi-detached factory		465sq m	Leasehold - 90 years (Exp:15.11.2083)	217,560
20.	PN 123158, Lot 207174, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and Building Single-storey semi-detached factory		465sq m	Leasehold - 90 years (Exp:15.11.2083)	217,560
21.	PN 123159, Lot 207175, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and Building Single-storey semi-detached factory		465sq m	Leasehold - 90 years (Exp:15.11.2083)	217,560
22.	PN 123160, Lot 207176, Mukim Hulu Kinta, District Kinta, Perak Darul Ridzuan.	Land and Building Single-storey semi-detached factory		465sq m	Leasehold - 90 years (Exp:15.11.2083)	217,560
23.	HS(D) 129442, PT 62957 Mukim Kapar, District of Klang, Selangor Darul Ehsan.	Industrial Land		14.9 hectares/ (149,000sq m)	Freehold	14,607,750
24.	Geran No. 45720 Lot No. 6059, Mukim Kapar, Daerah Klang Negeri Selangor.	Land and building		20,234sq m	Freehold	21,869,251
25.	Geran No. 45719 Lot No. 6058, Mukim Kapar, Daerah Klang Negeri Selangor.	Land and building		20,209sq m	Freehold	24,252,272
26.	Geran No. 28698 Lot No. 1858, Mukim Serendah, Daerah Ulu Selangor,Negeri Selangor.	Land		404,685sq m	Freehold	80,809,480
27.	Geran No. 45722 Lot No. 6061, Mukim Kapar, Daerah Klang Negeri Selangor.	Land and Building	7 years	19,562sq m	Freehold	71,125,693
28.	Geran No. 68913 Lot No. 43816, Mukim Kapar, District Klang, Selangor.	Land and Building	4 years	65,550sq m	Freehold	213,631,808
29.	HS(D) 145228, PT70824, Mukim Kapar, District of Klang, Selangor.	Land and Building		16,654sq m	Freehold	108,531,698
30.	Geran No. 47521 Lot No. 6060, Mukim Kapar, Daerah Klang Negeri Selangor.	Land and Building		20,234sq m	Freehold	117,575,946

List Of Properties

Held by the Group as at 30 June 2026

	Location	Existing Use	Age of Building	Land Area/ (Build-up Area)	Tenure	Net Book Value (RM)
31.	One Commonwealth Lane #07-01, Singapore 149544	Building	18 years	133 sq m	Leasehold - 30 years (Exp:28.02.2038)	1,275,171
32.	One Commonwealth Lane #07-02, Singapore 149544	Building	18 years	133 sq m	Leasehold - 30 years (Exp:28.02.2038)	1,275,171
33.	One Commonwealth Lane #07-09, Singapore 149544	Building	18 years	140 sq m	Leasehold - 30 years (Exp:28.02.2038)	1,445,375
34.	Plots 2-4 Kingston Park, Flaxley Road, Peterborough, PE2 9FT	Land		11,400 sq m	Freehold	4,717,408
35.	1899 Sequioa Drive , Aurora, IL 60506 USA	Land and building	12 years	56,640 sq m	Freehold	28,596,137
36.	14559 County Road 48, Rosharon, Texas 77583, USA	Land		868,289 sq m	Freehold	21,951,259
37.	329 Sterling Crescent, Bradford, Ontario, Canada	Land		8,579 sq m	Freehold	11,673,487
38.	Ko-268-8798, Aza Owaki, Tano-cho, Miyazaki-shi, Miyazaki-ken, JAPAN	Land and building	7 years	925 sq m	Freehold	578,585
39.	Unit E&F, 39/F, COS Centre, 56 Tsun Yip Stree, Kwun Tong, Kowloon, Hong Kong	Building	10 years	257 sq m	Leasehold	12,862,018
40.	Unit 1-1A, 2/F, Block B, Hoi Luen Industrial Centre, 55 Hoi Yuen Road, Kwun Tong, Kowloon, Hong Kong	Building	41 years	627 sq m	Leasehold	11,530,688

Analysis Of Shareholdings

As at 1 October 2026

Issued and Fully Paid-up : RM340,077,463
Class of Shares : Ordinary Shares

Size of Holdings	No. of Holders			No. of Holdings			%		
	Malaysian		Foreigner	Malaysian		Foreigner	Malaysian		Foreigner
	Bumi	Non-Bumi		Bumi	Non-Bumi		Bumi	Non-Bumi	
1 - 99	1,260	15,653	121	40,977	620,500	4,727	0.00*	0.02	0.00*
100 - 1,000	903	8,552	63	353,222	3,524,651	23,316	0.01	0.12	0.00*
1,001 - 10,000	1,158	27,943	189	4,239,396	112,440,314	731,867	0.14	3.68	0.02
10,001 - 100,000	462	16,104	192	13,072,868	472,112,824	6,278,659	0.43	15.44	0.21
100,001 - <5% of Shares	74	2,222	90	30,184,249	1,012,501,354	155,504,876	0.99	33.12	5.09
5% of Shares and above	0	1	0	0	1,245,620,024	0	0.00	40.74	0.00
Total	**3,857**	**70,475**	**655**	**47,890,712**	**2,846,819,667**	**162,543,445**	**1.57**	**93.12**	**5.32**
	No. of Holders			**No. of Holdings**			**%**		
Grand Total	**74,987**			**3,057,253,824**			**100**		

** Less than 0.01%*

LIST OF TOP 30 HOLDERS AS AT 1 OCTOBER 2026

No.	Name	Holdings	%
1	SUPERMAX HOLDINGS SDN BHD	1,245,620,024	40.74
2	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR BANK OF SINGAPORE LIMITED (LOCAL)	55,387,949	1.81
3	CITIGROUP NOMINEES (ASING) SDN BHD USB FOR TERRA NOVA HIDDEN GEMS FUND LP	35,000,000	1.14
4	TAN GEOK SWEE @ TAN CHIN HUAT	28,151,391	0.92
5	TAN GEOK SWEE @ TAN CHIN HUAT	26,287,186	0.86
6	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	24,737,551	0.81
7	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	23,796,074	0.78
8	KOK YOON LIM	21,886,660	0.72
9	GONG WOOI TEIK	15,016,054	0.49
10	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM TECK HUAT	14,239,700	0.47
11	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR GAN KOK TIAM	14,208,039	0.46
12	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	12,593,832	0.41
13	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR PHUNG TZE THIAM @ JOHN PHUNG (E-TWU)	11,000,000	0.36
14	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KOK YOON LIM (M19)	10,729,980	0.35
15	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR BOEY TZE NIN (PB)	9,521,703	0.31
16	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TING HENG PENG (14570MZ0406)	9,286,202	0.30
17	LOH KOK WAI	7,763,500	0.25
18	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM CHOON TONG (015)	7,060,000	0.23
19	HLIB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SIAW KOK TONG (CCTS)	7,000,000	0.23

Analysis Of Shareholdings

As at 1 October 2026

No.	Name	Holdings	%
20	CARTABAN NOMINEES (ASING) SDN BHD THE BANK OF NEW YORK MELLON FOR VANGUARD FTSE ALL-WORLD EX-US SMALL-CAP INDEX FUND	6,901,780	0.23
21	ENG HONG PALM OIL MILL SDN BERHAD	6,600,000	0.22
22	TEH PEI VOON	6,200,019	0.20
23	GT-MAX HOLDINGS SDN. BHD.	6,164,000	0.20
24	KOR AH THIAM	5,900,081	0.19
25	KENANGA INVESTMENT BANK BERHAD IVT NAGA 8	4,765,900	0.16
26	CARTABAN NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR STANDARD CHARTERED BANK MALAYSIA BERHAD (WEALTH MANAGEMENT) (TEMPATAN)	4,751,748	0.16
27	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	4,678,408	0.15
28	DB (MALAYSIA) NOMINEE (ASING) SDN BHD SSBT FUND J724 FOR SPDR PORTFOLIO EMERGING MARKETS ETF	4,610,701	0.15
29	TAN YU SING	4,581,121	0.15
30	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TING HENG PENG	4,563,199	0.15

INFORMATION ON DIRECTORS HOLDINGS BASED ON THE REGISTER OF DIRECTORS' SHAREHOLDINGS AS AT 1 OCTOBER 2026

		No. of Ordinary Shares Held			
No.	Name	Direct	%	Indirect	%
1	DATO' SERI THAI KIM SIM	-	-	1,245,620,024[1]	40.74
2	TAN CHEE KEONG	1,356,009	0.04	-	-
3	DATO' TING HENG PENG	15,213,400	0.45	-	-
4	ALBERT SAYCHUAN CHEOK	207,934	0.01	-	-
5	ROZITA BINTI ABDUL RAHMAN	346,404	0.01	-	-
6	GAN KIM KHOON	-	-	-	-

INFORMATION ON SUBSTANTIAL SHAREHOLDERS' HOLDINGS BASED ON THE REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 1 OCTOBER 2026

		No. of Ordinary Shares Held			
No.	Name	Direct	%	Indirect	%
1	SUPERMAX HOLDINGS SDN BHD	1,245,620,024	40.74	-	-
2	DATO' SERI THAI KIM SIM	-	-	1,245,620,024[2]	40.74
3	DATUK WIRA TAN BEE GEOK	-	-	1,245,620,024[2]	40.74

Notes:-

1. Deemed interest in the shares held by Supermax Holdings Sdn Bhd ("SHSB") pursuant to Section 8 of the Companies Act 2016 ("Act") and indirect interest pursuant to Section 59(ii)(c) of the Act through spouse's deemed interest in shares held by SHSB pursuant to Section 8 of the Act.
2. Deemed interest in the shares held by SHSB pursuant to Section 8 of the Act

Analysis Of Warrants Holdings

As at 1 October 2026

Total Number of Warrants : 152,825,978
Class of Shares : Warrants

Size of Holdings	No. of Holders			No. of Holdings			%		
	Malaysian		Foreigner	Malaysian		Foreigner	Malaysian		Foreigner
	Bumi	Non-Bumi		Bumi	Non-Bumi		Bumi	Non-Bumi	
1 - 99	1,937	28,335	207	45,983	785,924	6,194	0.03	0.51	0.00*
100 - 1,000	785	26,193	191	244,936	9,035,978	71,791	0.16	5.91	0.05
1,001 - 10,000	785	7,253	120	574,246	18,993,455	362,709	0.38	12.43	0.24
10,001 - 100,000	43	814	31	1,081,485	22,334,872	725,138	0.71	14.61	0.47
100,001 - <5% of Shares	1	103	9	148,690	27,951,420	8,182,156	0.10	18.29	5.35
5% of Shares and above	0	1	0	0	62,281,001	0	0.00	40.75	0.00
Total	**2,955**	**62,699**	**558**	**2,095,340**	**141,382,650**	**9,347,988**	**1.37**	**92.51**	**6.12**
	No. of Holders			**No. of Holdings**			**%**		
Grand Total	**66,212**			**143,477,990**			**100.00**		

**Less than 0.01%*

LIST OF TOP 30 WARRANTS HOLDERS AS AT 1 OCTOBER 2026

No.	Name	Holdings	%
1	SUPERMAX HOLDINGS SDN BHD	62,281,001	40.75
2	AFFIN HWANG NOMINEES (ASING) SDN BHD EXEMPT AN FOR LIM & TAN SECURITIES PTE LTD (CLIENTS A/C)	6,660,336	4.36
3	HONG CHIN HUAT	1,800,000	1.18
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR BANK OF SINGAPORE LIMITED (LOCAL)	1,158,000	0.76
5	YAP KIM MAY	1,100,000	0.72
6	GONG WOOI TEIK	750,802	0.49
7	LEE MIN CHUANG	653,800	0.43
8	LIM CHEE CHEONG	605,000	0.40
9	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LEEF)	559,800	0.37
10	KOK YOON LIM	546,408	0.36
11	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR VINCENT PHUA CHEE EE	532,800	0.35
12	CHEONG KOK MENG	500,001	0.33
13	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEE KIEN HING	466,400	0.31
14	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TING HENG PENG (14570MZ0406)	464,309	0.30
15	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KOK YOON LIM (M19)	447,324	0.29
16	TAN GEOK SWEE @ TAN CHIN HUAT	423,559	0.28
17	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR RODERICK LEE KA WON (MQ0509)	414,000	0.27
18	LAW HOON KEONG	410,000	0.27
19	TAN SHUN ROCK	409,700	0.27
20	MAYBANK NOMINEES (TEMPATAN) SDN BHD YAP WING KHUAN	404,700	0.26

Analysis Of Warrants Holdings

As at 1 October 2026

No.	Name	Holdings	%
21	CHUA KIM BAN	400,000	0.26
22	LEE LAI HAR	395,900	0.26
23	CHAN KOK HIEN	369,810	0.24
24	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE SEE LIN (MM0879)	350,000	0.23
25	LEE SEE LIN	350,000	0.23
26	NG ENG SIN	336,088	0.22
27	HONG GAY SENG	330,000	0.22
28	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR BOEY TZE NIN (PB)	326,084	0.21
29	CHAN THYE THIAN	323,001	0.21
30	TEH SWEE HENG	312,249	0.20

INFORMATION OF DIRECTORS' HOLDINGS BASED ON THE REGISTER OF DIRECTORS' WARRANTS HOLDINGS AS AT 1 OCTOBER 2026

No.	Name	No. of Warrants Held			
		Direct	%	Indirect	%
1	DATO' SERI THAI KIM SIM	-	-	62,281,001[1]	40.75
2	TAN CHEE KEONG	57,800	0.04	-	-
3	DATO' TING HENG PENG	760,667	0.50	-	-
4	ALBERT SAYCHUAN CHEOK	10,396	0.01	-	-
5	ROZITA BINTI ABDUL RAHMAN	17,320	0.01	-	-
6	GAN KIM KHOON	-	-	-	-

Notes:-

1. Deemed interest in the shares held by Supermax Holdings Sdn Bhd ("SHSB") pursuant to Section 8 of the Companies Act 2016 ("Act") and indirect interest pursuant to Section 59(ii)(c) of the Act through spouse's deemed interest in shares held by SHSB pursuant to Section 8 of the Act.

Notice Of Twenty-Ninth Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Twenty-Ninth Annual General Meeting ("**29th AGM**") of **SUPERMAX CORPORATION BERHAD** ("**Supermax**" or the "**Company**") to be held at Banquet Hall, Kelab Rahman Putra Malaysia, Jalan BRP 2/1, Bukit Rahman Putra, 47000 Sungai Buloh, Selangor on Monday, 7 December 2026 at 10:00 a.m. or any adjournment thereof for the following purposes:

AGENDA

AS ORDINARY BUSINESS

1.	To receive the Audited Financial Statements of the Company for the financial year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon.	***[Please refer to Explanatory Note 1]***
2.	To approve the payment of Directors' fees of up to RM983,000.00 for the financial year ending 30 June 2027.	***Ordinary Resolution 1***
3.	To approve the payment of Directors' benefits of up to RM35,000.00 for the period from 8 December 2026 until the next Annual General Meeting ("**AGM**") of the Company.	***Ordinary Resolution 2***
4.	To re-elect Mr. Tan Chee Keong, who is retiring pursuant to Clause 76(3) of the Company's Constitution.	***Ordinary Resolution 3***
5.	To re-elect Mr. Albert Saychuan Cheok, who is retiring pursuant to Clause 76(3) of the Company's Constitution.	***Ordinary Resolution 4***
6.	To re-appoint Messrs. HLB Ler Lum Chew PLT as the Auditors of the Company until the conclusion of the next AGM of the Company and to authorise the Directors to determine their remuneration.	***Ordinary Resolution 5***

AS SPECIAL BUSINESS

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

7. **WAIVER OF PRE-EMPTIVE RIGHTS PURSUANT TO SECTION 85 OF THE COMPANIES ACT 2016** — ***Ordinary Resolution 6***

"THAT pursuant to Section 85 of the Companies Act 2016 ("**Act**"), read together with Clause 12(3) of the Company's Constitution, the shareholders of the Company do hereby waive their pre-emptive rights to be offered new shares ranking equally to the existing issued shares of the Company.

THAT the Directors be and are hereby authorised to issue any new shares (including rights or options over subscription of such shares) and with such preferred, deferred, or other special rights or such restrictions, whether with regard to dividend, voting, return of capital, or otherwise, for such consideration and to any person as the Directors may determine subject to the passing of the Ordinary Resolution 7 below."

8. **AUTHORITY FOR THE DIRECTORS TO ISSUE AND ALLOT SHARES OF THE COMPANY PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** ***Ordinary Resolution 7***

"THAT contingent upon the passing of the Ordinary Resolution 6 above and pursuant to Sections 75 and 76 of the Act, Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and the approval of the relevant regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised to issue and allot shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer ("**New Shares**") from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may in their absolute discretion deem fit, provided that the aggregate number of such New Shares to be issued, to be subscribed under any rights granted, to be issued from conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution, when aggregated with the total number of any such shares issued during the preceding 12 months does not exceed 10% of the total number of issued shares (excluding any treasury shares) of the Company for the time being ("**Proposed General Mandate**").

THAT such approval on the Proposed General Mandate shall continue to be in force until:

(a) the conclusion of the next AGM of the Company held after the approval was given;

(b) the expiration of the period within which the next AGM of the Company is required to be held after the approval was given; or

(c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting,

whichever is the earlier.

THAT the Directors of the Company be and are hereby also empowered to obtain the approval from Bursa Securities for the listing of and quotation for such New Shares on the Main Market of Bursa Securities.

THAT authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities.

AND THAT the Directors of the Company, be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate."

9. **PROPOSED RENEWAL OF THE AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES OF UP TO 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY ("PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY")** ***Ordinary Resolution 8***

"THAT subject to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and all other applicable laws, guidelines, rules and regulations, the Company be and is hereby authorised, to purchase such number of issued shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the best interest of the Company, PROVIDED THAT:

(a) the maximum aggregate number of issued shares in the Company ("**Shares**") purchased ("**Purchased Shares**") and/or held as treasury shares shall not exceed ten per centum (10%) of the total number of issued shares of the Company at any in time point of purchase;

(b) the maximum amount of funds to be allocated by the Company for the purpose of purchasing the Shares shall not exceed the total amount of retained profits of the Company; and

(c) the authority conferred by this resolution shall be effective immediately upon passing of this resolution and shall continue to be in force until:

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

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

    (iii) the authority is revoked or varied by ordinary resolution passed by the shareholders of the Company at a general meeting,

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

THAT, upon completion of the purchase by the Company of its own Shares, the Directors of the Company be and are hereby authorised, at their discretion, to deal with the Purchased Shares in their absolute discretion in the following manner:

(i) cancel all or part of the Purchased Shares; or

(ii) retain all or part of the Purchased Shares as treasury shares; or

(iii) distribute all or part of the treasury shares as dividends to the shareholders of the Company; or

(iv) resell all or part of the treasury shares; or

(v) transfer all or part of the treasury shares for the purposes of or under the employees' share scheme established by the Company and/or its subsidiaries; or

(vi) transfer all or part of the treasury shares as purchase consideration; or

(vii) sell, transfer or otherwise use the shares for such other purposes as the Minister may by order prescribe; or

(viii) deal with the treasury shares in such other manners as allowed under the Act, Listing Requirements, applicable laws, rules, regulations, guidelines, requirements and/ or orders of any relevant authorities for the time being in force.

AND THAT the Directors of the Company be and are authorised to take all such steps as are necessary or expedient (including without limitation, the opening and maintaining of depository account(s) under Securities Industry (Central Depositories) Act, 1991) and to execute, sign, deliver and cause to be delivered on behalf of the Company all such documents and/or agreements (including, without limitation, the affixing of the Company's common seal, where necessary), arrangements and guarantee with any party or parties to implement, finalise and give full effect to and complete the Proposed Renewal of Share Buy-Back Authority with full powers to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed by the relevant authorities or as the Directors may in their discretion deem fit, necessary or relevant and to do all such acts and things the Directors may consider necessary or expedient in the best interests of the Company."

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

BY ORDER OF THE BOARD

Tan Tong Lang (MAICSA 7045482) (SSM PC No. 202208000250)
Lau Hooi Pin (MAICSA 7081620) (SSM PC No. 202408000447)
Company Secretaries

30 October 2026
Kuala Lumpur

NOTES:

1. For the purpose of determining who shall be entitled to attend this 29th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, a Record of Depositors as at 27 November 2026. Only a member whose name appears on this Record of Depositors as at 27 November 2026 shall be entitled to attend the 29th AGM or appoint a proxy to attend, participate, speak and vote on his/her/its behalf.

2. A member of the Company entitled to participate at the 29th AGM is entitled to appoint not more than two (2) proxies to participate in his/her place. Where a member appoints two (2) proxies to attend the same meeting, the member shall specify the proportion of his/her shareholdings to be represented by each proxy. A proxy may but need not be a member of the Company.

3. Where a member of the Company is an authorised nominee as defined in the Central Depositories Act, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt 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.

5. The instrument appointing a proxy in the case of an individual shall be signed by the appointer or his/her attorney and in the case of a corporation, shell be either under its common seal or signed by its attorney or by an officer on behalf of the corporation.

6. The Proxy Form or the Power of Attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney shall be deposited at the office of the Company's Share Registrar, Aldpro Corporate Services Sdn. Bhd. at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia via post/courier/by hand.

   Alternatively, the Proxy Form may also be submitted electronically via Digerati Portal at https://supermax-agm.digerati.com.my or email to admin@aldpro.com.my not less than forty-eight (48) hours before the time appointed for the holding of the 29th AGM or any adjournment thereof, and in default the instrument of proxy shall not be treated as valid.

7. The appointment of the proxy(ies) will be **INVALID** if the Proxy Form/ e-Proxy Form is not completed correctly in accordance with the instructions stated in the form.

8. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all resolutions set out in the Notice of 29th AGM will be put to vote on poll. Poll Administrator and Independent Scrutineers will be appointed to conduct the polling process and verify the results of the poll respectively.

EXPLANATORY NOTES

1. ITEM 1 OF THE AGENDA – AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

The Audited Financial Statements is meant for discussion only as an approval from shareholders is not required pursuant to the provision of Section 340(1)(a) of the Act. Hence, this item is not put forward for voting.

2. ORDINARY RESOLUTIONS 1 AND 2 – PAYMENT OF DIRECTORS' FEES AND BENEFITS

Pursuant to Section 230(1) of the Act, the fees of the directors and any benefits payable to the directors shall be approved at a general meeting.

The proposed Ordinary Resolution 1 is to facilitate the payment of the Directors' fees of up to RM983,000.00 for the financial year ending 30 June 2027, calculated based on the current Board size. In the event the Directors' fees proposed are insufficient (due to enlarged Board size), approval will be sought at the next AGM for additional fees to meet the shortfall.

The Directors' benefits proposed under Ordinary Resolution 2 are calculated based on the current Board size and the number of scheduled Board and Board Committee meetings for the period commencing from the date immediately after this AGM up to the date of the next AGM. In the event the proposed amount is insufficient (due to enlarged Board size or more meetings), approval will be sought at the next AGM for the shortfall.

3. ORDINARY RESOLUTIONS 3 TO 4 – RE-ELECTION OF DIRECTORS

Mr Tan Chee Keong and Mr. Albert Saychuan Cheok are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election at the 29th AGM.

The Board had through the Nomination and Remuneration Committee ("NRC"), considered the assessment of Mr. Tan Chee Keong and Mr. Albert Saychuan Cheok, and agreed that they met the criteria as prescribed under Paragraph 2.20A of the Main Market Listing Requirements of Bursa Securities on character, experience, integrity, competence and time to effectively discharge their roles as Directors. The abovementioned Directors have also met the relevant requirements under the fit and proper assessment and the NRC is satisfied with the outcome of the fit and proper assessments.

The Board had also through the NRC, conducted an annual assessment on the independence of Mr. Albert Saychuan Cheok and are satisfied that Mr. Albert Saychuan Cheok complied with the criteria prescribed by the Main Market Listing Requirements of Bursa Securities.

Based on the above, the Board had endorsed the recommendation of the NRC to seek the shareholders' approval for the re-election of the retiring Directors.

The profiles of the Directors seeking re-election at the 29th AGM are set out in the Profile of the Board of Directors on pages 7 to 10 of the Company's Annual Report 2026.

4. ORDINARY RESOLUTION 6 – WAIVER OF PRE-EMPTIVE RIGHTS PURSUANT TO SECTION 85 OF THE ACT

The proposed Ordinary Resolution 6 is pertaining to the waiver of pre-emptive rights pursuant to Section 85 of the Act. By voting in favour of the Ordinary Resolution 6, the shareholders of the Company would be waiving their pre-emptive right. The Ordinary Resolution 6 if passed, would allow the Directors to issue new shares to any person under the Proposed General Mandate without having to offer the new Company shares to be issued equally to all existing shareholders of the Company prior to issuance.

5. ORDINARY RESOLUTION 7 – AUTHORITY TO ISSUE AND ALLOT SHARES OF THE COMPANY PURSUANT TO SECTIONS 75 AND 76 OF THE ACT

The proposed Ordinary Resolution 7 is the renewal of the mandate obtained from the members at the last AGM ("**the previous mandate**"). The previous mandate was not utilised and accordingly no proceeds were raised.

Subject to passing the Ordinary Resolution 6 on the waiver of pre-emptive rights pursuant to Section 85 of the Act, the proposed Ordinary Resolution 7, if passed, would provide flexibility to the Directors to undertake fund raising activities, including but not limited to further placement of shares for the purpose of funding the Company's current and/or future investment project(s), working capital, repayment of borrowings and/or acquisition(s), by the issuance of shares in the Company to such persons at any time as the Directors may deem fit provided that the aggregate number of shares issued pursuant to the mandate does not exceed 10% of the total number of issued shares of the Company for the time being, without having to convene a general meeting. This authority, unless revoked or varied by the Company in a general meeting will expire at the conclusion of the next AGM of the Company.

6. ORDINARY RESOLUTION 8 – PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

The proposed Ordinary Resolution 8, if passed, will empower the Company to purchase up to ten per centum (10%) of the issued share capital of the Company through Bursa Securities as may be determined by the Directors of the Company at any time within the time stipulated by utilising the funds allocated out of the retained profits of the Company based on the latest audited financial and/or the latest management accounts (where applicable) available at the time of the purchase.

For further information, please refer to the Statement to Shareholders of the Company dated 30 October 2026.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Securities:-

1. Details of individual who are standing for election as Directors (excluding Directors for re-election).

   - No individual is seeking election as a Director at the 29th AGM of the Company.

2. General mandate for issue of securities in accordance with Paragraph 6.03 of the Main Market Listing Requirements of Bursa Securities.

   - The details of the proposed authority for Directors of the Company to issue shares in the Company pursuant to Sections 75 and 76 of the Act are set out in the Explanatory Note to the Notice of 29th AGM.

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PROXY FORM

SUPERMAX CORPORATION BERHAD
199701004909 (420405-P)

CDS Account No.
No. of Shares held

I/We_____Tel No._____

(Full name in block and NRIC No. / Company No.)

of_____

(Address)

being a member of **SUPERMAX CORPORATION BERHAD** hereby appoint(s):-

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Contact No:			
Email Address:			

and / or* (*delete as appropriate)

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Contact No:			
Email Address:			

or failing him/her, the Chairman of the meeting as my/our proxy to vote for me/us and on my/our behalf at the Twenty-Ninth Annual General Meeting ("29th AGM") of the Company to be held at Banquet Hall, Kelab Rahman Putra Malaysia, Jalan BRP 2/1, Bukit Rahman Putra, 47000 Sungai Buloh, Selangor on Monday, 7 December 2026 at 10:00 a.m. or any adjournment thereof, and to vote as indicated below:

ORDINARY BUSINESS			
RESOLUTION	**AGENDA**	**FOR**	**AGAINST**
1	Payment of Directors' Fees for the financial year ending 30 June 2027.		
2	Payment of Directors' benefits for the period from 8 December 2026 until the next Annual General Meeting.		
3	Re-election of Mr. Tan Chee Keong as Director.		
4	Re-election of Mr. Albert Saychuan Cheok as Director.		
5	Re-appointment of Messrs. HLB Ler Lum Chew PLT as the Auditors of the Company and authorise the Directors to fix their remuneration		
AS SPECIAL BUSINESS			
6	Waiver of Pre-emptive Rights pursuant to Section 85 of the Companies Act 2016.		
7	Authority for Directors to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
8	Proposed renewal of share buy-back authority.		

Please indicate with an 'X or √' 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 may vote or abstain as he/she thinks fit.

Signed this……day of 2026

_____

Signature*
Member

** Manner of execution:*

(a) If you are an individual member, please sign where indicated.

(b) If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.

(c) If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:

(i) at least two (2) authorised officers, of whom one shall be a director; or

(ii) any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.

Fold here for sealing

Notes:

1. *For the purpose of determining who shall be entitled to attend this 29th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, a Record of Depositors as at 27 November 2026. Only a member whose name appears on this Record of Depositors as at 27 November 2026 shall be entitled to attend the 29th AGM or appoint a proxy to attend, participate, speak and vote on his/her/ its behalf.*

2. *A member of the Company entitled to participate at the 29th AGM is entitled to appoint not more than two (2) proxies to participate in his/her place. Where a member appoints two (2) proxies to attend the same meeting, the member shall specify the proportion of his/her shareholdings to be represented by each proxy. A proxy may but need not be a member of the Company.*

3. *Where a member of the Company is an authorised nominee as defined in the Central Depositories Act, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*

4. *Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt 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.*

5. *The instrument appointing a proxy in the case of an individual shall be signed by the appointer or his/her attorney and in the case of a corporation, shell be either under its common seal or signed by its attorney or by an officer on behalf of the corporation.*

6. *The Proxy Form or the Power of Attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney shall be deposited at the office of the Company's Share Registrar, Aldpro Corporate Services Sdn. Bhd. at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia via post/courier/by hand.*

   Alternatively, the Proxy Form may also be submitted electronically via Digerati Portal at https://supermax-agm.digerati.com.my or email to admin@aldpro.com.my not less than forty-eight (48) hours before the time appointed for the holding of the 29th AGM or any adjournment thereof, and in default the instrument of proxy shall not be treated as valid.

7. *The appointment of the proxy(ies) will be **INVALID** if the Proxy Form / e-Proxy Form is not completed correctly in accordance with the instructions stated in the form.*

8. *Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, all resolutions set out in the Notice of 29th AGM will be put to vote on poll. Poll Administrator and Independent Scrutineers will be appointed to conduct the polling process and verify the results of the poll respectively.*

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PLACE STAMP HERE

SUPERMAX CORPORATION BERHAD
[Registration No. 199701004909 (420405-P)]

c/o Aldpro Corporate Services Sdn Bhd
B-21-1, Level 21, Tower B, Northpoint Mid Valley City,
No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur,
Wilayah Persekutuan

Then fold here

www.supermax.com.my



SUPERMAX
CORPORATION BERHAD
199701004909 (420405-P)

Lot 38, Putra Industrial Park,
Bukit Rahman Putra,
40160 Sungai Buloh,
Selangor Darul Ehsan, Malaysia

Tel: 603-6145 2328
Fax: 603-6156 2191
Email: info@supermax.com.my