PMCK

PMCK BERHAD
(formerly known as Unique Luxury Holdings Sdn Bhd)
[Registration No. 200001029676 (532283-M)]

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A N N I V E R S A R Y

WE CARE BECAUSE LIFE IS PRECIOUS

ANNUAL REPORT 2025

IPO LISTING CEREMONY

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30 Years OF EXCELLENCE

WE CARE BECAUSE LIFE IS PRECIOUS

Marking a significant milestone, PMCK's 30th anniversary reflects a journey defined by care, resilience, and purpose. Anchored by the belief, "We Care Because Life is Precious", this motto honours three decades of excellence and dedication to patient wellbeing while embracing a bold, new chapter as a listed entity on the ACE Market. The recent IPO listing not only fuels future growth, such as the upcoming PMC Kulim, but it also signals PMCK's commitment to expanding access to quality healthcare. As the Group moves forward, this moment captures both its legacy of compassion and its ambition to serve communities with even greater impact in the years ahead.

ABOUT US

OUR VISION

To provide affordable quality healthcare with passion for the people.

OUR MISSION

PMCK is committed to deliver affordable quality healthcare comprehensively and consistently through continuous human development, methodology updates and technological upgrades.

The journey of PMCK Berhad ("PMCK" or "the Company", formerly known as Unique Luxury Holdings Sdn Bhd) and its subsidiaries ("PMCK Group" or "the Group") began in 1995 with the commencement of operations of a medical centre, Putra Medical Centre ("PMC"), in Alor Setar, Kedah. The medical centre was first operated within a 4-storey building ("Old Wing"), with a total built-up area of approximately 40,000 square feet ("sq. ft."). Since then, we have continuously expanded our facilities and operations, with the PMC now encompassing a total built-up area of approximately 144,558 sq. ft.

Over the years, we have broadened our services beyond the medical centre to include polyclinic services, dental services, and medical laboratory services. Today, we operate a polyclinic, a dental clinic and a medical laboratory in Kulim, Kedah, as well as a dental clinic in Semenyih, Selangor.

Our success is rooted in our unwavering commitment to delivering high-quality healthcare services. This dedication has been acknowledged through certifications from the International Organisation for Standardisation ("ISO") and accreditation from the Malaysian Society for Quality in Health ("MSQH"), underscoring our adherence to rigorous industry standards and our dedication to quality patient care.

On 9 July 2025, PMCK achieved a significant milestone with our successful listing on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). This achievement marks a new chapter in our growth story, reflecting the trust and confidence of our stakeholders as we continue to innovate and expand our healthcare offerings.

Guided by our mission to provide comprehensive and quality healthcare services, we are committed to continuous improvement, clinical excellence, and delivering compassionate care across all our services. Looking ahead, we strive to enhance our capabilities and expand our reach to better serve the needs of our patients and communities.

OUR VALUES

P M C K

Professionalism ***Meticulous*** ***Caring*** ***Kindness***

OUR CAPACITY

40
Specialist Consultants

121
Beds

CORPORATE MILESTONES

1995

- Commenced operations as PMC at the Old Wing, which comprises a 4-storey medical centre.

2000

- Incorporated PMCK (formerly known as Unique Luxury Holdings Sdn Bhd)

2007

- Accredited with ISO 9001:2000 for quality patient care.

2008

- Commenced construction of a new building ("New Wing"), which connects with the Old Wing.

2009

- Completed construction and commenced operations of the New Wing, which comprises a 8-storey medical centre.

2014

- Renovated our Old Wing to include a 1-storey administrative office.
- Expanded our New Wing by adding 1-storey, increasing the total built-up area to approximately 101,975 sq. ft.

2016

- Accredited by the MSQH for compliance with the Malaysia Hospital Accreditation Standards.

2019

- Incorporated Unique Luxury (Kulim) Sdn Bhd ("ULKSB") and acquired a freehold land in Kulim, Kedah, for the construction of a 12-storey private medical centre, together with a 1-storey carpark and a 7-storey mixed development comprising hotel, food court and carpark ("PMC Kulim").
- Incorporated Poliklinik Unik Sdn Bhd ("PUSB") and Klinik Pergigian Unik Sdn Bhd ("KPUSB") to provide polyclinic and dental services in Kulim, Kedah, under the names of Poliklinik Unik and Klinik Pergigian Unik, respectively.

2023

- Expanded our dental services to Semenyih, Selangor, under the name of Klinik Pergigian Unik.
- Commenced site clearance in preparation for the construction of PMC Kulim.

- Received a positive rating of 5 star (81%) from Malaysian Carbon Reduction and Environmental Sustainability Tool ("MyCREST") for the design of our PMC Kulim.
- Commenced earthwork of PMC Kulim.

2024

- Acquired 51% equity interest in RYM DX Laboratory Sdn Bhd to expand into the provision of medical laboratory services.

2025

- Commenced operations of our medical laboratory in Kulim, Kedah.
- Commenced the building construction of PMC Kulim.
- Successfully listed on the ACE Market of Bursa Securities.

CORPORATE STRUCTURE

PMCK Berhad
(formerly known as Unique Luxury Holdings Sdn Bhd)
[Registration No. 200001029676 (532283-M)]

100%
Unique Luxury Sdn Bhd
[199101005481 (215791-U)]

Private medical centre offering specialist consultant services and healthcare support services

100%
Unique Luxury (Kulim) Sdn Bhd
[201901014333 (132661-K)]

Investment holding of land

100%
Poliklinik Unik Sdn Bhd
[201901018891 (1328220-D)]

Provision of polyclinic services

100%
Klinik Pergigian Unik Sdn Bhd
[201901019838 (1329167-K)]

Provision of dental services

51%
RYM DX Laboratory Sdn Bhd
[202201002196 (1447893-T)]

Provision of medical laboratories services

CORPORATE INFORMATION

BOARD OF DIRECTORS

Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff (F)
Independent Non-Executive Chairperson

Dato' Dr. Lim Kim Huat (M)
Deputy Executive Chairman

Dato' Lee Gaik Cheng (F)
Managing Director

Koay Kah Ee (M)
Independent Non-Executive Director

Chan Chee Woei (M)
Independent Non-Executive Director

Yeong Siew Lee (F)
Independent Non-Executive Director

Lee Yong Qian (M)
Alternate Director to Dato' Lee Gaik Cheng/Strategic Director

BOARD COMMITTEES

Audit and Risk Management Committee

Koay Kah Ee (Chairman)
Chan Chee Woei (Member)
Yeong Siew Lee (Member)

Remuneration Committee

Yeong Siew Lee (Chairperson)
Koay Kah Ee (Member)
Chan Chee Woei (Member)

Nominating Committee

Chan Chee Woei (Chairman)
Koay Kah Ee (Member)
Yeong Siew Lee (Member)

COMPANY SECRETARIES

Yeow Sze Min
(MAICSA 7065735)
(SSM PC No. 201908003120)

Poh Ming Yi
(LS0010863)
(SSM PC No. 202408000861)

PRINCIPAL BANKERS

Hong Leong Bank Berhad
Hong Leong Islamic Bank Berhad
OCBC Bank (Malaysia) Berhad

REGISTERED OFFICE

Suite 18.05, MWE Plaza
No. 8, Lebuh Farquhar
10200 George Town
Pulau Pinang
Tel No. : +604-263 1966
Fax No. : +604-262 8544
Email : info@sshsb.com.my

PRINCIPAL PLACE OF BUSINESS

888, Jalan Sekerat
Off Jalan Putra
05100 Alor Setar
Kedah
Tel No. : +604-734 2888
Fax No. : +604-734 8882
Website : https://pmck.com.my/
Email : pmc@putramedicentre.com.my

SPONSOR

Malacca Securities Sdn Bhd
[197301002760 (16121-H)]
BO1-A-13A, Level 13A, Menara 2
No. 3, Jalan Bangsar
KL Eco City
59200 Kuala Lumpur
Tel No. : +603-2201 2100

SHARE REGISTRAR

Securities Services (Holdings) Sdn Bhd
[197701005827 (36869-T)]
Suite 18.05, MWE Plaza
No. 8, Lebuh Farquhar
10200 George Town
Pulau Pinang
Tel No. : +604-263 1966
Fax No. : +604-262 8544
Email : info@sshsb.com.my

AUDITORS

TGS TW PLT
[202106000004 (LLP0026851-LCA) & AF002345)]
Unit E-16-2B
Level 16, ICON Tower (East)
No. 1, Jalan 1/68F
Jalan Tun Razak
50400 Kuala Lumpur
Tel No. : +603-9771 4326

STOCK EXCHANGE LISTING

ACE Market of Bursa Securities
Stock Name : PMCK
Stock Code : 0363

PROFILE OF BOARD OF DIRECTORS

DULI YANG TERAMAT MULIA RAJA PUAN MUDA KEDAH CHE PUAN MUDA ZAHEEDA BINTI MOHAMAD ARIFF

Independent Non-Executive Chairperson

Female

Malaysian

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Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff was appointed to the Board of Directors ("Board") as the Independent Non-Executive Chairperson on 16 September 2024.

She graduated with a Bachelor of Law from the University of Wales, College of Cardiff, United Kingdom (now known as Cardiff University) in 1993. She further advanced her education by obtaining a Master of Laws (Commercial Law) from the University of Bristol, United Kingdom ("UK") in 1994 and subsequently obtained a Certificate in Legal Practice in 1995. She is an Associate Member of the Chartered Institute of Arbitrators since 2000 and a member of the Institute of Corporate Directors Malaysia since 2023.

Upon returning to Malaysia, she commenced her career at Arab Malaysian Bank Berhad (now known as AmBank Berhad) as an Executive. After completing her Certificate in Legal Practice, she joined Messrs. Azman Davidson & Co as a pupil and legal assistant from 1996 to 1999. Subsequently, she returned to the UK, where she worked as a Non-Practising Barrister with Construction Contracts Consultants in 1999.

In May 2000, she resumed her career in Malaysia as a Legal Executive at Malaysian Communications and Multimedia Commission, where she provided advice on regulatory matters related to the Communications and Multimedia Act 1998. In January 2003, she joined Motorola Electronics Sdn Bhd as a Commercial Attorney, where she was responsible for structuring, negotiating, preparing and managing commercial contracts related to global telecom solutions. She left this role in July 2006.

In August 2006, she joined Digi Telecommunications Sdn Bhd as the Head of the Contract Management Section. Her responsibilities included strategising, structuring, negotiating and drafting of various commercial contracts, as well as managing and supervising corporate governance procedures in procurement contracts. In December 2008, she left Digi Telecommunications Sdn Bhd to join Indah Water Konsortium Sdn Bhd as the Head of Legal Department, a position she held until December 2014. During her tenure, she was responsible for overseeing the entire legal department, providing legal and regulatory advice and ensuring statutory compliance.

In February 2015, she joined Pengurusan Air Selangor Sdn Bhd as the Head, Legal and Company Secretarial Department, where she was responsible for overseeing the entire legal and company secretarial department, providing legal advice and guidance to the subsidiaries of the company to ensure statutory compliance. In January 2017, she also served as the Acting Head, Legal and Company Secretarial Department at Air Selangor Holdings Berhad (formerly known as Kumpulan Darul Ehsan Berhad). She left both the companies in February 2024.

She is currently an Independent Non-Executive Director of Oriental Interest Berhad (a company listed in Main Market of Bursa Securities).

Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff attended all two (2) Board meetings held during financial year ended 30 April 2025 ("FYE 2025").

PROFILE OF BOARD OF DIRECTORS

DATO' DR. LIM KIM HUAT

Deputy Executive Chairman

Male

Malaysian

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Dato' Dr. Lim Kim Huat was appointed to our Board on 18 December 2000 and currently serves as the Deputy Executive Chairman. He is responsible for overseeing the overall management of our Group's medical practices, ensuring they are aligned with our Group's business strategies and direction. He is also a medical officer in PMC.

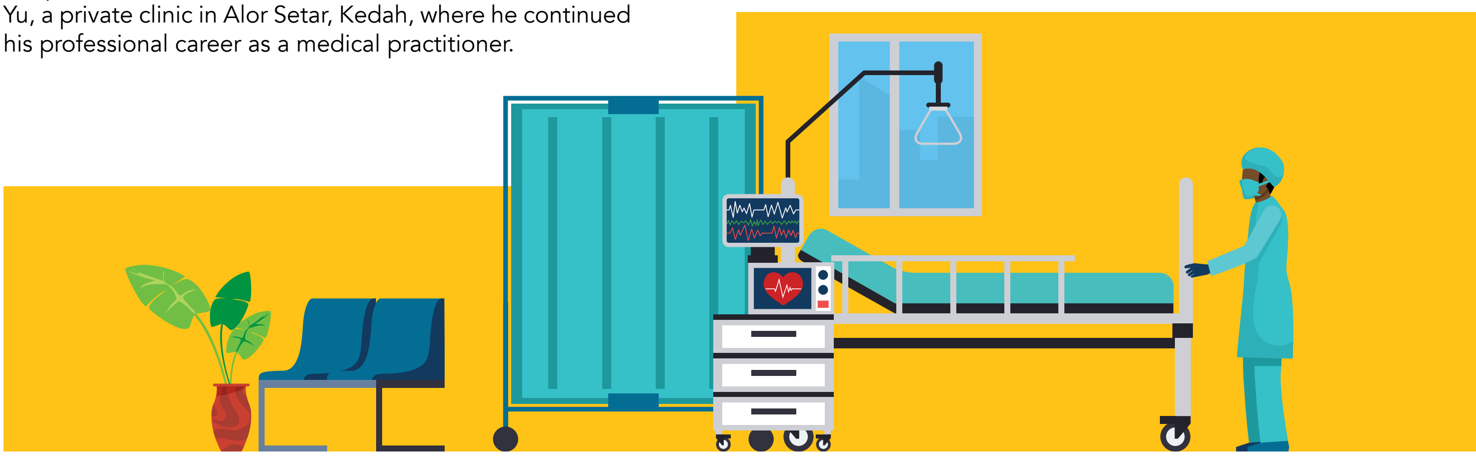
He graduated with Degree of Bachelor of Medicine from Kaohsiung Medical College, Taiwan, in 1981. He returned to Malaysia and completed the qualifying examination at the University of Malaya ("UM") in the same year. In 1987, he was registered as a medical practitioner with the Malaysian Medical Council. He is a life member of Malaysian Medical Association since April 2002.

He commenced his career as a House Officer at Hospital Besar Alor Setar, Kedah in 1984. Upon completing his housemanship in 1986, he worked as a Medical Officer at Hospital Daerah Sungai Petani, Kedah. In 1991, he left Hospital Daerah Sungai Petani and established Pusat Lim & Yu, a private clinic in Alor Setar, Kedah, where he continued his professional career as a medical practitioner.

In 1995, he expanded his business to venture into the establishment of PMC. He held the position of Managing Director of PMC from July 1995 to January 2023. During his tenure, he was responsible for strategic planning, day-to-day operation management, and the implementation and compliance of healthcare policies to maintain high standards of patient care, thereby contributing to the efficient functioning of PMC. Concurrently, he continued to actively practice as a medical practitioner within PMC, seamlessly integrating his hands-on medical expertise with his administrative responsibilities. In September 2024, he assumed his current position as Deputy Executive Chairman.

He is the father of Dato' Dr. Lim Tze Chou and Dr. Lim Tze Chwen, and father-in-law of Datin Dr. Lim Hui Ling.

Dato' Dr. Lim Kim Huat attended all two (2) Board meetings held during FYE 2025.



PROFILE OF BOARD OF DIRECTORS

DATO' LEE GAIK CHENG

Managing Director

Female

Malaysian

50

Dato' Lee Gaik Cheng was appointed to our Board on 17 October 2005 and currently serves as the Managing Director. She is responsible for the overall management of our Group's operations, strategic planning and development of our business strategies and direction.

She graduated with a Diploma in Business Studies (Accounting) from Tunku Abdul Rahman College (now known as Tunku Abdul Rahman University of Management and Technology Malaysia ("TAR UMT")) in 1997. She further enhanced her academic credentials by obtaining a Master of Business Administration from the University of Southern Queensland, Australia, in 2005 and a Certificate in Medical Law from the International Islamic University of Malaysia in 2006. In 2023, she obtained a Doctor of Living Arts from Riviera University, France.

While pursuing her Diploma studies on a part-time basis, she worked as an Administrative Assistant at Pusat Lim & Yu from October 1993 to June 1995. Her responsibilities included bookkeeping, maintaining patient records, and undertaking administrative tasks within the clinic. In July 1995, she joined PMC as a General Clerk on a part-time basis while continuing her studies. In August 2002, she was promoted to Evening Supervisor where she was responsible for monitoring and supervising the performance of evening shift staff. In February 2003, she advanced to the role of Finance Manager, where her responsibilities included budgeting, managing accounts, financial reporting, and other financial matters of PMC. In December 2004, she was promoted to General Manager of the Administration Department, where she was in charge of managing and overseeing operations across various departments within PMC. In October 2008, she was further promoted to Chief Executive Officer. Subsequently, she was elevated to the position of Managing Director in January 2023, where she assumed her current responsibilities.

She is the mother of Mr. Lee Yong Qian. She is also the sister of Ms. Lee Geik Peng and Dr. Lee Ling Hui.

Dato' Lee Gaik Cheng attended all two (2) Board meetings held during FYE 2025.

PROFILE OF BOARD OF DIRECTORS

KOAY KAH EE

Independent Non-Executive Director

Male

Malaysian

66

Mr. Koay Kah Ee was appointed to our Board as an Independent Non-Executive Director on 16 September 2024. He serves as the Chairman of the Audit and Risk Management Committee ("ARMC") and is also a member of Remuneration Committee ("RC") and Nominating Committee ("NC").

He holds a Master of Business Administration ("MBA") from the University of Strathclyde, UK. He is a Fellow Member of the Chartered Institute of Management Accountants ("CIMA"), UK, a Fellow Member of the Australian Certified Practicing Accountants ("CPA Australia"), a Chartered Accountant ("CA") of the Malaysian Institute of Accountants ("MIA"), and a Chartered Global Management Accountants ("CGMA").

He began his career in finance and accounting in 1982 and has worked across various industries including services, plantations, and manufacturing, in both locally-owned and multinational companies. Prior to his retirement in December 2022, he served as the Group Financial Controller/Group Finance Director of a public company listed on the Main Market of Bursa Securities, a position he held since December 1994. In this role, he was responsible for the Group's financial, accounting, and administrative functions, including human resources, information technology, legal, corporate governance, and risk management matters.

He has also contributed his expertise through public service. He was a member of the SOCSO Appellate Board (JRKS) for the Selangor region from March 2018 to December 2022, and a member of the Employer Panel of the Industrial Court Malaysia from January 2013 to December 2015, and again from February 2016 to February 2019. In addition, he served as a CIMA Global Membership Assessor in Malaysia from 2011 to 2020.

Currently, he serves as a Non-Independent Non-Executive Director of JF Technology Berhad and Tashin Holdings Berhad, both public companies listed on the Main Market and ACE Market of Bursa Securities, respectively.

Mr. Koay Kah Ee attended all two (2) Board meetings held during FYE 2025.

PROFILE OF BOARD OF DIRECTORS

CHAN CHEE WOEI

Independent Non-Executive Director

Male

Malaysian

52

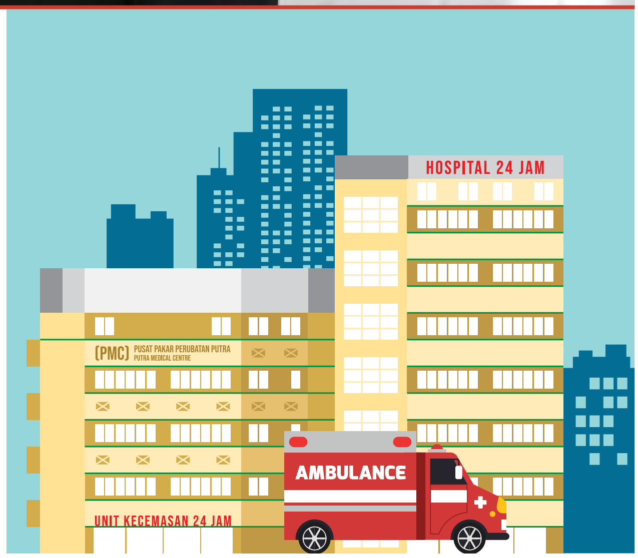
Mr. Chan Chee Woei was appointed to our Board as an Independent Non-Executive Director on 16 September 2024. He serves as the Chairman of NC and is also a member of ARMC and RC.

He graduated with a Bachelor of Laws (Honours) from the University of London in 1996 and obtained a Certificate in Legal Practice in 1998. He has been an Advocate and Solicitor of the High Court of Malaya since 1999. In 2003, he further obtained a Master of Laws from UM.

In May 1998, he began his pupillage at Messrs. Cheah Poh Geh & Associates and completed it in February 1999. In April 1999, he joined Messrs. Yeap Wong and Partners as a Legal Assistant where he was involved in conveyancing practice. He left Messrs. Yeap Wong and Partners in April 2003 to join Messrs. Tay & Helen Wong as a Legal Assistant, primarily handling corporate, commercial, and conveyancing matters. In January 2006, he was promoted to Partner in Messrs. Tay & Helen Wong, where he is responsible for leading the corporate department of the firm and primarily engaged in corporate, commercial and conveyancing works.

In September 2021, he founded Restart Superfoods Sdn Bhd, a company involved in the retail of health foods. He has been a director of the company since its incorporation.

In March 2025, he was appointed as a director of KC Malaysia 1 Sdn Bhd and Kasumigaseki Capital (Malaysia) Sdn Bhd. In July 2025, he was appointed as a director of KC Malaysia 2 Sdn Bhd, KC Malaysia 3 Sdn Bhd and KC Malaysia 4 Sdn Bhd.



Currently, he serves as an Independent Non-Executive Director of JS Solar Holding Berhad.

Mr. Chan Chee Woei attended all two (2) Board meetings held during FYE 2025.

PROFILE OF BOARD OF DIRECTORS

YEONG SIEW LEE

Independent Non-Executive Director

Female

Malaysian

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Ms. Yeong Siew Lee was appointed to our Board as an Independent Non-Executive Director on 16 September 2024. She serves as the Chairperson of RC and is also a member of ARMC and NC.

She graduated with a Bachelor of Science (Honours) in Accounting and Finance from the University of Wales College (now known as University of Wales), UK in 2001. She was certified as a member of the Association of Chartered Certified Accountants ("ACCA") in 2007. She is also certified as a CA and has been a member of the MIA since 2008.

In February 2003, she joined GHL System Bhd ("GHL") as an Assistant Accountant where she assisted in accounting and financial matters of GHL. In July 2005, she was transferred to Mobilityone Sdn Bhd, the subsidiary of GHL and was promoted to Accounting Manager to assist in the adoption of a new accounting system and was responsible for its financial matters. In June 2006, she was transferred back to GHL and was promoted to Assistant General Manager where she was responsible for all financial management activities and ensuring compliance with government regulations. She left GHL in August 2009.

From September 2009 to August 2013, she was involved in the direct selling of health drink products known as "Healthy Strand". From July 2010 to August 2010, she was working on a part time basis as a finance adviser of SMR HR Group Sdn Bhd where she advised the company on its financial and accounting matters. From August 2010 to April 2012, she took a career break and focused solely on direct selling. From April 2012 to November 2012, she was appointed as the Chief Financial Officer of Tanco Holdings Berhad where she was involved in the financial, accounting and administrative functions of the company. In September 2013, she joined Trend Thermal Windows & Doors Sdn Bhd as a Business Development Manager where she was responsible in formulating the business strategy and implementing the business plan for the company. She was promoted to Business Development Director in July 2022 where she continues to oversee the company's global market expansion strategies.

Currently, she serves as an Independent Non-Executive Director of Pekat Group Berhad, Appasia Berhad, Sinmah Capital Berhad and Binasat Communications Berhad.

Ms. Yeong Siew Lee attended all two (2) Board meetings held during FYE 2025.

PROFILE OF BOARD OF DIRECTORS

LEE YONG QIAN

Alternate Director to Dato' Lee Gaik Cheng/
Strategic Director

Male

Malaysian

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Mr. Lee Yong Qian was appointed to our Board on 16 September 2024 and serves as the Alternate Director to Dato' Lee Gaik Cheng and Strategic Director. He is responsible for the corporate affairs, coordinating the sharing of information between the medical and non-medical departments as well as overseeing the preparation of corporate policies.

He graduated with a Bachelor of Arts with Major in Political Economy from the University of California, Berkeley, United States of America, in 2022.

In July 2022, he commenced his career in M&A Securities Sdn Bhd ("M&A"), a wholly-owned subsidiary of M&A Equity Holdings Berhad, a company listed on the Main Market of Bursa Securities, as an intern. In October 2022, he was employed as an Executive in Corporate Finance department. In January 2024, he was promoted to Senior Executive and continued in that role until his resignation in March 2024. Subsequently, he joined our Group in April 2024 as the Strategic Director, where he assumed his current responsibilities.

He is the son of Dato' Lee Gaik Cheng; nephew of Ms. Lee Geik Peng and Dr. Lee Ling Hui.

Mr. Lee Yong Qian participated all two (2) Board meetings held during FYE 2025.

Notes: -

Saved as disclosed above, none of the Directors: -

(i) have any directorship in other public companies and listed issuers;
(ii) have any family relationships with each other and/or any major shareholder of the Company;
(iii) have any conflict of interest ("COI") or potential COI, including interest in any competing business with the Company and/or its subsidiaries;
(iv) have been convicted of any offences within the past five (5) years other than traffic offences, if any; and
(v) were publicly sanctioned or imposed with penalty by the relevant regulatory bodies during FYE 2025.

PROFILE OF KEY SENIOR MANAGEMENT

DATO' DR. LIM KIM HUAT*

Deputy Executive Chairman

DATO' LEE GAIK CHENG*

Managing Director

Note: -

** For more information, please refer to the Profile of Board of Directors section of this Annual Report.*

DATIN DR. LIM HUI LING

Medical Director

Female

Malaysian

42

Datin Dr. Lim Hui Ling was appointed as our Medical Director in May 2022. She is responsible for recruiting, managing and training of our medical staff, as well as overseeing the day-to-day operations of the medical department at PMC.

She graduated with a Bachelor of Medicine and Bachelor of Surgery (MBBS) from Melaka-Manipal Medical College in 2007. She has been a registered medical practitioner with the Malaysian Medical Council since 2010. In 2024, she graduated with a Master of Laws (Healthcare and Medical Law) from Taylor's University.

Between April 2008 to May 2010, she underwent her housemanship as a House Officer at Hospital Sultanah Bahiyah, Kedah. In May 2010, she continued working at the same hospital as a Medical Officer in the Department of Emergency until December 2010. From December 2010 to May 2012, she worked in the Department of Anaesthesiology at the same hospital.

In June 2012, she joined PMC as a General Manager, where she was responsible for the development, implementation and maintenance of safety and health protocol of PMC. In February 2016, she resumed her professional medical practice as a Medical Officer, providing medical care and contributing to the overall healthcare services offered by PMC. In May 2020, she was promoted to Deputy Medical Director and subsequently to the Medical Director in May 2022, where she assumed her current responsibilities. Currently, she maintains a valid annual practising certificate. However, she focuses on her role as the Medical Director of our Group and does not practice as a Medical Officer and does not have clinical hours.

She is the wife of Dato' Dr. Lim Tze Chou, daughter-in-law of Dato' Dr. Lim Kim Huat, and the sister-in-law of Dr. Lim Tze Chwen.

PROFILE OF KEY SENIOR MANAGEMENT

DATO' DR. LIM TZE CHOU

Clinical Director

Male

Malaysian

43

DR. LIM TZE CHWEN

Head of Clinical Services

Male

Malaysian

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Dato' Dr. Lim Tze Chou was appointed as our Clinical Director in October 2022. He is responsible for overseeing the quality, safety, efficacy and strategic direction of the clinical services offered by PMC. He also serves as a resident specialist consultant at PMC.

He graduated with Bachelor of Medicine and Bachelor of Surgery (MBBS) from Melaka-Manipal Medical College in 2007. He has been a registered medical practitioner with the Malaysian Medical Council since 2008 and a member of the Obstetrical and Gynaecological Society of Malaysia since 2023. Upon completing his postgraduate training, he was awarded Master of Obstetrics and Gynaecology from National University of Malaysia in 2015.

Between July 2007 to January 2009, he underwent his housemanship as a House Officer at Hospital Sultanah Bahiyah, Kedah. Between January 2009 to May 2011, he worked at the same hospital as a Medical Officer in the Department of Obstetrics and Gynaecology. Thereafter, he held the position of Registrar in the Department of Obstetrics and Gynaecology from June 2011 until May 2014.

Between June 2014 to May 2015, he held the position of Registrar in the Department of Obstetrics and Gynaecology at Hospital Canselor Tuanku Muhriz UKM, Selangor. In July 2015, he took on the role of Gazetting Specialist at Hospital Umum, Sarawak until December 2015. He then served as an Obstetrics and Gynaecology Specialist at Hospital Bintulu, Sarawak from December 2015 to September 2016. Thereafter, he worked as an Obstetrics and Gynaecology Specialist at Hospital Sultanah Bahiyah, Kedah from October 2016 to April 2018. He subsequently joined PMC as an Obstetrics and Gynaecology Consultant. In October 2022, he was appointed as the Clinical Director of PMC where he assumed his current responsibilities.

He is the son of Dato' Dr. Lim Kim Huat, the husband of Datin Dr. Lim Hui Ling, and brother of Dr. Lim Tze Chwen.

Dr. Lim Tze Chwen was appointed as our Head of Clinical Services in September 2024. He is responsible for managing patient relations at PMC, addressing any medical services-related complaints and ensuring the smooth operations at PMC. He also serves as a resident specialist consultant at PMC.

He graduated with a Bachelor of Medicine and Bachelor of Surgery (MBBS) from Melaka-Manipal Medical College in 2009. He has been a member of the Malaysian Medical Association since 2009 and a registered medical practitioner with the Malaysian Medical Council since 2011. In May 2019, he obtained a Master of Orthopaedic Surgery from UM.

Between July 2009 and July 2011, he underwent his housemanship as a House Officer at Hospital Sultanah Bahiyah, Kedah. In July 2011, he continued working at the same hospital as a Medical Officer in the Department of Orthopaedic Surgery until June 2013. In July 2013, he joined the Department of Orthopaedic Surgery at Hospital Sultan Abdul Halim, Kedah, as Medical Officer, where he served until May 2014.

In June 2014, he commenced his postgraduate training at the Department of Orthopaedic Surgery at Hospital Sultanah Bahiyah, Kedah until February 2016. In March 2016, he continued his postgraduate at University Malaya Medical Centre, Selangor and completed his postgraduate training in May 2019. Thereafter, he held the position of Gazetting Officer at Hospital Raja Perempuan Zainab II, Kelantan from July 2019 to January 2020. In January 2020, he was appointed as an Orthopaedic Specialist at Hospital Raja Perempuan Zainab II, Kelantan. In February 2023, he joined PMC as an Executive Director until August 2024 and was re-designated as the Head of Clinical Services of PMC in September 2024 and assumed his current responsibilities. In addition, he is also an Orthopaedic Consultant and Traumatology Surgeon since February 2023.

He is the son of Dato' Dr. Lim Kim Huat, brother of Dato' Dr. Lim Tze Chou and brother-in-law of Datin Dr. Lim Hui Ling.

PROFILE OF KEY SENIOR MANAGEMENT

LEE GEIK PENG

Director of
Allied Health Services and
Purchasing Manager

Female

Malaysian

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Ms. Lee Geik Peng was appointed as our Director of Allied Health Services and Purchasing Manager in April 2022. She is responsible for managing the procurement and purchasing of medical machinery and supplies to ensure the timely availability of essential medical resources for PMC.

She obtained a Diploma in Radiography conferred by Ministry of Health ("MOH") in 2005. She graduated with a Bachelor of Science in Medical Imaging from Teesside University, UK, in 2011. She further obtained a Master of Science in Medical Radiation in 2016.

In March 2006, she commenced her career as a Clinical Radiographer at Hospital Alor Setar, Kedah. She later joined Hospital Sultanah Bahiyah, Kedah as a Clinical Radiographer, where she worked until June 2013. As a Clinical Radiographer, she was responsible for performing a wide range of diagnostic imaging procedures for various patients. Her responsibilities included conducting X-rays, magnetic resonance imaging ("MRI") scans, computerised tomography ("CT") scans, and other advanced imaging techniques to assist physicians in diagnosing and treating medical conditions. In June 2013, she left Hospital Sultanah Bahiyah, Kedah and joined the College of Allied Health Sciences, Johor Bahru as a Radiography Lecturer.

In November 2015, she left the College of Allied Health Sciences, Johor Bahru and joined PMC as the Allied Health Manager. She was responsible for supervising the provision of specialised clinical services, and directing the operations of the radiology, physiotherapy, laboratory, operating theatres and dental departments at the hospital. In February 2016, she was assigned to the role of Acting General Manager and was subsequently appointed as General Manager and Purchasing Manager in September 2016. Thereafter, she was promoted to Director of Allied Health Services and Purchasing Manager where she assumed her current responsibilities.

She is the sister of Dato' Lee Gaik Cheng and Dr. Lee Ling Hui. She is also the aunt of Mr. Lee Yong Qian.

PROFILE OF KEY SENIOR MANAGEMENT

DR. LEE LING HUI

General Manager cum Safety and Health Officer and Laser Safety Officer

Female

Malaysian

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Dr. Lee Ling Hui is our General Manager cum Safety and Health Officer and Laser Safety Officer, responsible for overseeing the development and implementation of safety protocols and ensuring compliance with health, safety, and environmental regulations, including laser safety for PMC.

In 2003, she completed her nursing courses training and obtained Certificate in Nursing from the School of Nursing, Loh Guan Lye Specialist Centre, Penang. In 2020, she graduated with a Bachelor of Occupational Safety and Health Management from the Open University of Malaysia. In 2024, she obtained a Master of Occupational Safety and Health Risk Management from the Open University of Malaysia. In 2025, she further advanced her academic by obtaining a degree of Doctor of Occupational Safety and Health Management (Honoris Causa) from Pebble Hills University.

She is an Ergonomic Trained Person (Initial & Advanced), Department of Occupational Safety and Health ("DOSH") since 2019 and Occupational Safety and Health Trainer, National Institute of Occupational Safety and Health since 2022.

From July 2001 to June 2003, she worked as a pupil nurse at Loh Guan Lye Specialist Centre, Penang. Thereafter, she joined PMC as a state-enrolled nurse until October 2003. In November 2003, she left PMC and joined Gleneagles Medical Centre, Penang as state-enrolled nurse until May 2008.

In June 2008, she left her nursing career and worked as a Sales Executive at Northern Décor Trading. In July 2010, she was promoted to Project Manager, overseeing the ongoing renovation projects of the company. In July 2017, she left Northern Décor Trading and joined PMC as a Marketing Executive cum Safety and Health Officer where she was responsible for implementing marketing strategies to promote PMC's services, specialities, and facilities. In January 2018, she was re-designated as the Facility Manager cum Safety and Health Officer, where she was responsible for ensuring compliance with safety and health standards of the hospital facilities. In April 2019, she was re-designated as Operational Division Manager cum Safety and Health Officer. In April 2022, she was promoted to the General Manager cum Safety and Health Officer where she assumed her current responsibilities. In March 2024, she took on an additional role as Laser Safety Officer after completing the training course on Laser Safety for Officer organised by the Ministry of Science, Technology and Innovation in March 2024. She further enhanced her professional qualifications by completing the Greenhouse Gas Practitioner Exam from the British Standards Institution in October 2024.

She is the sister of Dato' Lee Gaik Cheng and Ms. Lee Geik Peng. She is also the aunt of Mr. Lee Yong Qian.

PROFILE OF KEY SENIOR MANAGEMENT

YAP CHEE YOONG

Financial Controller

Male

Malaysian

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Mr. Yap Chee Yoong was appointed as our Financial Controller in May 2024. He is responsible for overseeing the financial matters of our Group, including the preparation of financial statements, budgeting, accounting and treasury related matters.

He obtained a Diploma in Business Studies (Accounting) from Tunku Abdul Rahman College (now known as TAR UMT) in 2012 and an Advanced Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman University College in 2014. He has been a member of ACCA since 2019 and became a Fellow Member in 2024. He has also certified as a CA and has been a member of MIA since 2024.

In March 2015, he commenced his career as an Audit and Assurance Associate at SJ Grant Thornton (now known as Grant Thornton Malaysia), Kuala Lumpur. In August 2016, he was promoted to Senior Associate and re-designated as Acting Supervisor in April 2017. He was promoted to Supervisor in April 2018 and to Assistant Manager in August 2018, a role he held until his resignation in September 2019. During his employment at SJ Grant Thornton, he was primarily responsible for conducting audits and financial analysis on both public listed and private companies to ensure regulatory compliance.

In September 2019, he joined M&A as an Assistant Manager in Corporate Finance department. In April 2024, he left M&A and joined our Group in May 2024 as Financial Controller where he assumed his current responsibilities, taking over the responsibilities on overseeing our Group's financial matters which were previously under the purview of Dato' Lee Gaik Cheng.

Notes: -

Saved as disclosed above, none of the Key Senior Management: -

(i) holds directorships in public companies and listed issuers;
(ii) has family relationship with any Director and/or major shareholder of the Company;
(iii) has COI or potential COI, including interest in any competing business with the Company and/or its subsidiaries;
(iv) has been convicted of any offences within the past five (5) years other than traffic offences, if any; and
(v) was publicly sanctioned or imposed with penalty by the relevant regulatory bodies during FYE 2025.

FINANCIAL HIGHLIGHTS

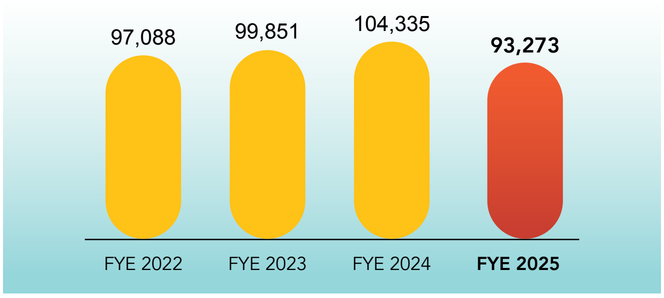
Financial Year Ended 30 April	2022	2023	2024	2025
Revenue (RM'000)	97,088	99,851	104,335	**93,273**
Gross Profit ("GP") (RM'000)	27,425	36,286	34,743	**29,003**
Profit After Tax ("PAT") (RM'000)	11,546	10,731	15,015	**11,189**
PAT attributable to Owners of the Company (RM'000)	11,546	10,731	15,045	**11,334**
Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA") (RM'000)	21,920	20,124	26,152	**20,270**
Total Assets (RM'000)	108,252	107,814	109,896	**122,687**
Total Liabilities (RM'000)	25,896	26,727	25,563	**32,165**
Total Borrowings (RM'000)	13,765	12,976	14,646	**22,095**
Total Equity/Net Assets ("NA") Attributable to Owners of the Company (RM'000)	82,356	81,087	84,132	**90,466**
Financial Ratio				
GP Margin (%)	28.25	36.34	33.30	**31.09**
PAT Margin (%)	11.89	10.75	14.39	**12.00**
Current Ratio (times)	4.41	3.29	3.79	**2.84**
Gearing Ratio (times)	0.17	0.16	0.17	**0.24**
Basic Earnings per Share ("EPS") (sen) *	1.41	1.31	1.84	**1.39**
NA per Share attributable to Owners of the Company (sen) ^	7.55	7.44	7.71	**8.30**

Notes: -

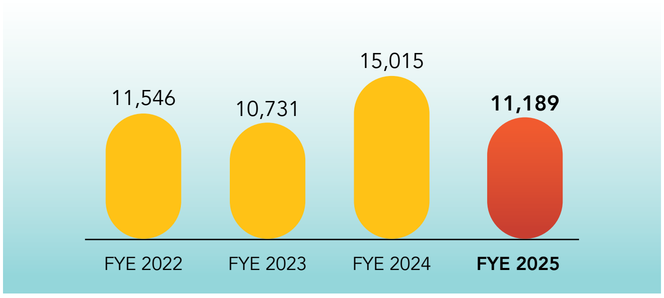
* *Computed based on PAT attributable to Owners of the Company over the weighted average number of ordinary shares for the financial year.*

^ *Computed based on NA attributable to Owners of the Company over the enlarged number of ordinary shares upon Initial Public Offering ("IPO").*

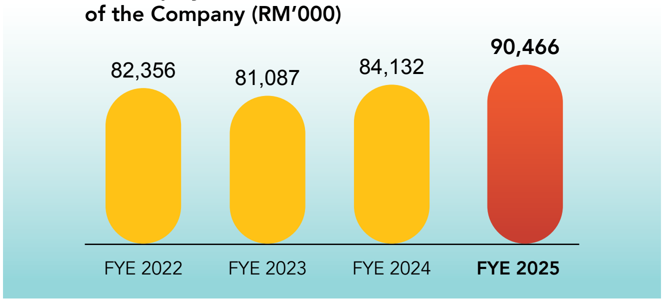
Revenue (RM'000)



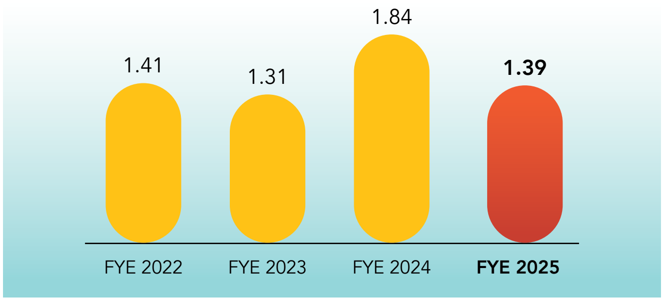
PAT (RM'000)



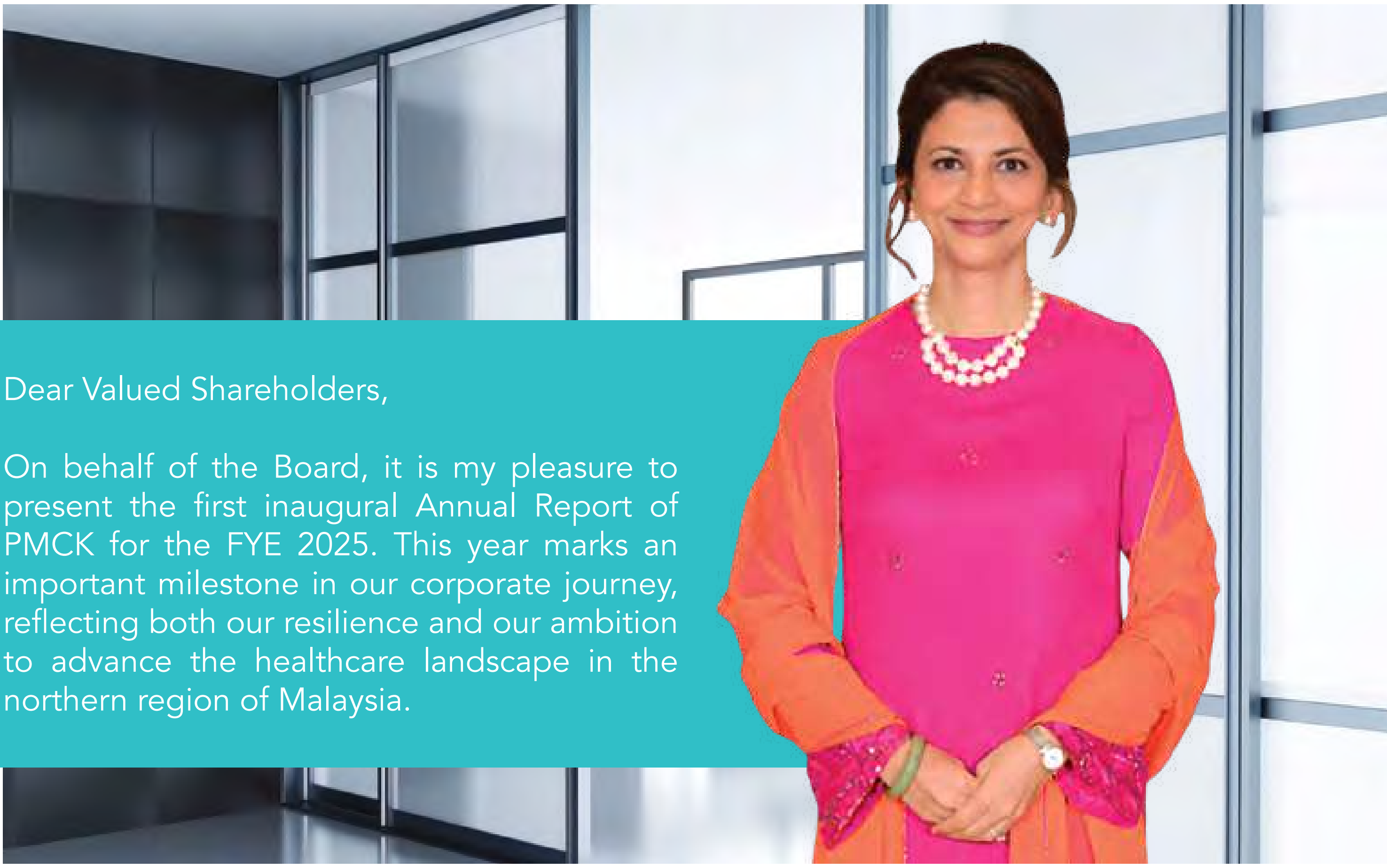
Total Equity/NA Attributable to Owners of the Company (RM'000)



Basic EPS (sen)



CHAIRPERSON'S STATEMENT



Dear Valued Shareholders,

On behalf of the Board, it is my pleasure to present the first inaugural Annual Report of PMCK for the FYE 2025. This year marks an important milestone in our corporate journey, reflecting both our resilience and our ambition to advance the healthcare landscape in the northern region of Malaysia.

On 9 July 2025, PMCK Berhad was successfully listed on the ACE Market of Bursa Securities. This achievement opens a new chapter in our nearly 30 years history of operating PMC in Alor Setar, Kedah — a trusted and affordable healthcare provider of choice for the "rakyat" in the northern region.

Riding on the momentum of our listing, we are moving forward with our strategic expansion into Kulim through the establishment of a new 90 beds, 12-storey private medical centre integrated with a 7-storey mixed development. This development supports our transformation initiatives and aligns with Kulim's emergence as an industrial hub. The new facility will cater to the healthcare needs of the rapidly growing local population as well as neighbouring areas such as Seberang Perai, Penang.

By investing in a modern medical centre equipped with the latest technology, we are not only meeting the rising demand for healthcare services — evidenced by the increase in Malaysia's private health expenditure from RM29.8 billion to RM39.8 billion over the past five (5) years — but also reimagining how care is delivered and experienced.

As we embark on this exciting new chapter, I warmly invite you to join us in our mission to provide quality, accessible and comprehensive healthcare to our communities, while remaining steadfast in our commitment to creating sustainable value for our shareholders and stakeholders alike.

Duli Yang Teramat Mulia Raja Puan Muda Kedah
Che Puan Muda Zaheeda Binti Mohamad Ariff
Independent Non-Executive Chairperson
26 August 2025

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS OVERVIEW

Our medical centre in Alor Setar, Kedah, began operations under the name of PMC in 1995. Over the past three (3) decades, our Group has grown significantly, expanding our medical facilities and healthcare services to become one of the leading private healthcare providers in the northern region of Peninsular Malaysia.

As at 30 April 2025, our medical centre in Alor Setar, Kedah is supported by a team of 40 specialist consultants and offers a total bed capacity of 121. Our service offerings have also extended beyond hospital-based care to include a broader spectrum of healthcare services. These include the operation of a polyclinic, a dental clinic and a medical laboratory in Kulim, Kedah, as well as a dental clinic in Semenyih, Selangor. Our core business activities are primarily categorised into three (3) segments as follows: -

Segment	Principal business activities
Specialist consultant services	Provision of specialist healthcare services by our specialist consultants, including: - • Anaesthesiology • Cardiology • Dermatology • Emergency medicine • Internal medicine • Nephrology • Obstetrics and gynaecology • Ophthalmology • Oral and maxillofacial surgery • Orthodontics • Orthopaedics • Otorhinolaryngology • Paediatrics • Radiology • Sports medicine • Surgical/general surgery • Urology
Healthcare support services	Comprise facilities services, ward services, clinical support services, sale of medication as well as nursing care services.
Other services	Provision of non-hospital-based healthcare services, comprising general dental services, polyclinic services and medical laboratory services.

As part of our long-term growth strategy, we are expanding our hospital-based healthcare services by establishing a new medical centre at Kulim, Kedah, namely PMC Kulim. PMC Kulim is a mixed development consisting of 12-storey private medical centre together with a 1-storey carpark and a 7-storey mixed development comprising 1-storey carpark, 2-storey food court and 4-storey hotel (priority for patients' family members) to be constructed on the land measuring approximately 141,534 sq. ft. The construction of PMC Kulim commenced in the second quarter of 2025 and is expected to be completed by the third quarter of 2027.

This year also marks a significant milestone in our Company's history with our successful listing on the ACE Market of Bursa Securities on 9 July 2025. This achievement reinforces our growth trajectory and supports our ongoing efforts to enhance operational capabilities and expand our healthcare network.

Building on this momentum, and supported by a strong reputation for quality and patient-focused care, we remain committed to advancing our healthcare capabilities and broadening our reach to meet the evolving needs of the communities we serve.

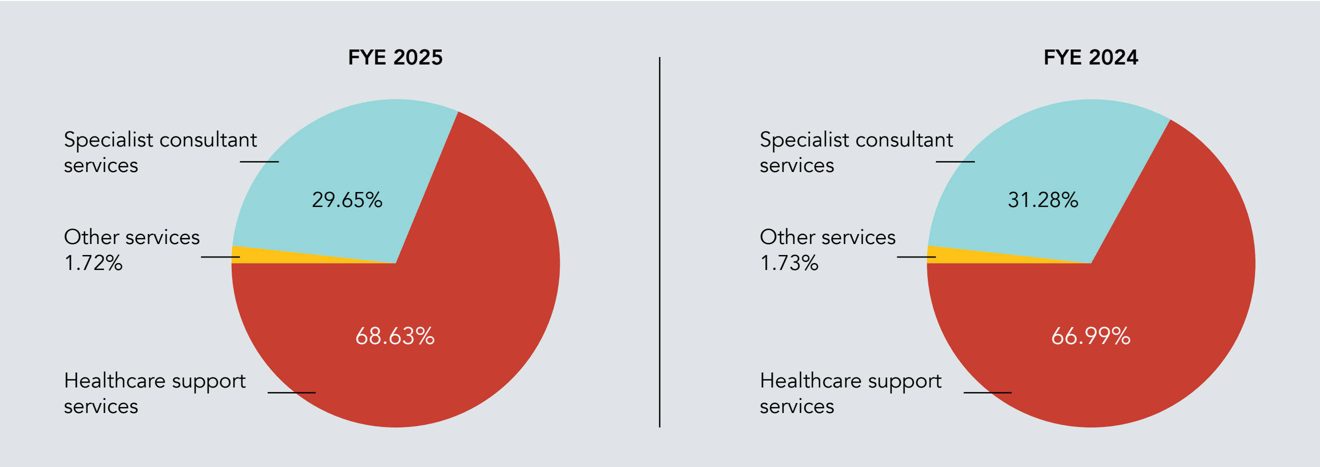
MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE REVIEW

Statement of Comprehensive Income

Revenue

Our Group's revenue breakdown by segments for FYE 2025 and FYE 2024 is as follows: -



In FYE 2025, our healthcare support services segment remained the largest revenue contributor, contributing to 68.63% of our total revenue. However, revenue from this segment decreased by RM5.88 million or 8.41%, from RM69.89 million in FYE 2024 to RM64.01 million in FYE 2025, mainly due to the decrease in number of patients visit during the financial year.

The specialist consultant services segment was our second-largest revenue contributor, contributing to 29.65% of our Group's total revenue in FYE 2025. Revenue from this segment decreased by RM4.98 million or 15.26% from RM32.64 million in FYE 2024 to RM27.66 million in FYE 2025. The decrease was mainly due to a reduction in the number of patients visit, primarily within our orthopaedics, physician and paediatrics consultant services.

Revenue contribution from our other services segment remained relatively modest, representing 1.72% of our Group's total revenue in FYE 2025.

Overall, our Group's revenue decreased by RM11.07 million or 10.61%, from RM104.34 million in FYE 2024 to RM93.27 million in FYE 2025, primarily attributable to a 19.04% reduction in the number of patients visit during FYE 2025. The decline in patients visit was mainly due to the heavy rainfall in Kedah between September 2024 to November 2024, which resulted in severe flooding and road closures, thereby hindering patients' ability to travel to PMC. During that period, we recorded a significant drop of 22.47% in number of patients visit compared to the corresponding period in 2023.

GP and GP Margin

In tandem with the decrease in revenue, our Group's GP declined by RM5.74 million or 16.52%, from RM34.74 million in FYE 2024 to RM29.00 million in FYE 2025. Correspondingly, our GP margin decreased by 2.21%, from 33.30% in FYE 2024 to 31.09% in FYE 2025. The reduction in both GP and GP margin was in tandem with the decrease in revenue coupled with an upward revision of fees paid to specialist consultants, in order for us to remain competitive and attractive to specialist consultants.

PAT and PAT Margin

In line with the decrease in GP, our Group reported a decrease in PAT by RM3.83 million or 25.50%, from RM15.02 million in FYE 2024 to RM11.19 million in FYE 2025. Our PAT margin also decreased by 2.39%, from 12.00% in FYE 2024 to 14.39% in FYE 2025.

The decrease in both our PAT and PAT margin was also partially attributable to an increase in net impairment of financial assets by RM0.82 million, arising from allowances for expected credit loss for trade receivables. In addition, our administrative expenses increased by RM0.70 million, mainly due to higher legal fees and stamp duties incurred for the acquisition of the remaining interest in two (2) parcels of freehold land acquired during FYE 2024 ("Lot 676 and Lot 677") as well as an additional parcel of freehold land ("Lot 673") located in Kota Setar, Kedah, for future operation use.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL POSITION REVIEW

Statement of Financial Position

Our Group's total assets increased by RM12.79 million or 11.64%, from RM109.90 million as at 30 April 2024 to RM122.69 million as at 30 April 2025. The increase was primarily attributable to:

(i) increase in property, plant and equipment ("PPE") by RM15.48 million, mainly due to the capitalisation of the preliminary costs incurred for the construction of PMC Kulim, acquisition of the remaining interest in Lot 676 and Lot 677 as well as Lot 673 located in Kota Setar, Kedah for future operation use; and

(ii) increase in fixed deposits with licensed banks by RM7.95 million, resulting from higher placement of fixed deposits during the year.

The overall increase in total assets was partially offset by the decrease of RM11.12 million in other investments, mainly arising from the disposal of our other investments.

Our Group's total liabilities increased by RM6.61 million or 25.86%, from RM25.56 million as at 30 April 2024 to RM32.17 million as at 30 April 2025. The increase was primarily attributable to the drawdown of revolving credit for working capital purposes and partial drawdown of term loan for the construction of our PMC Kulim.

The overall increase in total liabilities was partially offset by:

(i) decrease in lease liabilities by RM1.27 million, due to repayments made during the year; and

(ii) decrease in deferred tax liabilities of RM0.52 million.

Overall, our Group concluded the financial year with a stronger financial position, with NA attributable to Owners of the Company improving by RM6.33 million to RM90.47 million as at 30 April 2025, translating to a NA per share attributable to Owners of the Company at 8.30 sen. Our Group also maintained a healthy current ratio of 2.84 times and a low gearing ratio of 0.24 times.

Statement of Cash Flow

In FYE 2025, our Group generated a lower net operating cash flow of RM14.90 million as compared to RM17.91 million in FYE 2024. This was primarily due to the softer financial performance during the financial year, with a lower revenue recorded.

Our Group recorded a net cash used in investing activities of RM12.27 million in FYE 2025, primarily attributable to the acquisition of PPE as well as placement of fixed deposit with a licensed bank.

Our Group recorded a net cash used in financing activities of RM3.30 million in FYE 2025, mainly due to dividends paid and repayments of lease liabilities during the financial year.

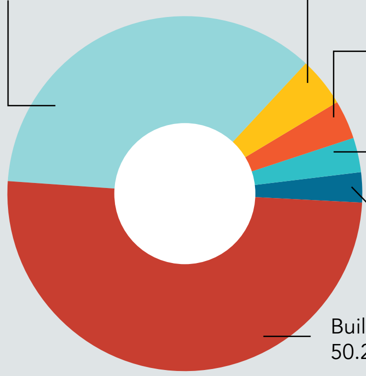
CAPITAL STRUCTURE, RESOURCES AND EXPENDITURE

As at 30 April 2025, our Company's share capital stood at RM8.18 million, comprising of 818,000,200 ordinary shares.

Our Group finances our operations through cash generated from operations, available cash and bank balances, credit terms extended by suppliers, as well as banking facilities secured from financial institutions. These facilities include term loans, revolving credit and lease liabilities.

During FYE 2025, our Group has allocated a total of RM20.38 million for the following capital expenditure: -

Capital Expenditure	RM'000
Building under construction	10,249
Freehold land	7,300
Office equipment and furniture and fittings	914
Freehold building	720
Medical instruments and surgical equipment	639
Others (Electrical installation and equipment, renovation, plant and machinery)	558
	20,380



Approximately 50.29% of the total capital expenditure was allocated for the construction of our PMC Kulim, including design and development fees, quantity surveyor and engineer consultancy fees. A further 35.82% of the total capital expenditure was utilised for the acquisition of freehold land in Kota Setar, Kedah (Lot 676 and Lot 677 as well as Lot 673) to support for future operation use.

As at 30 April 2025, our Group's capital commitment consists of the construction costs for PMC Kulim, which has been approved and contracted for, amounting to RM188.94 million.

MANAGEMENT DISCUSSION AND ANALYSIS

MANAGING KEY RISKS

Regulatory and Licensing Risk

Our Group's business is subject to, and is dependent on, the approvals, licences, permits and certificates issued by the relevant authorities, particularly the MOH, in order to operate our medical centre, dental clinics and polyclinic in Malaysia. Personnel including specialist consultants, medical officers, dental officers, nursing staff and allied healthcare professionals are required to be duly registered with their respective board or council under MOH.

To ensure continued compliance with all required approvals, licences, permits and certificates, we have implemented several internal control measures. These include regular monitoring and timely renewal of all relevant documents, verification of specialist consultants' registration status via the Malaysian Medical Council and the National Specialist Register websites during recruitment, as well as issuing annual reminders to medical staff for the renewal of their practising certificates.

Medical Malpractice and Reputational Risk

Our Group is exposed to the risk of being accused of, or perceived to be associated with, medical malpractice and related litigations initiated by patients, as well as inquiries by regulatory authorities such as MOH. Reputational risk may also arise from the conduct of our resident or visiting specialists at other institutions, where any malpractice proceedings could indirectly affect our standing. While our specialist consultants, medical officers, dental officers, nursing staff, and allied healthcare professionals are committed to delivering quality care, there is no assurance that all medical outcomes will meet expectations, particularly in cases involving patient complexity, misdiagnosis, or failure to diagnose. Such outcomes may result in patient dissatisfaction, public accusations via social media, or legal action against our facilities or personnel.

To mitigate this risk, all relevant personnel undergo regular training on their roles and responsibilities. The preparation and dispensing of medications must involve two (2) staff members, with the second conducting an independent recheck. Patients and caregivers must be educated on prescribed medications, and the patient or their authorised persons must verify the name on the medication label and provide both name and signature upon collection. Before any procedure, a thorough verification must be carried out, and written consent must be obtained from the patient.

Operational Risk

Our Group's business is exposed to unexpected interruptions caused by fire, medical equipment failures, system failures, power outages as well as environmental factors such as floods and storms, which may lead to material and adverse impact to our business and financial performance.

To mitigate this risk, all life support machine is connected to both the uninterruptible power supply ("UPS") system and the generator set, with backup batteries maintained in full working condition. Regular planned preventive maintenance on the UPS and isolated power supply systems is conducted by qualified and authorised vendors to ensure reliability and minimise disruption to operations.

In addition, we have comprehensive fire safety systems, including fire detection and alarm systems, sprinklers, fire extinguishers and proper evacuation protocols to manage fire-related emergencies. Automated water pumps have also been installed in the basement to promptly drain water in the event of ingress, thereby mitigating flood risk.

Dependence on a Team of Specialist Consultants and Medical Officers

Our Group is dependent on the continued engagement of experienced specialist consultants, medical officers, nursing staff and allied healthcare professionals. Given that our operations are based in Kedah, a less urbanised state compared to major hubs like Kuala Lumpur or Selangor, attracting and retaining qualified medical personnel remains a key challenge. Any unexpected departure of specialist consultants, medical officers or healthcare support personnel without timely replacement could impair our ability to maintain service quality, meet patient expectations and sustain revenue, particularly in specialisations that contribute to niche service offerings.

To address this risk, our Group has implemented several measures aimed at attracting and retaining talents. These include offering competitive fee packages and performance-based incentives to specialist consultants and key medical personnel. We also provide a supportive working environment, opportunities for continuous professional development and access to modern medical facilities and equipment.

MANAGEMENT DISCUSSION AND ANALYSIS

MANAGING KEY RISKS (CONT'D)

Competition Risk

Our Group operates in a competitive healthcare industry alongside numerous major service providers in Malaysia. In the states of Kedah, Perlis and Penang, there are a total of 45 hospitals and medical centres, comprising 17 public hospitals and 28 private hospitals or medical centres, including PMC. Competition from major industry players extends beyond track record and reputation to include the availability of experienced specialist consultants and medical officers, range of services offered, affordability, and other factors. This may require us to be more price competitive to retain existing patients and attract new ones. Failure to remain competitive could result in the loss of our patient base and adversely affect our financial performance and business operations.

To mitigate this risk, we adhere to the Quality Management System and MSQH standards to ensure customer satisfaction, including conduct regular customer satisfaction surveys, perform internal audits and hold periodic management reviews. We will also increase the visibility of community service initiatives to strengthen public engagement and enhance PMC's reputation.

FUTURE PROSPECTS AND OUTLOOK

A research note issued by MIDF Investment Bank Berhad projects that Malaysia's healthcare sector revenue will grow at a compound annual growth rate ("CAGR") of 6.0% to 8.0% between 2025 to 2030, primarily driven by Malaysia's ageing population. According to the Department of Statistics Malaysia, individuals aged 60 and above accounted for 11.6% of the total population in 2024, and this figure is expected to increase to 17.3% by 2040.

In addition, the increasing prevalence of non-communicable diseases ("NCDs") such as diabetes, hypertension and hypercholesterolaemia due to unhealthy lifestyles is further fuelling demand for healthcare services. The increasing focus on preventive healthcare, coupled with an ageing population, is expected to underpin sustained demand in the healthcare sector.

Meanwhile, data from the Life Insurance Association of Malaysia shows that total medical insurance claims payout increased from RM4.94 billion in 2019 to RM8.90 billion in 2024, representing a CAGR of 12.49%. Since medical insurance claims are typically used to cover medical expenses at private hospitals, this upward trend reflects a growing demand for private healthcare services.

Against this favourable industry backdrop, our Group remains optimistic about the growth potential in northern region, supported by a rising middle-class population, greater health awareness and increasing demand for quality and personalised medical services. Our strategic plan to establish PMC Kulim, which is targeted to commence operations in the first quarter of 2028, is well aligned with this anticipated growth in the demand in this region. This strategic expansion is expected to strengthen our regional presence and position our Group for a sustainable growth.

Upon the completion of the construction of PMC Kulim, we plan to streamline our existing operations in Kulim, including a polyclinic, a dental clinic and a medical laboratory, by consolidating them into PMC Kulim. This consolidation is expected to improve operational efficiency and optimise resource allocation.

Additionally, we intend to further renovate and upgrade the facilities of PMC in Alor Setar, focusing on upgrading the equipment and facilities to enhance operational efficiency, cost effectiveness and service quality. As part of our commitment to sustainability and environmental responsibility, we intend to replace the existing solar panels at PMC with new, higher-efficiency units. This initiative is expected to reduce PMC's utility consumption (i.e. electricity) and generate cost savings once the replacement is fully completed.

With the favourable industry growth and our strategic initiatives supported by the proceeds from our IPO, we remain optimistic about our Group's long-term prospects. We will continue to focus on executing our plans, improving operational capabilities and gradually expanding our market presence to achieve sustainable growth and deliver value to our stakeholders over time.

DIVIDEND

We aim to distribute up to 20% of our PAT attributable to Owners of the Company as dividends for each financial year on a consolidated basis, subject to the Group's working capital, maintenance capital and committed capital requirements. The declaration and payment of any dividend remain at the discretion of our Board and are subject to applicable law, license conditions and contractual obligations and the assurance that such distribution will not be detrimental to our cash flow requirements, or any strategic plans approved by our Board.

For FYE 2025, the Company approved and declared a single-tier interim dividend of 0.61 sen per ordinary share, amounted to RM5.00 million, equivalent to approximately 44.12%, of our PAT attributable to Owners of the Company.

SUSTAINABILITY STATEMENT

In the healthcare industry, every decision we make carries weight. It affects not only the patients we care but also the legacy we leave behind in the healthcare landscape. At PMCK, sustainability is not a standalone initiative. It is deeply rooted in our core purpose as a people-first healthcare service provider.

From our roots in Alor Setar to our expansion into Kulim and Semenyih, we are guided by a vision to become a leading healthcare service provider of choice with a passion for the community. As we grow, our goal goes beyond building hospitals and clinics, we are cultivating healthy ecosystems where patients feel safe, employees are empowered and local communities are uplifted. Our efforts extend across multiple fronts, focusing on designing eco-efficient healthcare facilities, investing in our people and contributing meaningfully to the resilience of the communities we serve.

Our transition into a publicly listed company marks a new chapter for PMCK. It reinforces our commitment to lead with integrity, grow responsibly and care consciously. To this end, the Board is pleased to present PMCK's maiden Sustainability Statement for FYE 2025, highlighting our initiatives and performance in addressing sustainability risks and opportunities within the Economic, Environmental, Social and Governance ("EESG") contexts.

SCOPE AND REPORTING PERIOD

This Sustainability Statement outlines the sustainability efforts and performance of PMCK and Unique Luxury Sdn Bhd ("ULSB"), covering only PMC, for the period from 1 May 2024 to 30 April 2025, unless otherwise specified. The remaining subsidiaries of the Group have been excluded from the scope of our sustainability reporting as they are currently smaller in scale and not the primary focus of our sustainability initiatives. However, we intend to incorporate them into our sustainability reporting in the near future.

BASIS, GUIDELINE AND REFERENCE

This Sustainability Statement was prepared based on all available internal information in accordance to Bursa Securities' ACE Market Listing Requirement ("AMLR") relating to sustainability statement and its Sustainability Reporting Guide 3rd Edition. In addition, the United Nations Sustainable Development Goals ("UNSDGs") has also been referred as a guideline in mapping our material sustainability matters and formulating our sustainability strategies.

MATERIAL MATTERS ASSESSMENT

While year 2025 marks our first year of listing, our commitment to sustainability began much earlier, with certain sustainability initiatives in place since year 2019. In line with this ongoing commitment, we continue to conduct material matters assessment annually to identify and evaluate key material matters that are most relevant to both the Group and our various stakeholders within the EESG contexts. Kindly refer to the Material Matters Assessment section within this Sustainability Statement for further details.

SUSTAINABILITY STATEMENT

FEEDBACK

As we progress on our sustainability journey, we value all stakeholders' feedback on this Sustainability Statement and/or other sustainability matters, as it helps us to continuously improve our sustainability measures and reporting standards. Relevant feedbacks, comments and queries can be directed to our email at pmc@putramedicentre.com.my.

SUSTAINABILITY APPROACH

Amid rising healthcare awareness and increasing demand across the region, PMCK Group has firmly embedded sustainability into our strategic direction and daily operations. We are committed to balancing economic growth with social responsibility, integrating sustainable practices across all facets of our business. By aligning our efforts with global sustainability benchmarks such as the UNSDGs and EESG principles, we reaffirm our dedication to ethical healthcare delivery and the creation of long-term value for all stakeholders.

We define sustainability as the development that meets the needs of present generation without compromising the ability of future generation to meet their needs within the EESG aspects. As part of our continued pursuit of sustainability excellence, we have formalised and adopted a Sustainability Policy on 5 September 2024, marking a significant milestone in our sustainability journey and advancing our progression towards a more sustainable future.

The Sustainability Policy serves as a guiding framework, outlining our commitment to four (4) EESG pillars, which are further supported by six (6) focus areas, as follows: -

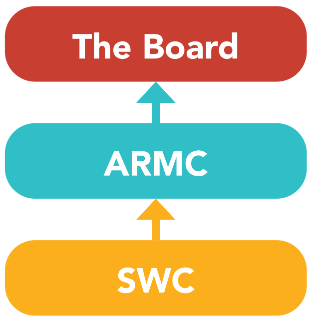
E	Economic Sustainability	To conduct business with transparency and accountability, while supporting the local economy through local procurement.
	Supply Chain Sustainability	To maintain a sustainable supply chain by working closely with suppliers and encourage sustainability practices across the supply chain.
	Innovation and Technology Sustainability	To improve operational efficiency and reduce environmental impacts through adoption of innovative technologies and practices.
E	Environmental Sustainability	To minimise our carbon footprint and adverse environmental impact through responsible waste management and efficient use of resources.
S	Social Sustainability	To cultivate a safe, healthy and conducive workplace while contributing to the wellbeing and development of our surrounding community.
G	Governance Sustainability	To maintain the highest standards of business ethics, integrity and corporate governance practices.

SUSTAINABILITY STATEMENT

SUSTAINABILITY APPROACH (CONT'D)

While the economic pillar is inherently addressed through our day-to-day operations, our sustainability initiatives within the environmental, social and governance ("ESG") pillars, which we believe areas where our efforts can create meaningful impact beyond our core business activities, are illustrated as follows: -

SUSTAINABILITY GOVERNANCE



We acknowledge that strong governance is fundamental to the successful execution of our Sustainability Policy. To this end, we have adopted a top-down approach, with the Board holding ultimate responsibility for steering the Group's sustainability agenda. In particular, the Board plays a key role in setting the Group's strategic direction and ensuring adequate resources allocation to support meaningful sustainability progress.

To strengthen oversight, the Board is supported by the ARMC, who is entrusted to oversee the Group's sustainability-related risks and opportunities. The ARMC ensures that key sustainability decisions are made in line with our corporate objectives and that sufficient resources are appropriately allocated for execution. The ARMC also reviews and reports sustainability progress to the Board on a regular basis.

At the operational level, the ARMC is assisted by the Sustainability Working Committee ("SWC"), chaired by our General Manager, Dr. Lee Ling Hui. The SWC comprises representatives from various departments and business functions, such as pharmacy, purchasing, accounts, human resources, allied healthcare and others, ensuring a holistic, organisation-wide approach to sustainability is adopted. The SWC is tasked to execute sustainability initiatives and monitor the relevant performance within their purview, while report the relevant outcomes to the ARMC periodically.

Through this structured governance approach, PMCK remains committed to embedding sustainability into the heart of our business, ensuring that our actions today contribute to a healthier, more inclusive and resilient future.

SUSTAINABILITY STATEMENT

STAKEHOLDERS' ENGAGEMENT

In line with our commitment to transparency and inclusivity, PMCK recognises that effective stakeholders' engagement is essential to the success of our sustainability management. By engaging with our stakeholders, we are able to gain valuable insights into their needs, concerns and expectations. These insights enhance our decision-making process and support the development of appropriate sustainability strategies and initiatives that reflect a shared vision for a more sustainable future.

During FYE 2025, we identified seven (7) key stakeholder groups, along with their respective engagement approaches, as summarised below: -

Stakeholders	Areas of Interest/Concern	Engagement Approaches
Shareholders/ Investors	• Share price performance • Investment risk and returns • Financial and operational performance • Business strategies and future plans • Regulatory compliance • Corporate governance	• Prospectus disclosure and launching event • Investor briefing sessions • Quarterly results and annual reports • General meetings • Company website • Announcements made on Bursa Securities website
Employees	• Occupational health and safety ("OHS") • Career growth and opportunities • Training and development • Competitive remuneration and benefit packages	• Engagement with Management • Internal meetings • Performance appraisals • Training programmes • Company activities and events
Patients	• Provision of quality healthcare services • Medical products in compliance with relevant regulatory standards • Compliant to health and safety standard operating procedures ("SOP")	• Face-to-face communication
Suppliers/ Vendors	• Fair and transparent procurement practices • Fair credit terms and timely payment • Long-term business relationships • Compliant to health and SOP	• Phone and email communication • Face-to-face communication
Communities	• Local job creation • Local economic supports • Environmental footprint from business operations • Community wellbeing	• Company website • Community outreach events
Government/ Regulators	• Regulatory compliance • Approvals and permits • OHS • Accurate, timely and transparent disclosure	• Dialogues and seminars • Announcements made on Bursa Securities website • Compliance audit
Media	• Financial and operational performance • Business strategies and future plans • Share price performance • Corporate governance	• Prospectus disclosure and launching event • Investor briefing sessions • Quarterly results and annual reports • General meetings • Company website • Announcements made on Bursa Securities website

SUSTAINABILITY STATEMENT

MATERIAL MATTERS ASSESSMENT AND SUSTAINABILITY STRATEGIES

Material Matters Assessment Process

At PMCK, material matters assessment forms the foundation of our sustainability strategies. It enables us to identify, prioritise and validate the key areas of focus which are most relevant to both our business and various stakeholders. By focusing on what is truly matters, we ensure that our sustainability efforts are relevant, focused and aligned with our long-term sustainability goals.

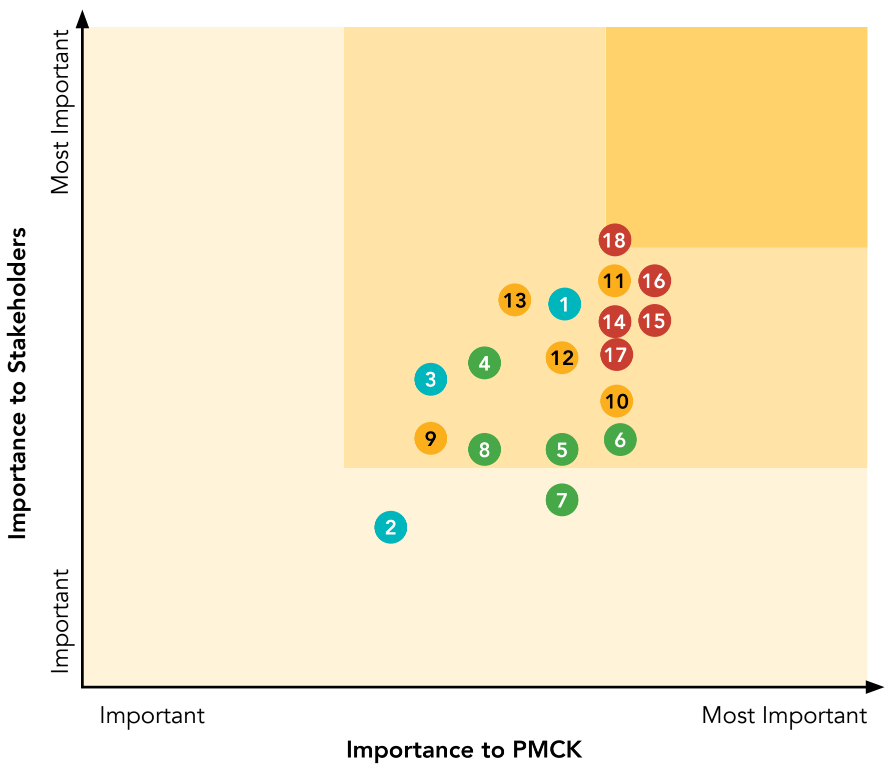
Building upon the insights gained through stakeholders' engagement, we continuously refine our understanding of emerging expectations, risks and opportunities. This helps us to ensure that our material priorities remain responsive to both stakeholders' needs and the evolving sustainability landscape.

During FYE 2025, we continued to adopt a three-step approach to conduct our material matters assessment, as illustrated below: -

Identification	Prioritisation	Validation
To identify relevant sustainability risks and opportunities across the Group within the EESG contexts.	To assess, prioritise and rank each identified material matter based on the degree of impact towards the Group and stakeholders respectively.	To validate the material matters assessment through internal review and stakeholders' feedback to ensure their accuracy, relevance and completeness.

Material Matters Matrix

Based on the material matters assessment conducted, we identified and ranked 18 material matters that are most relevant to both the Group and stakeholders, scaling from "Important" to "Most Important", as illustrated in the Material Matters Matrix below: -



1. Sustainable Business Growth
2. Supply Chain Management
3. Quality Assurance
4. Medical Effluents and Waste Management
5. Water Management
6. Energy Management
7. Fuel Management
8. Emission Management
9. Diversity and Inclusion
10. Recruitment, Development and Retention
11. Occupational Health and Safety Management
12. Learning and Development
13. Social Engagement
14. Corporate Governance
15. Risk Management
16. Ethic, Policies and Procedures
17. Cyber Security and Data Protection
18. Anti-Bribery and Corruption Management System

SUSTAINABILITY STATEMENT

MATERIAL MATTERS ASSESSMENT AND SUSTAINABILITY STRATEGIES (CONT'D)

Sustainability Strategies and UNSDGs Mapping

In advancing our sustainability journey, we have taken into account the 17 UNSDGs, introduced by the United Nations Department of Economic and Social Affairs in September 2015, into the development of our sustainability strategies. This alignment enables us to drive impactful EESG outcomes across our business operations. With the relevant UNSDGs in mind and the material matters identified earlier, we have implemented the following sustainability strategies to address our Group's sustainability risks and opportunities: -

	MATERIAL MATTERS	SUSTAINABILITY STRATEGIES	UNSDGs
ECONOMIC	• Sustainable Business Growth • Supply Chain Management • Quality Assurance	• To sustain business growth through strategic business expansion plan • To adopt sustainable procurement approach and foster strong relationships with suppliers to ensure an efficient supply chain and support the local economy, whenever viable • To maintain high standard of quality in our healthcare services and medical products	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH
ENVIRONMENT	• Medical Effluents and Waste Management • Water Management • Energy Management • Fuel Management • Emission Management	• To prioritise the principles of 8R over disposal and to manage clinical waste in compliance with environmental regulations • To implement water and energy-saving as well as fuel-efficiency initiatives across our business operations • To adopt green energy in our business operations so as to minimise adverse environmental impact	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
SOCIAL	• Diversity and Inclusion • Recruitment, Development and Retention • OHS Management • Learning and Development • Social Engagement	• To protect our employees' rights, interests and welfare at all times • To adopt fair employment practices during recruitment process • To maintain a safe, healthy and inclusive workplace so as to motivate and retain the right talent • To provide adequate training and development programs to support continuous employee learning and development • To organise company events and activities that strengthen relationships among employees and across the Group • To contribute meaningfully to the enrichment of the local community	4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
GOVERNANCE	• Corporate Governance • Risk Management • Ethics, Policies and Procedures • Cyber Security and Data Protection • Anti-Bribery and Corruption Management System	• To adhere to all relevant regulation, laws, policies and procedures to ensure sound regulatory compliance and corporate governance • To equip our employees with anti-bribery and corruption knowledge and awareness through training programme	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SUSTAINABILITY STATEMENT

SUSTAINABILITY RISKS AND OPPORTUNITIES

We not only act on today's priorities but also prepare for what lies ahead. Building on our material matters assessment, we have identified where we stand today and where potential risks and opportunities may arise. While the sustainability strategies outlined earlier highlighted our initiatives implemented in FYE 2025, the table below sets out the sustainability risks and opportunities arising from each material matter, together with their impact on key stakeholders and management action plans currently in place or to be implemented, to strengthen our resilience and responsiveness for the future.

Material Matters	Risks	Opportunities	Impact on Key Stakeholders	Management Action Plan
ECONOMIC				
Sustainable Business Growth	• Market entry failure • Capital misallocation	• Expansion into new markets • Increased market share	• Shareholders/ Investors • Employees • Patients	• Conduct market analysis and feasibility studies • Set clear key performance indicators ("KPIs") for new ventures • Align expansion with long-term strategic goals
Supply Chain Management	• Supplier/vendor unreliability • Cost volatility	• Strengthen supplier/vendor partnerships • Local economic support	• Suppliers/ Vendors • Communities • Patients	• Diversity suppliers/vendors • Adopt sustainable procurement criteria • Regular performance assessments
Quality Assurance	• Service/product failures • Regulatory issues	• Enhanced brand reputation • Customer loyalty	• Patients • Government/ Regulators • Employees	• Maintain accreditation and certifications • Conduct internal audits • Implement continuous improvement frameworks
ENVIRONMENT				
Medical Effluents and Waste Management	• Environmental contamination • Non-compliance penalties	• Leadership in eco-healthcare • Cost reduction via waste minimisation	• Government/ Regulators • Communities • Employees	• Apply 8R principles • Train employees on hazardous waste handling • Engage licensed waste disposal service providers
Water Management	• Water scarcity • High utility costs	• Cost savings • Environmental stewardship	• Employees • Communities	• Install water-saving devices/ equipment • Monitor usage and identify leaks • Educate employees on water conservation
Energy Management	• Rising costs • High carbon footprint	• Reduced energy costs • Green branding	• Shareholders/ Investors • Government/ Regulators	• Invest in energy-efficient systems • Use green equipment
Fuel Management	• Rising costs • High carbon footprint	• Reduced fuel costs • Green branding	• Shareholders/ Investors • Government/ Regulators	• Use green vehicles
Emission Management	• Regulatory fines • Reputational damage	• Access to green financing • Improved ESG ratings	• Government/ Regulators • Shareholders/ Investors	• Establish emission baselines • Set reduction targets • Publish sustainability reports

SUSTAINABILITY STATEMENT

SUSTAINABILITY RISKS AND OPPORTUNITIES (CONT'D)

Material Matters	Risks	Opportunities	Impact on Key Stakeholders	Management Action Plan
SOCIAL				
Diversity and Inclusion	• Workplace discrimination • Reduced innovation	• Inclusive culture • Talent attraction	• Employees • Government/ Regulators	• Implement inclusive hiring practices • Provide unconscious bias training • Track diversity and inclusion metrics
Recruitment, Development and Retention	• Skill shortages • High employee turnover	• Strengthen workforce • Improved service delivery	• Employees • Patients	• Build talent pipelines • Offer competitive compensation • Develop mentorship programmes
OHS Management	• Workplace injuries • Legal liabilities	• Safer work culture • Increased productivity	• Employees • Government/ Regulators	• Regular risk assessments • OHS training and audits • Emergency preparedness drills
Learning and Development	• Stagnant skills • Reduced innovation	• Skill enhancement • Employee loyalty	• Employees • Patients	• Offer regular training programmes • Track learning outcomes • Foster a culture of continuous improvement
Social Engagement	• Poor public perception • Lack of community trust	• Community support • Corporate reputation	• Communities • Employees	• Run community outreach programmes • Partner with non-governmental organisation • Encourage volunteerism
GOVERNANCE				
Corporate Governance	• Regulatory breaches • Stakeholder distrust	• Strong brand reputation • Investor confidence	• Shareholders/ Investors • Government/ Regulators	• Regular Board reviews • Annual compliance audits • Update corporate policies
Risk Management	• Operational disruption • Financial loss	• Business continuity • Competitive resilience	• Shareholders/ Investors • Employees	• Maintain risk register • Conduct scenario planning • Implement crisis management protocols
Ethics, Policies and Procedures	• Unethical behaviour • Legal consequences	• Culture of integrity • Stakeholder trust	• Employees • Government/ Regulators • Communities	• Enforce Code of Conduct and Ethics ("the Code") • Offer ethics training programmes • Enable whistleblowing channels
Cyber Security and Data Protection	• Data breaches • Reputation loss	• Customer trust • Operational security	• Patients • Government/ Regulators • Employees	• Regular security audits • Employee cybersecurity training • Use of encryption and backups
Anti-Bribery and Corruption Management System	• Legal fines • Loss of business licenses	• Ethical reputation • Regulatory trust	• Employees • Government/ Regulators	• Conduct mandatory anti-bribery and corruption training • Zero-tolerance enforcement • Periodic policy reviews

SUSTAINABILITY STATEMENT

ECONOMIC

SUSTAINABLE BUSINESS GROWTH

Our journey began in 1995 with the commencement of operations at PMC, marking our entry into the healthcare industry as a private medical centre. Over 30 years, we have expanded steadily from a single-wing medical centre in 1995 to a double-wing medical centre in 2009, along with the establishment of a polyclinic in 2019, two (2) dental clinics in 2019 and 2023 respectively and a medical laboratory in 2025. These milestones reflect our ongoing commitment to geographical expansion, reaching communities in Kulim and Semenyih, and enhancing access to broader range of quality healthcare services for the public.

Today, PMC offers 17 specialist healthcare services, supported by a team of 40 experienced specialist consultants. In addition to core medical services, we provide a range of healthcare support services, including facilities services, ward services, clinical support services, sale of medication and nursing care services within the medical centre. Beyond hospital-based care, our offerings also extended to non-hospital services such as general dental services, polyclinic services and medical laboratory testing.

On 9 July 2025, we achieved a momentous milestone by successfully listed on the ACE Market of Bursa Securities. This pivotal event marked the beginning of a new chapter in our journey and reaffirms our commitment to sustainable growth and long-term value creation for all stakeholders.

Following our listing, we are eager to grow further. In this aspect, we have embarked on a series of strategic planning and initiatives aimed at expanding public access to inclusive, comprehensive and quality healthcare services in line with UNSDG Target 3.8: -

TARGET 3·8

ACHIEVE UNIVERSAL HEALTH COVERAGE

(a) Setting Up of PMC Kulim

The healthcare infrastructure in Kulim and surrounding districts, such as Bandar Baharu, Baling and Kuala Muda, remains sparse, with restricted access to private medical services. This has led to a growing demand for quality healthcare, particularly in the underserved areas with ageing populations. In response, we are setting up another private medical centre, namely PMC Kulim, in Kulim, Kedah. This medical centre will complement our existing facility in Alor Setar, help to bridge healthcare service gaps, and enhance access to private healthcare in the northern region of Malaysia.

PMC Kulim will feature a 12-storey private medical centre and a 7-storey mixed development building, comprising carpark, hotel and food court. This new medical centre is designed to accommodate up to 90 beds and will be equipped with key facilities including an operating theatre, an endoscopic suite, two (2) labour rooms, two (2) nursery units and 15 specialist consultation clinics. Further plan includes outfitting departments such as medical laboratory, rehabilitation and radiology with advanced equipment to expand our outpatient capacity, reduce patient wait time and enhance service quality.

A notable addition at PMC Kulim will be the introduction of In Vitro Fertilisation ("IVF") service, a new outpatient offering not currently available at PMC. The new medical centre will also consolidate our existing operations in Kulim, namely Poliklinik Unik and Klinik Pergigian Unik, to streamline our operations and enhance the overall efficiency in our service delivery.

Construction of PMC Kulim commenced in second quarter of 2025 and is expected to be completed by the third quarter of 2027 with business operations scheduled to commence in the first quarter of 2028.

SUSTAINABILITY STATEMENT

SUSTAINABLE BUSINESS GROWTH (CONT'D)

(b) Consolidation and Expansion of RYM DX Lab

To support healthcare professionals in the conduct of diagnosis and treatment of patients, we have established a medical laboratory, namely RYM DX Lab, in Kulim in March 2025. This RYM DX Lab performs a range of medical laboratory tests, including biochemistry, blood test/haematology and urine analysis, for Poliklinik Unik, helping to enhance its operational efficiency and reduce dependency on third-party medical laboratories for medical laboratory tests.

As part of our operational streamlining efforts, we plan to consolidate the operations of our RYM DX Lab into PMC Kulim upon the commencement of its operations in the first quarter of 2028. This consolidation will not only serve the diagnostic needs of PMC Kulim but will also continue to support Poliklinik Unik, allowing for centralised diagnostic functions, improved efficiency and a better overall experience for our patients.

Furthermore, we intend to apply for the Laboratory Accreditation Scheme of Malaysia, offered by the Department of Standards Malaysia, by the third quarter of 2025. This accreditation will serve as a testament to the quality and reliability of our laboratory services.

We aim to extend our medical laboratory services from the RYM DX Lab to third-party healthcare providers and the public around the proximity of Kulim, thereby improving their access to quality diagnostics while supporting our sustainable business growth and regional presence.

(c) Facilities Upgrade at PMC

In pursuit of continuous improvement and excellence in healthcare service delivery, we intend to purchase a new upgraded automated clinical chemistry analyser and immunoassay analyser to replace our current equipment. This enhancement will significantly improve the efficiency and capacity of our medical laboratory services by reducing turnaround time per test, enabling a greater volume of tests to be performed within a given timeframe.

In addition, we plan to upgrade our mammography system and the Picture Archiving and Communication System ("PACS"). These enhancements will support the capture and storage of higher resolution medical images, facilitate more accurate diagnoses and support a more informed clinical analysis and decision-making.

Aligned with our sustainability objectives, we also plan to replace our existing solar panels installed at PMC, most of which are either underperforming or faulty, with new and higher efficiency solar panels. This upgrade is expected to increase our solar generation capacity from 425 kW to 625 kW, thereby contributing to both environmental sustainability and operational cost efficiency.

SUPPLY CHAIN MANAGEMENT

At PMCK Group, our commitment to business sustainability goes beyond the delivery of quality healthcare service to include the responsible management of our supply chain. We believe that every procurement decision we made carries the potential to influence not only our operations, but also the broader supply chain. In alignment with our environmental commitment, we prioritise working with suppliers who embrace sustainable practices and implement environmental management initiatives to help minimise ecological impact.

To further strengthen this commitment, we have developed and implemented a Sustainable Purchasing Policy, specifically targeted at key departments such as the Finance Department. This policy governs the purchase of non-core products, components, parts, materials, packaging materials and accessories, with clear emphasis on promoting green procurement practices and supporting the circular economy.

SUSTAINABILITY STATEMENT

SUPPLY CHAIN MANAGEMENT (CONT'D)

Our Sustainable Purchasing Policy outlines several environmentally responsible procurement requirements, including: -

- All electric-powered equipment must meet the Malaysia Energy Commission's Minimum Energy Performance Standards ("MEPS") Star Rating or carry an equivalent recognised energy efficiency label;
- Furniture to be purchased must be certified with MyHIJAU Mark and have the SIRIM Eco Label (Biodegradable and Compostable Plastic Packaging Materials) or any other equivalent recognised green label or certification; and
- Paints, coatings, adhesives and sealants must be certified with MyHIJAU Mark and have the SIRIM Eco Label specifying low Volatile Organic Compounds ("VOC") or any other equivalent recognised green label or certification.

To ensure continued relevance and effectiveness, our lists of sustainable and environmentally friendly products and suppliers are reviewed and updated annually. This shall ensure that our green procurement efforts are implemented securely, efficiently and smoothly in accordance with the evolving environmental standards.

In addition, we encourage suppliers to commit an "extended producer responsibility" programme which includes the buy-back or take-back of any surplus materials and/or products which are surplus or have reached the end of its lifecycle. Where applicable, we also encourage our suppliers to implement additional measures to promote environmentally friendly practices across their manufacturing and supply chain.

Meanwhile, we are proud to report that 100% of our procurement in FYE 2025 was sourced locally, reinforcing our support for the local economy and community development in line with UNSDG Target 8.3.

As a result of our proactive and rigorous supply chain management, we are pleased to report that there were no disruptions in our supply chain during FYE 2025. This operational stability underscores our ongoing commitment to resilience, efficiency and the consistent delivery of high-quality healthcare products and services. Looking ahead, we remain committed to embedding sustainability into our procurement practices, whenever viable, as we continue to drive long-term value creation in both our organisation and the communities we serve.

QUALITY ASSURANCE

At PMCK, our commitment to quality healthcare services is embodied in our mission to deliver quality healthcare services comprehensively and consistently through continuous development in human resources and updating of technology. As a licensed private healthcare service provider, we operate in full compliance with the Private Healthcare Facilities and Services Act 1998 and the Medical Act 1971, both of which form the regulatory foundation for patient safety, ethical conduct and service quality in Malaysia's healthcare industry. These regulations also anchor our ongoing efforts to uphold a high standard of care and governance in our daily operations.

Since 2007, PMC has maintained an ISO 9001:2015 certification under the scope of "provision of patient care". This internationally recognised certification reflects our commitment to maintaining a structured quality management system and ensuring consistent service quality. Additionally, PMC was also accredited by the MSQH under the Malaysian Hospital Accreditation Standards since 2016 with respect to organisation and management, human resources development and management, policies and procedures, facilities and equipment, quality improvement activities and special requirements. This national recognition further affirms our dedication to nationally recognised healthcare standards.

SUSTAINABILITY STATEMENT

QUALITY ASSURANCE (CONT'D)

Recognising that service quality is intrinsically linked to workforce capability, we regularly provide training opportunities for our employees to sharpen their skills and knowledge in order to improve our overall service delivery. During FYE 2025, our employees attended the following training programmes, comprising both in-house and external training sessions, focused on ISO requirements, MSQH standards, problem-solving competencies and clinical incident management: -

Quality Related Training Attended by Employees During FYE 2025
• New Staff Human Resources Orientation Programme - Introduction to quality assurance (ISO and MSQH)
• MSQH Action Plan Review 3rd Phase
• ISO Advance Internal Auditor
• ISO Refreshment Training on 5 Why Analysis
• ISO 9001:2015 Lead Auditor Training
• 5 Why Analysis – Problem Solving and Decision-Making
• Teaching and Training for New MSQH Standard 09L – Dental Services Statistics
• Teaching and Training Corrective Action Request ("CAR") Form
• Continuing Medical Education ("CME") on Incident Reporting

Certificate

Standard: ISO 9001:2015

Certificate Registr. No.: 01 100 1735517

Certificate Holder: Putra Medical Centre (Unique Luxury Sdn. Bhd.) 888, Jalan Sekerat, Off Jalan Putra, 05100 Alor Setar, Kedah Darul Aman, Malaysia

Scope: Provision of Patient Care

Proof has been furnished by means of an audit that the requirements of ISO 9001:2015 are met.

Validity: The certificate is valid from 2022-02-16 until 2025-01-12. First certification 2018

2022-02-17

TÜV Rheinland Cert GmbH
Am Grauen Stein · 51105 Köln

www.tuv.com

ISO 9001:2015

Malaysian Hospital Accreditation Standards

ENVIRONMENT

MEDICAL EFFLUENTS AND WASTE MANAGEMENT

In the healthcare industry, particularly within hospital operations, various types of waste are generated, including clinical waste, hazardous waste, general waste and biohazardous waste. At PMCK, we recognise that effective waste management extends beyond controlling physical waste to also managing the associated carbon emission arising from waste treatment and disposal activities. Improper handling and disposal of such waste not only threatens human health but also leads to environmental degradation. Among these, clinical waste requires special attention and stringent precautions in view of its potential to harm public health and surrounding ecosystems in the event of any improper handling.

To address this, we have implemented several policies and procedures governing the segregation, treatment and disposal of waste, as outlined under our Material and Resources Supply Policy. These measures are integral to minimise our environmental footprint while safeguarding public health, reflecting our commitment to responsible waste management as part of our broader sustainability efforts.

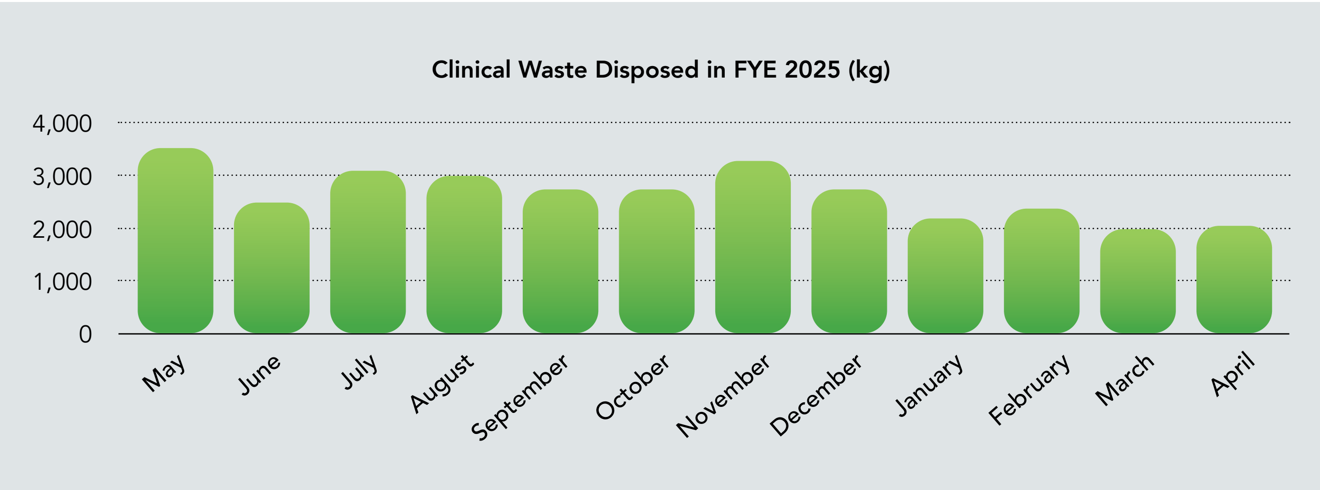
MEDICAL EFFLUENTS AND WASTE MANAGEMENT (CONT'D)

Our waste management practices are aligned with the Department of Environment ("DOE") regulations, specifically Environmental Quality (Scheduled Wastes) Regulations 2005 and the corresponding Guidelines on the Handling and Management of Clinical Wastes in Malaysia. All our employees are required to adhere to strict protocols pertaining to the segregation, treatment and disposal of waste. Comprehensive trainings are also provided to ensure the proper handling of different types of waste, especially hazardous and clinical waste, as different categories of waste necessitate distinct methods of management.

At PMCK, the waste we generate is primarily categorised into clinical waste and recyclable waste. Clinical waste, such as syringe, needles, gloves and face masks, is required to be disposed in designated waste bin to ensure safe handling, prevent contamination and reduce potential health risks to both the public and environment. On the other hand, recyclable waste, such as cardboard, paper and plastic, is carefully segregated before being collected by our appointed service providers for delivery to the authorised recycling centres.

To ensure proper waste disposal, we engage certified and licensed waste disposal service providers to handle the transportation, treatment and disposal of waste, thereby protecting both the environment and the community. As processes like waste incineration and transportation generate carbon emission, working with certified providers allows these activities to be carried out collectively and efficiently, ensuring environmental compliance while minimising overall carbon emissions.

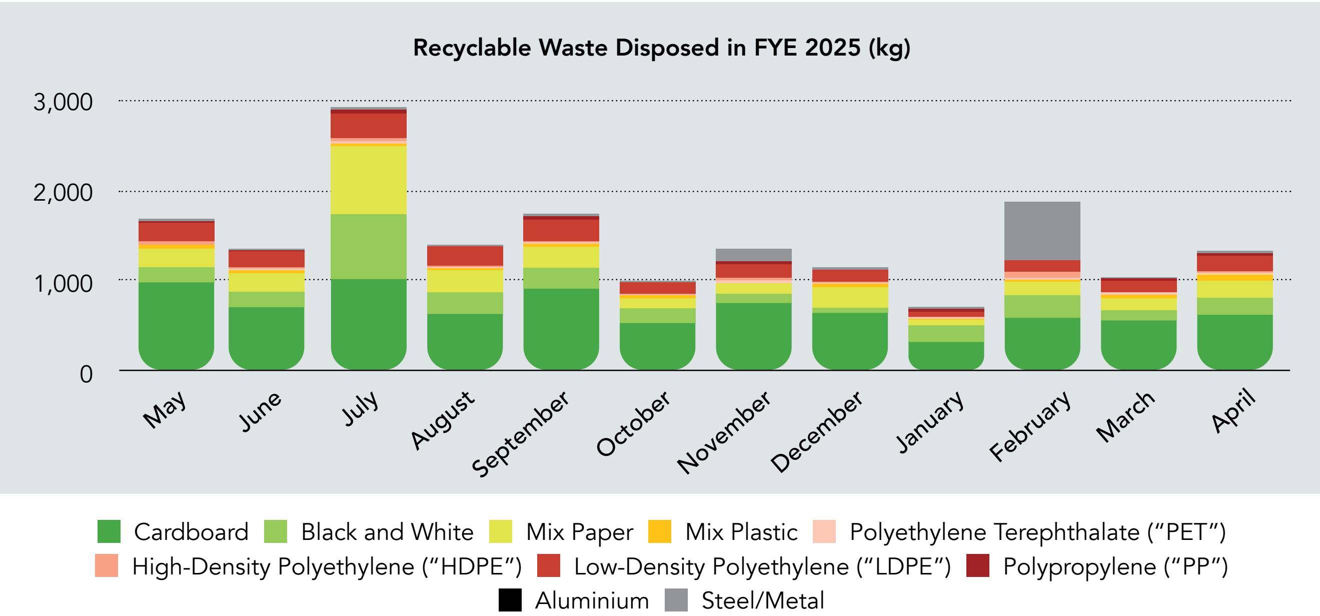
In FYE 2025, the total clinical waste disposed was recorded at 32,532kg, representing a decrease of 9.44% as compared to 35,924kg in FYE 2024. This reduction was mainly due to lower consumption of clinical materials, attributed to a decline in patient visits during the period of heavy rainfall in Kedah between September 2024 to November 2024, which also corresponded with lower revenue recorded in the same period.



Every employee plays a vital role in ensuring clinical waste is properly handled and disposed of, helping to reduce the carbon footprint associated with waste disposal activities. Moving forward, we are committed to strengthening our in-house waste management system through stricter clinical waste segregation practices to prevent improper disposal and avoid inflating recorded waste volumes due to non-clinical items. We also plan to implement waste reduction and recycling initiatives and will explore more environmentally friendly practices such as the use of biodegradable materials and less harmful chemical substances where feasible to further minimise our environmental impact.

In FYE 2025, the total recyclable waste disposed was recorded at 17,690kg, representing an increase of 8.92% as compared to 16,242kg in FYE 2024. Cardboard made up the largest portion of recyclable waste, accounting for 48.02% of the total recyclable waste disposed, largely arising from packaging materials used in medical supplies and equipment deliveries. The increase in our recyclable waste disposed was mainly attributed to the increased awareness among employees as well as the implementation of designated collection bins that made recycling more convenient within the medical centre.

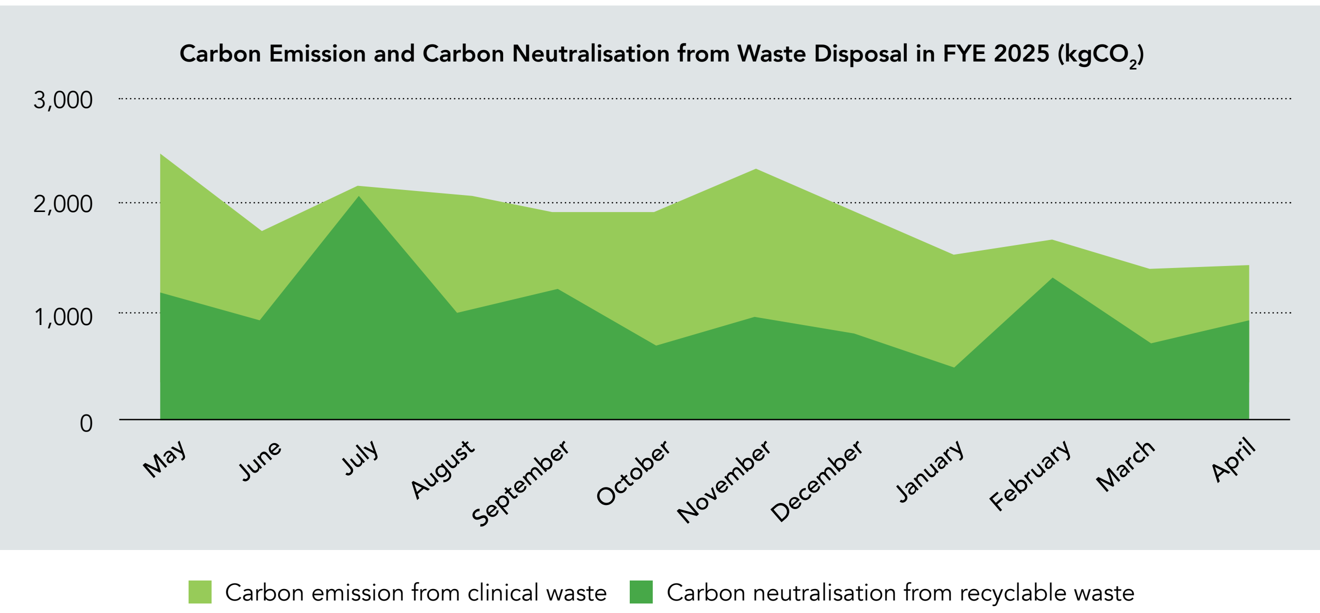
MEDICAL EFFLUENTS AND WASTE MANAGEMENT (CONT'D)



We recognise that the disposal of clinical waste generates carbon emissions, while the recycling of waste contributes to carbon neutralisation. In this regard, we monitor the carbon emissions associated with clinical waste disposal and also track the carbon offset achieved through the disposal of recyclable waste.

Based on the data collected, 22,772kgCO_2 of carbon emission was emitted from our clinical waste disposal during FYE 2025, representing a decrease of 9.44% as compared to 25,147kgCO_2 in FYE 2024 in line with the reduction in clinical waste disposed during FYE 2025.

Meanwhile, the total carbon neutralisation through our recycling initiative was recorded at 12,383kgCO_2 in FYE 2025, reflecting an increase of 8.92% from 11,369kgCO_2 in FYE 2024 in line with the increase in our recyclable waste disposed. This shows that the more we recycle, the more the carbon has been neutralised.



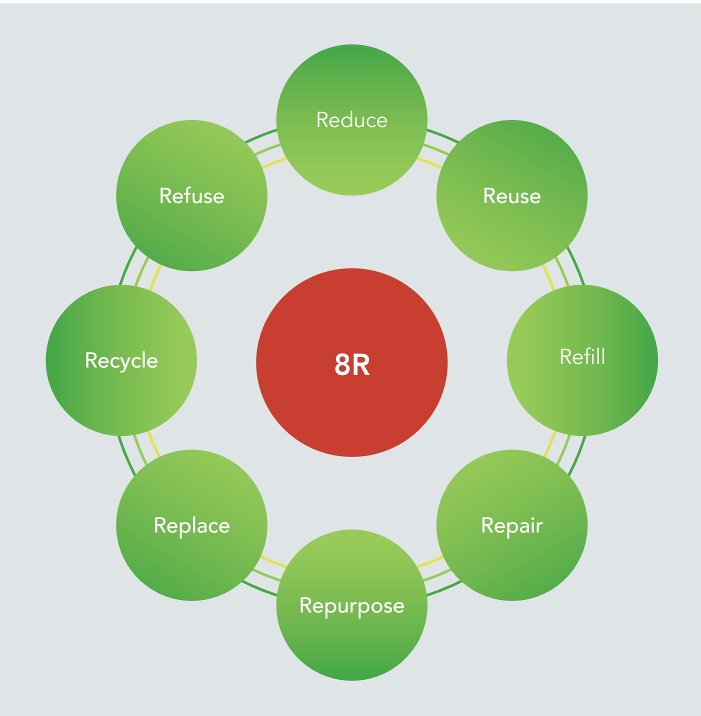
SUSTAINABILITY STATEMENT

MEDICAL EFFLUENTS AND WASTE MANAGEMENT (CONT'D)

Based on data compiled, 22,772kgCO_2 of carbon emission was emitted from the disposal of clinical waste, while 12,383kgCO_2 of carbon, representing 54.38%, was neutralised via our recycling activities. This indicates that over half of the carbon emission generated from our clinical waste disposal were effectively offset by our recycling efforts. We view this as an encouraging step towards reducing the overall environmental impact of our operations. Moving forward, we remain committed to strengthening our recycling initiatives to further neutralise carbon emissions and contribute meaningfully to climate action called for under UNSDG Target 13.2.

To further strengthen our management of recyclable waste, we have introduced the 8R concept, covering reduce, reuse, refill, repair, repurpose, replace, recycle and refuse, to guide our employees in minimising waste at its source and ensuring that materials are used efficiently before being disposed of in line with UNSDG 12.5. By embedding this approach across all departments, we aim to instil a culture of resource responsibility and environmental stewardship within our workforce.

To promote this 8R approach organisation-wide, we have also taken steps to raise awareness among both employees and the public. These include informational banners placed inside lifts, educational posters displayed on hospital walls and digital messages shown on light-emitting diode ("LED") screens located outside the hospital building, all serving as our daily visual reminders of our commitment to responsible waste management.

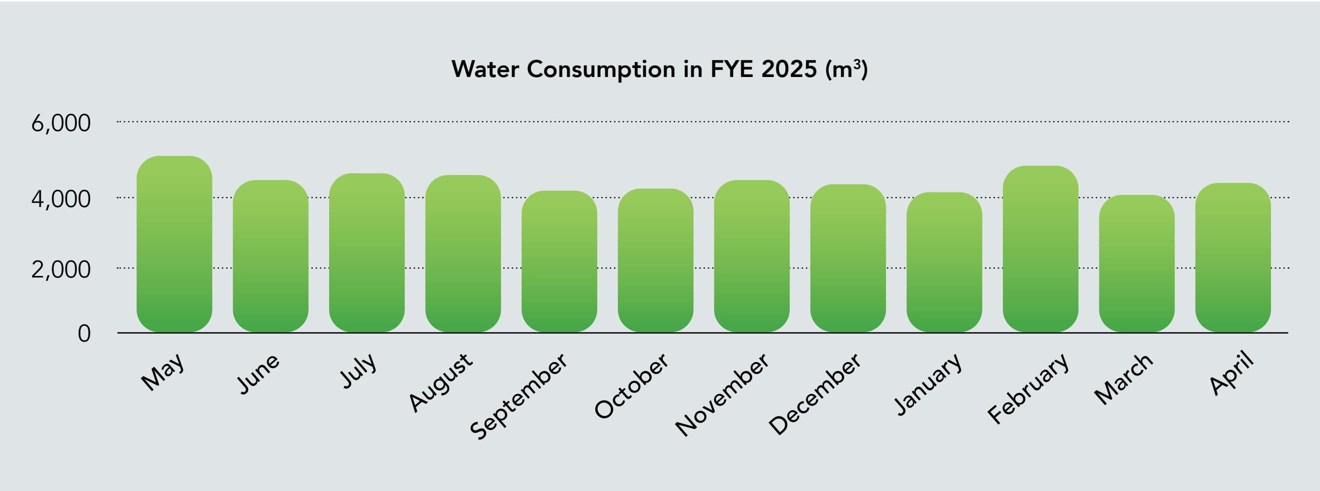


With our diligent medical effluents and waste management, we are pleased to highlight that all clinical and recyclable wastes were properly handled and disposed of in accordance with the applicable regulations. Hence, no incidents of improper waste disposal were reported in FYE 2025. Furthermore, clinical waste was collected by licensed service providers and transported to authorised treatment centres, while recyclable waste was sent directly to recycling centres, hence, both waste streams were fully diverted from landfill disposal during FYE 2025.

SUSTAINABILITY STATEMENT

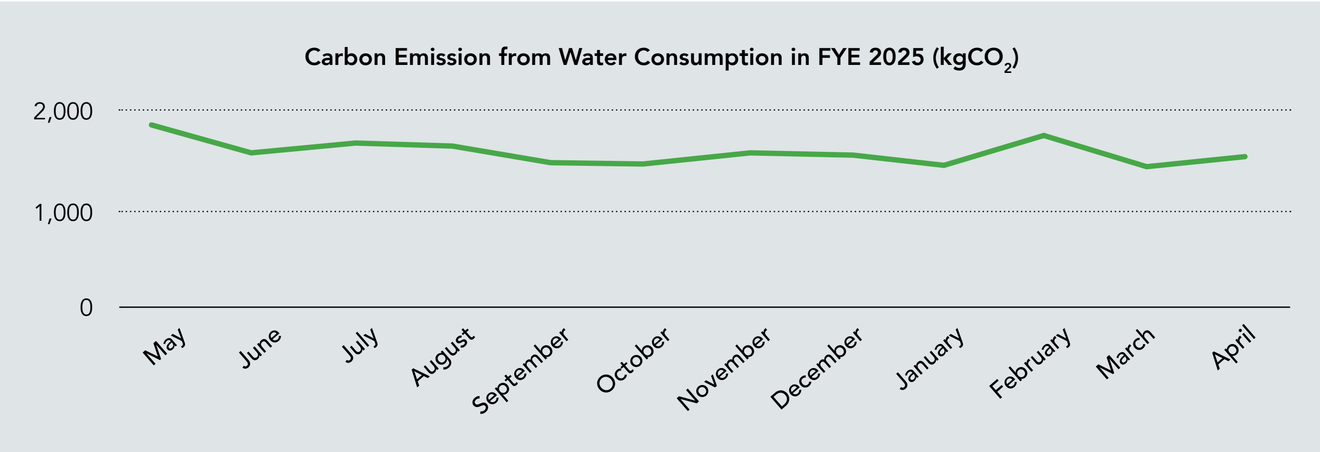
WATER MANAGEMENT

Water is essential to hospital operations, supporting a wide range of key functions such as medical procedures, sanitation, infection control as well as the overall running of hospital operations. A reliable and efficient water supply is therefore fundamental to maintaining hygiene standards and sustaining the continuity of our daily operations. Recognising water as a scarce resource, we actively monitor our consumption to promote the efficient use of this vital natural resource.

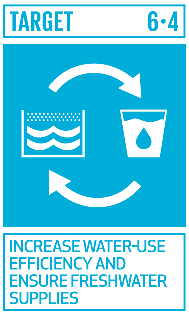


Our total water consumption in FYE 2025 was recorded at 54,058m³, representing an increase of 32.09% from 40,923m³ in FYE 2024, mainly due to increased cleaning activities carried out for building maintenance and overall hygiene purposes. While we recognise that water usage will inevitably increase in tandem with our business growth and expansion, we remain mindful of the importance of conserving water wherever possible, without compromising our operational needs.

We recognise that water consumption indirectly contributes to carbon emission due to significant amount of energy required to extract, treat, distribute and process water for hospital use. This energy typically comes from fossil fuel-based sources, which in turn generate carbon emissions. As such, increased water usage leads to higher energy demand and consequently greater carbon emissions. In FYE 2025, the total carbon emission associated with our water consumption were recorded at 18,596kgCO_2, representing a 32.09% increase from 14,078kgCO_2 in FYE 2024. This increase is in line with the percentage growth in our overall water consumption.



WATER MANAGEMENT (CONT'D)



Recognising the direct correlation between water consumption and carbon emission, we acknowledge the need to strengthen our water conservation efforts as part of our broader carbon reduction strategy.

In alignment with UNSDG Target 6.4, we are committed to improving water use efficiency across our hospital operations. Our water management strategy focuses on conservation and efficient use of water resources, as well as promoting awareness among both employees and patients to reduce any unnecessary consumption. To this end, relevant training sessions and educational posters are in place to remind everyone of the importance of using water wisely and responsibly.

During FYE 2025, the water-saving initiatives that have been implemented in our operations include: -

- To turn off water taps when not in use;
- To replace or repair leaking pipes immediately to prevent water wastage;
- To install water-saving equipment such as low-flow of faucet and showerhead;
- To encourage proper handwashing practices by turning off the tap while lathering with soap to avoid unnecessary water wastage; and
- To utilise recycled water via reverse osmosis.

Moving forward, we will continue to implement practical initiatives to promote water conservation within our hospital operations, wherever feasible, supporting both environmental sustainability and operational cost efficiency.

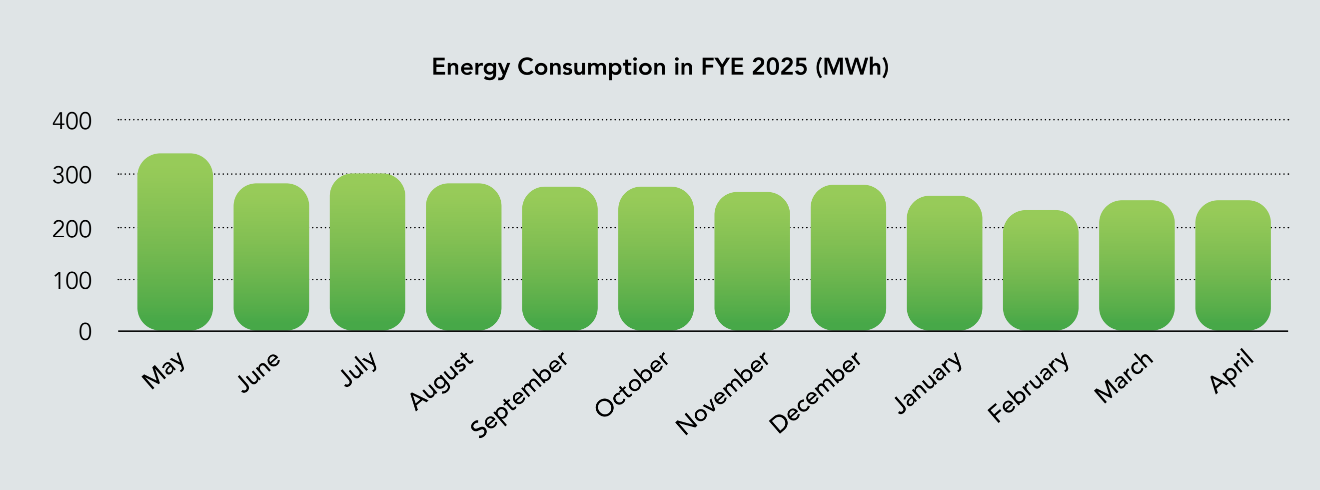
ENERGY MANAGEMENT

We recognise that energy plays a critical role in the continuous and effective operation of healthcare facilities. Electricity is fundamental in powering a wide range of hospital systems, including medical equipment, air-conditioning, lighting, elevators and ventilation, all of which are essential to support our round-the-clock patient care.

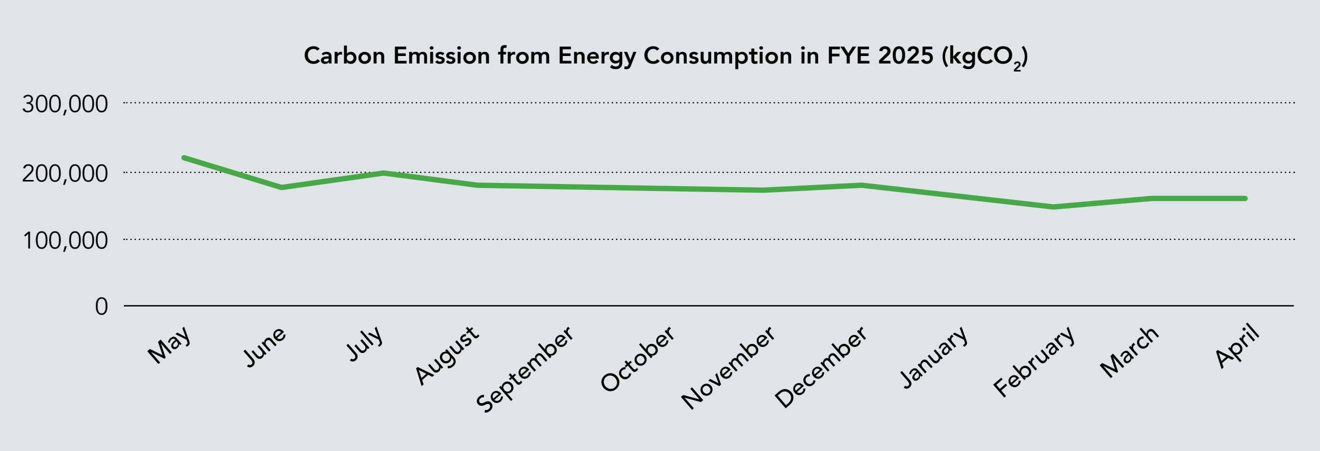
Given the intensive operational demands and extensive service hours, hospitals are inherently high energy consumers. To ensure that energy is used efficiently and safely, we comply with the Electrical Supply Act 447 (1990), which sets strict standards for the operation of high-energy-consuming appliances, such as air-conditioning systems.

Moreover, we acknowledge that high energy consumption not only leads to increased operational costs but also contributes to environmental impact through associated carbon emission. To address these challenges, we are committed to implementing responsible energy management as part of our sustainability efforts. In line with this commitment, we have developed an Environmental and Energy Efficiency Management ("EEEM") Policy and have established an EEEM Committee to oversee and drive energy efficiency efforts across our operations. Our EEEM Policy focuses on the adoption of energy-efficient technologies, the conduct of regular energy audits as well as the cultivation of a workplace culture that values responsible energy usage.

ENERGY MANAGEMENT (CONT'D)

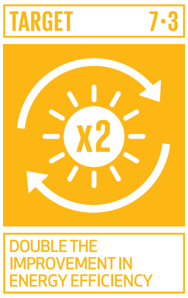


In FYE 2025, we recorded a total energy consumption of 3,296MWh, representing a decrease of 13.58% as compared to 3,814MWh in FYE 2024. Such decrease was mainly attributed to the effectiveness of our training programmes, which raised awareness among employees and patients on the importance of energy conservation.



Correspondingly, the total carbon emission arising from our energy consumption in FYE 2025 was recorded at 2,106,368$kgCO_2$, reflecting a similar 13.56% decrease as compared to 2,436,916$kgCO_2$ in FYE 2024.

In support of UNSDG Target 7.3, we strive to adopt best practices and modern solutions into the core of our healthcare operations to optimise electricity usage and reduce our environmental footprint. These efforts not only ensure a stable and reliable power supply essential to healthcare service delivery, but also contributes to broader climate action goals.



SUSTAINABILITY STATEMENT

ENERGY MANAGEMENT (CONT'D)

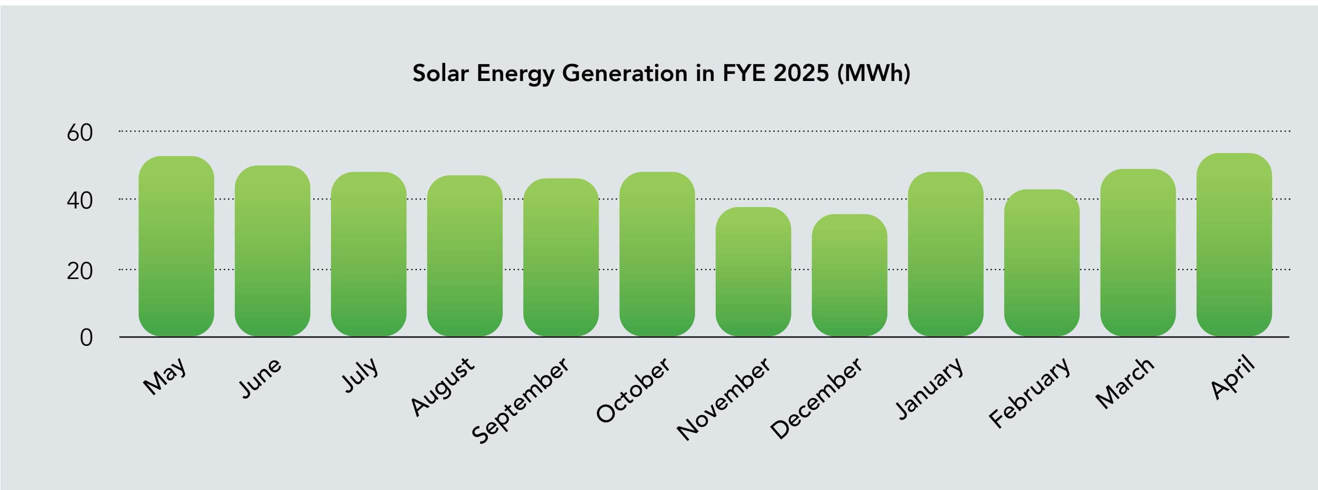
During FYE 2025, we have implemented the following practices to support energy efficiency and environmental sustainability: -

- To switch off electrical appliances and lighting, or activate sleep/standby mode when equipment is not in use;
- To reduce baseload consumption after office hours;
- To perform regular maintenance check to ensure all equipment operate at optimal efficiency level;
- To perform testing and commissioning process for all new equipment prior to use;
- To install heat wheels to recover energy from high-energy-consuming equipment, such as air handling units;
- To establish an Energy Management System (including administration training and installation of digital power meters);
- To provide training for employees and patients to foster energy-saving behaviours;
- To replace downlight programmable logic controller ("PLC") to downlight LED;
- To segregate electrical circuitry, where possible;
- To install energy efficiency monitoring systems to track energy consumption and performance;
- To replace desktop computers with laptops, whenever feasible;
- To install segregated staged chiller and cooling towers to optimise cooling efficiency;
- To optimise chiller system and air-conditioning set temperature; and
- To install water temperature sensors with control circuits for cooling tower fans.

Building on the abovementioned efforts, we are pleased to share that we have obtained the Sustainable Low Carbon Building Assessment GreenPASS certification, awarded by the Sustainable Energy Development Authority ("SEDA") Malaysia. This certification is a voluntary certification program that recognises sustainable energy and low-carbon building initiatives by consumers and building owners. The achievement of this certification further underscores our dedication to sustainable practices, beyond mere compliance requirements.

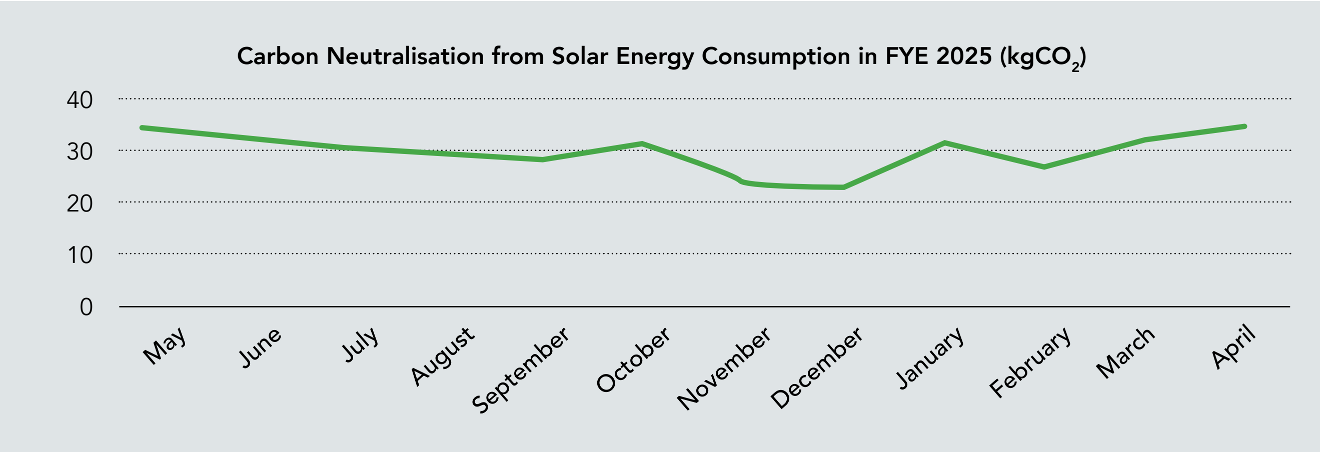
We have also adopted a strategic approach to reduce our carbon footprint through the use of renewable energy. With UNSDG Target 7.2 in mind, solar panels have been installed at PMC to harness solar energy, helping to offset the carbon emission generated from our daily hospital operations.

We are also planning to progressively upgrade our existing solar panels by replacing those that are either underperforming or faulty with higher efficiency panels to improve our solar energy generation capacity and maximise the environmental benefits of renewable energy.

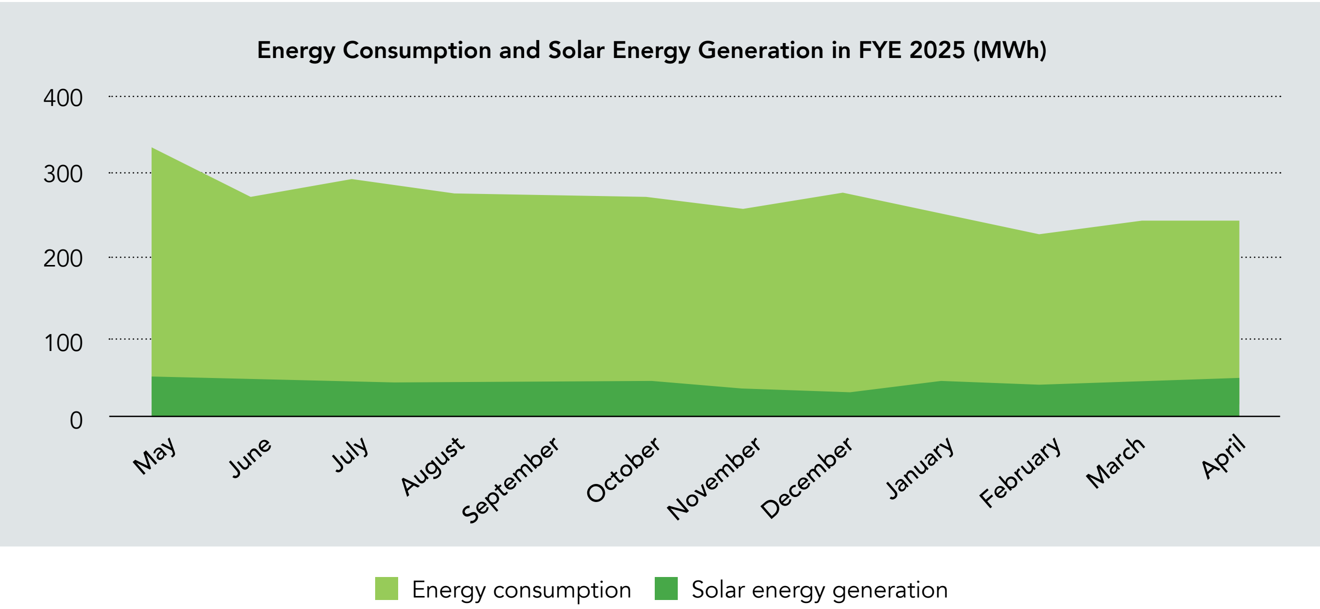


ENERGY MANAGEMENT (CONT'D)

In FYE 2025, we generated 559MWh of solar energy, which was equivalent to powering approximately 2,236 households. This represented a slight decrease of 0.89% from 564MWh recorded in FYE 2024, mainly due to frequent cloudy and rainy weather which reduced the sunlight exposure as well as the performance limitations of several older solar panels. Nevertheless, we remain committed to expanding the use of solar energy consumption as a key step towards achieving our long-term goal of net zero carbon emission by 2050.



Due to a slight decrease in solar power generation, we achieved a total carbon neutralisation of 357,198kgCO_2 in FYE 2025, reflecting a decrease of 11.23% from 402,387kgCO_2 in FYE 2024.

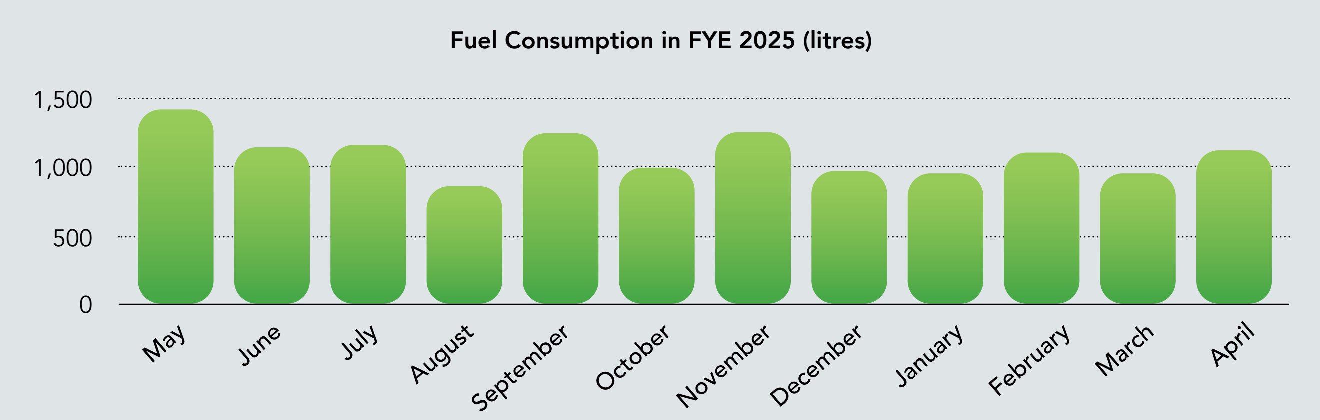


Based on the graph above, only a small portion of the carbon emission from our energy consumption was neutralised through our existing solar initiatives as our total energy consumption remains significantly higher than our current solar energy generation. Moving forward, we will continue to focus on both reducing overall energy consumption and increasing solar energy generation to strengthen our carbon reduction efforts.

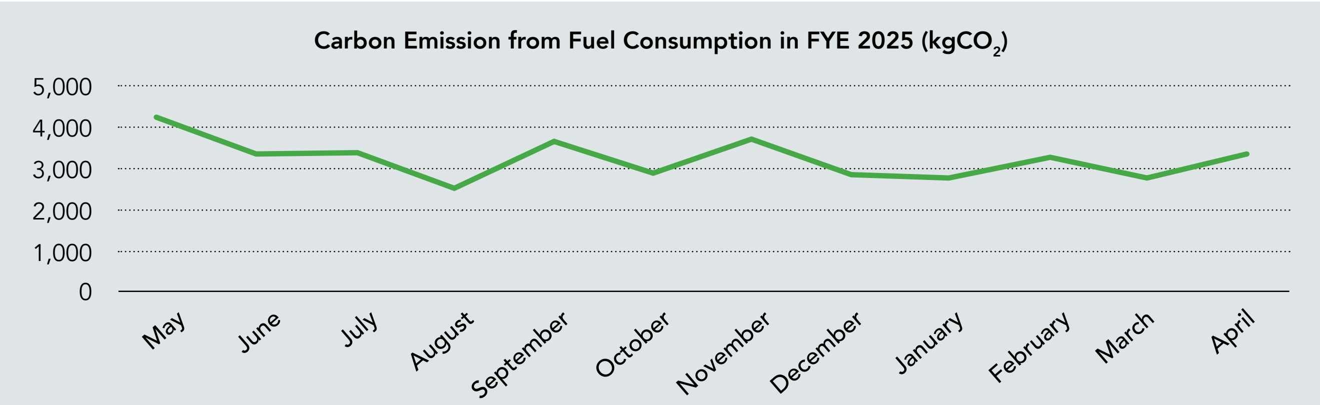
FUEL MANAGEMENT

At PMC, fuel is primarily consumed by company-owned vehicles, including four (4) ambulances and two (2) vans. These vehicles are strictly designated for operational use and business purpose only. To ensure proper monitoring, all relevant travelling data, such as fuel consumption, mileage, travel destination, date, time and driver information, are properly recorded for tracking purpose.

Effective fuel management is essential not only for operational efficiency but also for our environmental responsibility. Vehicle emission, which directly result from fuel combustion, contribute significantly to our overall carbon footprint. Within the healthcare industry, transportation is one of the primary sources of carbon emission due to the frequent and necessary use of ambulances. When fuel is burned, it releases carbon dioxide and other pollutants into the atmosphere, contributing to air pollution and accelerating climate change.



In FYE 2025, we recorded a total fuel consumption of 13,228 litres, reflecting a 33.62% decrease as compared to 19,927 litres in FYE 2024. Such decrease was mainly attributed to the decrease in the number of ambulance cases and shuttle services.



Consequently, the total carbon emission arising from fuel consumption in FYE 2025 amounted to 38,627kgCO_2, representing a 33.62% decrease as compared to 58,187kgCO_2 in 2024 in line with the lower fuel consumption by our vehicles.

It is evident that increased fuel consumption leads to higher carbon emission, which in turn accelerates environmental degradation and poses a challenge in meeting our sustainability objectives. In response, we have implemented various fuel-efficiency measures during FYE 2025, including: -

- To make sure all our vehicles are in good condition and well maintained to optimise fuel efficiency and performance;
- To guide and remind our drivers to follow the appropriate speed limits and avoid any unnecessary accelerating which increases fuel consumption and carbon emission; and
- To track and record monthly fuel consumption for continuous monitoring and improvement.

Moving forward, we will continue to focus on our fuel management practices as part of our ongoing commitment to reducing our carbon footprint and enhancing environmental sustainability across our operations.

EMISSION MANAGEMENT

While we continue to incorporate green initiatives into our operations, we acknowledge that our daily activities, including waste management, water consumption, energy consumption and fuel consumption, still contribute to our environmental footprint through the release of carbon emission, as mentioned earlier.

To manage our carbon emission more effectively, we have categorised them into two (2) main categories:

- **Scope 1 (direct emission):**
  Emission arising from sources that are directly owned or controlled by PMC, such as fuel consumption from company vehicles; and

- **Scope 2 and 3 (indirect emission):**
  Scope 2 covers emission from purchased electricity used to power our buildings and operations, while Scope 3 includes other indirect sources such as waste disposal.

In alignment with UNSDG Target 13.2, we have taken steps to track and monitor our carbon emission. Our total carbon emission for FYE 2024 and FYE 2025 are summarised in the table below: -

Scope	Sources	FYE 2024 ($kgCO_2$)	FYE 2025 ($kgCO_2$)
Carbon Emission			
Scope 1	Fuel Consumption	58,187	38,627
Scope 2	Energy Consumption	2,436,916	2,106,368
Scope 3	Disposal of Clinical Waste	25,147	22,772
		2,520,250	**2,167,767**
Carbon Neutralisation			
Scope 2	Solar Energy Generation	402,387	357,198
Scope 3	Disposal of Recyclable Waste	11,369	12,383
		413,756	**369,581**
Net Carbon Emission (After Neutralisation)		**2,106,494**	**1,798,186**

TARGET 13·2

INTEGRATE CLIMATE CHANGE MEASURES INTO POLICIES AND PLANNING

Our total carbon emission decreased by 352,483$kgCO_2$ from 2,520,250$kgCO_2$ in FYE 2024 to 2,167,767$kgCO_2$ in FYE 2025. Energy consumption remained as the primary contributor to our overall carbon footprint, accounted for 96.69% and 97.17% of our total carbon emission in FYE 2024 and FYE 2025 respectively. After taking into account of carbon neutralisation from solar energy generation and disposal of recyclable waste, we recorded a net carbon emission of 1,798,186$kgCO_2$ in FYE 2025, reflecting a 14.64% decrease from previous financial year. While we continue to grow and deliver healthcare services, we remain mindful of our environmental impact and are committed to minimising our carbon footprint wherever possible.

In addition, as part of our commitment to environmental sustainability, we are delighted to announce that we have obtained the Green Building Index ("GBI") certification on PMC in July 2025. GBI is a Malaysian green rating system that assesses buildings based on their energy efficiency, water usage, indoor environmental quality and resource optimisation. This GBI certification further validates our efforts in creating a more energy-efficient and environmentally sustainable healthcare environment.

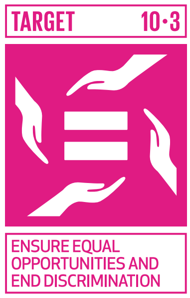
SOCIAL

DIVERSITY AND INCLUSION

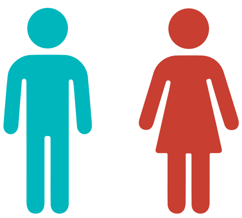
We acknowledge that our people are the cornerstone of our success. Their contributions are vital in driving our operations, strengthening our organisational resilience and delivering high-quality healthcare services. In recognition of this, we are committed to cultivating an inclusive, respectful and empowering work environment that promotes employee development and wellbeing at all levels.

In line with UNSDG Target 10.3, we actively promote equal opportunities and are dedicated to eliminating discrimination in workplace through fair employment practices. To this end, we align our recruitment approach with the International Labour Organisation's Fair Recruitment Initiative, ensuring that our recruitment practices uphold international labour standards, support gender equality, and are grounded in transparency and merit. All candidates are evaluated fairly based on their qualification, skills and past working experience.

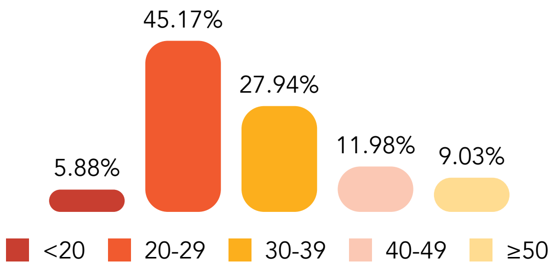
As at 30 April 2025, PMC have a total of 476 employees, of which 97.48% are local employees. The demographic profiles are analysed as follows: -



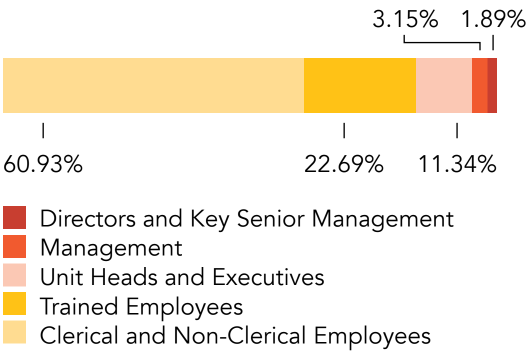
Gender



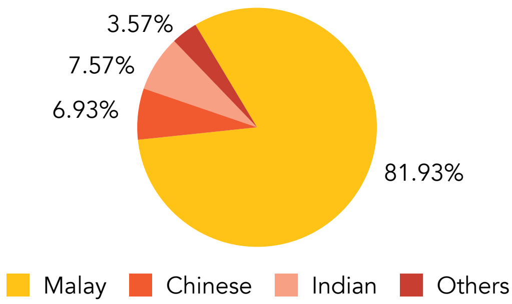
Age Group



Employees Structure



Ethnicity



SUSTAINABILITY STATEMENT

DIVERSITY AND INCLUSION (CONT'D)

Diversity is reflected not only across our workforce but also within the leadership level. Aligned with UNSDG Target 5.5, 42.86% of our Board are female directors, including key leadership roles such as Independent Non-Executive Chairperson, Managing Director and Independent Non-Executive Director. This highlights our commitment to upholding inclusive leadership and gender diversity at the highest level of governance.

Moving forward, we remain committed to cultivating a positive, equitable and engaging workforce that supports long-term growth, career development and employee loyalty.

RECRUITMENT, DEVELOPMENT AND RETENTION

While we strive to build a diverse workforce, we also recognise that workforce stability is equally important in sustaining our business and ensuring operational continuity. As at 30 April 2025, we are pleased to report that 94.54% of our employees held permanent positions, underscoring our dedication to building a secure and stable workforce that is essential for the Group's long-term growth and sustainability.

With UNSDG Target 8.8 and 10.3 in mind, we are committed to protecting the rights and interests of all our employees. This commitment is formalised through our Employee Handbook, which serves as a formal reference outlining key policies and procedures pertaining to employment terms, leaves and benefits entitlements, code of conduct and disciplinary matters.

According to the Employee Handbook, and subject to the employee's job grade and/or length of service, our employees are able to enjoy the following benefits: -

Employee Benefits	
✓ Annual leave	✓ Training or study leaves
✓ Medical and hospitalisation leaves and benefits	✓ External training allowance
✓ Marriage leave	✓ Travelling allowance
✓ Maternity leave and benefits	✓ Lodging allowance
✓ Paternity leave	✓ Night allowance
✓ Compassionate leave	✓ Uniform allowance
✓ Disaster leave	✓ On call allowance

Beyond protecting employees' rights and welfare, we also believe in fostering open, two-way communication between Management and employees. To support this, we have established a formal grievance procedure that provides a structured and transparent channel for employees to raise, address and resolve concerns, complaints or any grievances related to their employment as follows: -

1. Employees are encouraged to resolve grievances by discussing their concerns with their immediate superior within 48 hours.
2. If the immediate superior is unable to resolve the issue, such matter should be escalated to the Head of Department ("HOD") within three (3) days.
3. The HOD is then expected to address the issue in accordance with departmental procedures within four (4) days.
4. If the issue remains unresolved at the department level, the HOD should submit a report to the Human Resource Department within one (1) week for further action. Employee may also submit their grievance directly to Human Resource Department if necessary.
5. If the matter is still not resolved by Human Resource Department personnel within ten (10) days, it shall be referred to an appointed representative for resolution.
6. As a final step, the matter would only be referred to the Board as a last resort and the decision of the Board is final.

RECRUITMENT, DEVELOPMENT AND RETENTION (CONT'D)

Driven by our employee retention initiatives and a focus on maintaining a positive working environment, we achieved a turnover rate of 13.83% in FYE 2025, reflecting a stable and dedicated workforce. Staying ahead, we remain focused on strengthening employee engagement and workplace loyalty.

Recognising that a positive workplace culture goes beyond formal policies, we also proactively engaged our employees through the following events and activities during FYE 2025 to foster teamwork, strengthen connections and promote a sense of belonging across the organisation: -

Navigating the Flood Crisis Together

On 4 December 2024, in the wake of the flood crisis in Kedah, we provided medical aid services to our employees who affected by the disaster, including basic health screenings and body check-ups. We also supported our employees with meals, clean water and expedited salary payments to ease their burden during the challenging period.

Chinese New Year ("CNY") Celebration – "Unity and Good Health for All"

In January 2025, we welcomed the Year of the Snake with a pre-CNY celebration at our medical centre. Festive decorations, traditional red lanterns and thematic backdrops were set up to create a joyful atmosphere.

A series of activities was also organised, including a traditional lion dance performance, mandarin orange distribution, calligraphy workshops and festive photo opportunities, to promote prosperity, encourage cultural appreciation and create moments of connection among employees.

The Management also visited several departments to express their gratitude to employees for their dedication and efforts. Thoughtful tokens of appreciation were distributed as a symbol of prosperity and good fortune, spreading festive cheer among employees who remained on duty during CNY.

Yassin Recitation Ceremony

In conjunction with the month of Ramadan in March 2025, we organised a weekly Yassin Recitation Ceremony at our medical centre. This programme, held every Thursday, was aimed to strengthen the relationship between doctors and employees, pray for well-being of patients, and foster a harmonious and spiritual environment within the hospital. This initiative also encouraged employees to reflect spiritually and draw closer connection with Allah through the recitation of the Quran.

SUSTAINABILITY STATEMENT

OHS MANAGEMENT

Recognising that employees' health and safety is a top priority, especially within the hospital environment, we are committed to maintaining high standards of OHS management across all our operations. In the healthcare industry, our workplace hazards typically arise from the handling of hazardous substances such as chemicals and biological agents, as well as from physical hazards such as sharps, improper use of personal protective equipment, and outdated or unsafe equipment.

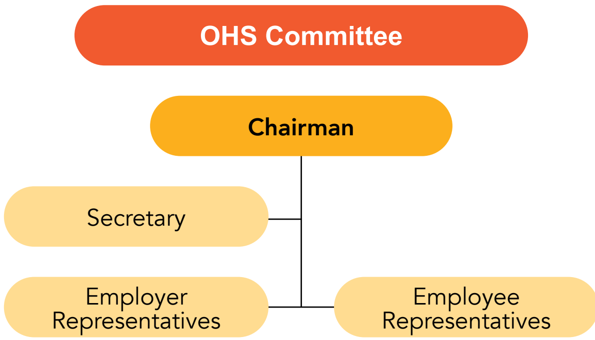
To minimise these risks and protect our employees, we have established an OHS System in line with UNSDG Target 8.8, aimed at systematically reducing occupational hazard exposure.

We have also formalised and adopted an Environment, Safety and Health Policy, which serves as the foundation for our environmental, health and safety practices. The said policy outlines our commitment to safeguarding the health and safety of our employees, guided by the following principles: -

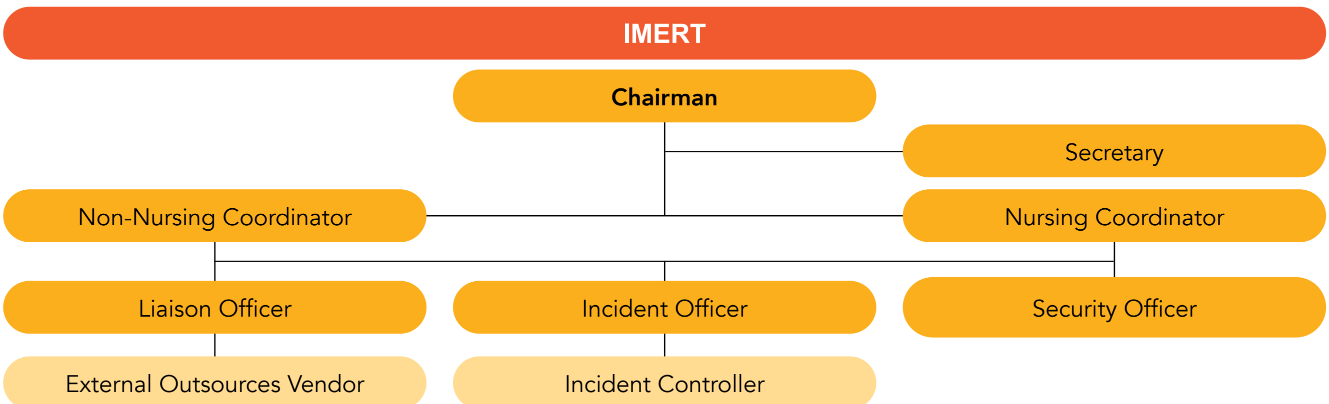
- To aim towards a healthy, comfortable and safe workplace in compliance with the legal requirements of Occupational Safety Health Act 1994 and to implement the suitable internal company safety rules;
- To protect all individuals from preventable occupational injuries and illness by undertaking educational trainings and enforcement in safety directed at employees;
- To continuously teach, train and encourage employees and suppliers to adhere to the safety rules and to carry out their duties in an organised, safe and responsible manner towards the environment;
- To provide suitable equipment and ensure regular maintenance on relevant equipment; and
- To report and investigate accident, occupational related sickness and any dangerous incident that could possibly harm the environment.

To ensure an effective implementation of the Environment, Safety and Health Policy as well as our OHS management, we have established two (2) dedicated teams, namely the OHS Committee and Incident Management, Emergency Response Team ("IMERT").

The OHS Committee, comprising representatives from both the Management and employees, plays a key role in overseeing our compliance with OHS regulations, addressing safety concerns and recommending appropriate solutions for continuous improvement. This balanced structure ensures that employees' voices are fairly heard and considered, supporting a collaborative approach to OHS management.



Meanwhile, the IMERT focuses on ensuring a swift and coordinated response in emergency situations, including incidents requiring immediate action to safeguard our employees' health and safety within our hospital.



SUSTAINABILITY STATEMENT

OHS MANAGEMENT (CONT'D)

To further strengthen our workplace safety efforts, we have implemented the following practices and measures during FYE 2025: -

- Pre-employment health screening to ensure our employees are fit to work;
- Annual fire drills to enhance emergency response readiness;
- OHS induction training for all new employees during their orientation period;
- Quarterly safety audits to monitor and improve workplace safety standards; and
- Appropriate personal protective equipment is provided to reduce infection risks and protect against workplace hazards.

Furthermore, we believe that workplace safety is a shared responsibility that extends beyond the OHS Committee to include every employee. To promote a culture of safety, we have conducted several OHS-related trainings to equip our employees with the necessary skills and knowledge to work safely, identify potential workplace hazards, use safety equipment correctly and respond effectively to emergencies.

Reflecting the effectiveness of our OHS management, we have obtained a Grade A for the workplace inspection by the DOSH Kedah since 2019. We are also proud to report zero work-related injuries and a 69.54% of employee participation rate in health surveillance in FYE 2025. Moving forward, we remain committed to maintaining a safe and injury-free working environment for all employees.

LEARNING AND DEVELOPMENT

We recognise that our employees' competencies form the backbone of both our operational resilience and the quality of patient care we deliver. In alignment with UNSDG Target 4.4, we remain committed to investing in continuous learning and development opportunities to enhance employee adaptability and effectiveness, while keeping pace with the fast-evolving healthcare industry.

In view of the rapid technological advancement in the industry, we encourage specialist consultants and doctors to participate in relevant conferences and seminars to stay updated on the latest medical processes and technologies. Similarly, nurses and allied health professionals are provided with opportunities to attend workshops and training programmes to gain experience and apply new skills in patient care.

TARGET 4.4

INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

SUSTAINABILITY STATEMENT

LEARNING AND DEVELOPMENT (CONT'D)

To support a structured and accountable employees' professional development, we have established the following policies for employee training: -

- Only eligible employees are entitled to attend training, subject to the recommendation of their unit head or manager, acknowledgement by the Human Resource Department and approval by the Management Team;
- Training must be related to the employee's job scope or KPI to support their career growth and development;
- Employees are bounded to a training agreement if the cost of hospital-sponsored training courses exceeds a certain amount; and
- Total training hours per employee are tracked and monitored by Human Resource Department under the Employee Education Activities programme.

In FYE 2025, we conducted a total of 116 training and development programmes, covering a broad range of topics such as patient care, health and safety, medical knowledge, financial management, nursing practices, regulatory compliance and IT data protection. These trainings are integral in strengthening our workforce's skills and knowledge, thereby supporting the consistent quality in our patient care and operational efficiency. The target and actual average training hours per employee are recorded as follows: -

Employee Category	Target Average Training Hours Per Employee	Actual Average Training Hours Per Employee in FYE 2025	Status for FYE 2025
Nursing Employees	5 hours per month	6.04 hours per month	Target Achieved
Non-Nursing Employees	3 hours per month	6.91 hours per month	Target Achieved
Total	48 hours per year	77.70 hours per year	Target Achieved

To ensure that we continue meeting the training targets, we have implemented the following strategies during FYE 2025: -

- To remind the unit heads and managers to ensure employees complete all required training;
- To enforce compliance with training KPIs, with appropriate disciplinary actions applied for non-compliance; and
- To continuously monitor employees' training progress to ensure training KPIs are met.

On 26 February 2025, we signed a Memorandum of Understanding with the Universiti Selangor ("UNISEL") to provide full sponsorships for our employees to pursue further education. Through this collaboration, PMC will sponsor between one (1) to five (5) employees per intake to enrol in diploma programmes in Nursing, Medical Laboratory Technology, Physiotherapy and Medical Imaging. This initiative reflects our commitment to investing in employee development, supporting career advancement while strengthening the quality of our healthcare services.

This programme is particularly impactful for underprivileged employees, providing them with educational opportunities without the financial burden of tuition fees. Beyond supporting our employees, the sponsorship is also extended to their children, underscoring our broader dedication to educational development within our community.

SOCIAL ENGAGEMENT

As a responsible healthcare service provider, we recognise the importance of giving back to the communities that support us. Through initiatives focused on public health and youth development, we aim to foster lasting relationships and contribute positively to community well-being.

In FYE 2025, we organised a total of 138 social engagement events, reaching a total of 5,408 beneficiaries. Some of the key events are highlighted as follows: -

Free Mammogram Screenings for Women's Health

We were honoured to be part of the Etiqa Free Mammogram Programme – Phase 6, organised in collaboration with the National Cancer Society of Malaysia ("NCSM"). This programme aimed to help 6,000 underprivileged women with free access to breast cancer screenings via mammograms while raising public awareness about breast cancer. Scheduled to run from June 2024 to June 2025, the programme was implemented across all states in Malaysia.

Bright Smiles and Little Heroes

On 6 September 2024, we were honoured to welcome 43 children from Fungates Superflow Foundation to our "Check-Up Champs: Bright Smile and Little Heroes" event, made possible with the generous support of Madam Lalita Aryan, the founder of Lalita 999 Group.

The children enjoyed a full day of activities, from dental check-ups and hand hygiene workshops to first aid learning, fitness sessions and healthy eating guidance. All these activities were designed to promote better health in a fun and meaningful way.

World Diabetes Awareness Day

On 14 November 2024, we organised a World Diabetes Awareness Day filled with educational and interactive activities. The event was officiated by our Head of Clinical Services, who is also our Consultant Orthopedic and Traumatology Surgeon.

A key highlight of the day is the Dr. Talk session delivered by Dr. Anuar Waid, Consultant Physician (Internal Medicine), on the topic of "Risiko Diabetes". Besides, basic health screenings, a dietitian exhibition and a chair exercise session were conducted during the event.

SUSTAINABILITY STATEMENT

SOCIAL ENGAGEMENT (CONT'D)

Caring for the Smiles of Our Community

In collaboration with Pejabat Kesihatan Pergigian Kota Setar, we organised an oral health awareness programme at our dialysis centre on 23 June 2025. This programme aimed to raise awareness of oral health among dialysis patients and the local community.

During the event, participants received free dental check-ups and learned proper brushing techniques, along with practical tips on maintaining good oral hygiene.

Kirin Cup Football Tournament

On 11 and 12 January 2025, we supported the Kirin Cup Football Tournament held at Universiti Utara Malaysia ("UUM") by providing on-site medical support throughout the 2-day event. Our dedicated team was on standby to ensure the safety and well-being of all participants. During the tournament, we attended to 12 players with minor injuries, all of whom received prompt treatment. A serious injury case requiring immediate medical attention and stitches was also handled efficiently.

Beyond medical support, our team also actively engaged with the players and spectators to share health tips and promote safe practices during sports activities. Our presence served as a reminder that healthcare is not limited to hospital walls but plays a role in protecting community health wherever people gather.

Bringing CNY Joy to Orphanage

On 8 February 2025, we visited the Alor Setar-based orphanage, Pusat Jagaan Superkids, to celebrate CNY with 49 children and young adults aged between 2 and 20. A team of 6 healthcare volunteers from PMC spent the day spreading festive cheer and creating joyful memories with the residents.

The event was enlivened by a vibrant lion dance performance and the distribution of care tokens in the form of nutritious snacks, symbolising our wishes for good health and happiness in the year ahead. This simple yet meaningful event was our way of bringing warmth, joy and festive spirit to the children and youth of the home.

Ramadan Warmth in Every Bowl

On 20 March 2025, we organised a Bubur Lambuk Programme at our hospital parking area in celebration of the month of Ramadan. The event was filled with a spirit of togetherness, as our employees came together to prepare and distribute the hearty porridge.

The "bubur lambuk" was shared with fellow employees, patients and visitors, not only serving as a gesture of appreciation, but also to spread the warmth, compassion and communal spirit of Ramadan. In total, 500 individuals received the "bubur lambuk", making it a meaningful and memorable initiative for all involved.

SUSTAINABILITY STATEMENT

SOCIAL ENGAGEMENT (CONT'D)

Dietetics Consultation and Pre-Ramadan Food Giveaways

On 28 February 2025, we partnered with Lalita 999 Group to organise a free health screening and dietetics consultation event at our hospital. Open to the public, the event offered a three-part series of complimentary tests, including blood pressure, glucose and body mass index ("BMI") checks, conducted by our specialist consultants. In conjunction with the Ramadan season, this event was designed to support the community in preparing for the fasting month, observed by millions of Malaysians.

To further support the underprivileged, walk-in participants also received thoughtful giveaways featuring rice and dry vermicelli which complemented the event's focus on nutrition and healthy eating. These items were fully sponsored by Lalita 999 Group. A total of 300 recipients benefitted from these thoughtful giveaways.

Alor Setar City Hari Raya Aidilfitri Feast 1446H/2025M

On 28 April 2025, we were honoured to participate in the Alor Setar City Hari Raya Aidilfitri Feast at Dataran Starwalk, Alor Setar. The event was filled with festive cheer, featuring traditional delicacies, cultural performances and family-friendly activities.

We contributed to the celebration by setting up five (5) food booths serving a variety of dishes, including desserts, sweet steamed corn, hot coffee, boiled cassava and more. Prepared in collaboration with experienced local vendors, these offerings added to the joyful atmosphere of the day.

As families, friends and neighbours gathered in the spirit of celebration, we were reminded that Hari Raya is not just about food and festivity, but also about coming together as a community to share moments of warmth, kindness and gratitude.

Blood Donation Drive

During FYE 2025, we rolled out several blood donation drives, reflecting our shared commitment to healthcare excellence and supporting hospitals with a steady blood supply for patients in need.

Blood donation plays a critical role in saving lives, especially during medical emergencies where patients involved in an accident must undergo surgery, or those with chronic illnesses require a critical procedure. A single pint of blood can save up to three (3) human lives, making every donation truly invaluable.

To ensure the safety and well-being of every donor, all participants underwent basic health screenings, including blood pressure, pulse rate, blood type, and haemoglobin level checks, all conducted by our trained medical professionals.

SUSTAINABILITY STATEMENT

SOCIAL ENGAGEMENT (CONT'D)

Free health screenings for the community

During FYE 2025, we conducted numerous complimentary health screening sessions, offering services such as blood pressure monitoring, glucose testing, BMI consultations and dietary counselling. These screenings were carried out at various locations for community organisations, government agencies, educational institutions as well as companies and corporations.

These initiatives aimed to promote early detection of health risks and encourage healthier lifestyles within the community. By bringing essential healthcare services directly to the public, we continue to support public health awareness and contribute to the well-being of the communities we serve.

GOVERNANCE

CORPORATE GOVERNANCE

As a regulated healthcare service provider, we are committed to maintaining strong governance and ethical business practices to support sustainable growth and long-term success. In this regard, we ensure full compliance with all applicable laws and regulations at all times, including health and safety standards, environmental regulations, labour laws and other statutory requirements. These practices reflect our dedication to operating responsibly, transparently and in the best interests of all our stakeholders.

We believe that good corporate governance must begin from the top, starting with the Board. In this regard, we have formalised and adopted a Board Charter that defines the roles, responsibilities and authority of our Board. The Board Charter serves as a guiding framework to ensure effective leadership, strategic oversight and ethical conduct at the Board level. It also promotes accountability and enhances clarity on the duties and decision-making responsibilities of each Board member in safeguarding the Group's integrity and long-term value.

To further strengthen the Group's governance structure, we have also established the Terms of Reference ("TOR") for each Board Committee. These TORs define the respective scope of responsibilities, authority and reporting structure of each Board Committee, ensuring they operate with independence, transparency and clear accountability in supporting the Board's oversight responsibilities.

The Board Charter and TOR for each Board Committee are available on our Company's website at https://investor.pmck.com.my/corporate_governance.html. For further details on our corporate governance practices, please refer to the Corporate Governance Overview Statement ("CG Statement") within this Annual Report and the Corporate Governance Report ("CG Report").

SUSTAINABILITY STATEMENT

ETHICS, POLICIES AND PROCEDURES

Beyond the Board level, we are equally committed to upholding strong corporate governance by fostering transparency, accountability, and integrity throughout our business operations. Our Code outlines clear expectations for ethical behaviour, while our Whistleblowing Policy offers a secure and confidential avenue for reporting misconduct. Both policies are accessible on our website at https://investor.pmck.com.my/corporate_governance.html.

In addition, we have embedded key internal policies such as the Employee Handbook and various SOPs into our daily operations to ensure consistent practices, uphold ethical standards, and support transparent decision-making across the Group.

ANTI-BRIBERY AND CORRUPTION MANAGEMENT SYSTEM

As a responsible corporate citizen, PMCK is committed to upholding the highest standards of ethics and integrity by adopting a zero-tolerance approach against any form of bribery and/or corruption. In line with UNSDG Target 16.5, we have implemented an Anti-Bribery and Corruption Policy ("ABC Policy"), which outlines our approach to corruption risks management, adequate measures in addressing various potential bribery and/or corruption situation while indicating the consequences for violation of the said policy.

In the event of any suspected or known breaches of the ABC Policy, employees and stakeholders are encouraged to report such matters in accordance with our Whistleblowing Policy.

To reinforce ethical business conduct and raise our employees' awareness on anti-bribery and corruption, all our employees have completed anti-bribery and corruption training during FYE 2025.

The ABC Policy is made available on our Company's website at https://investor.pmck.com.my/corporate_governance.html. We are also pleased to report that there was no incident of bribery or corruption reported, nor were any fines or penalties imposed on the Group in FYE 2025.

RISK MANAGEMENT

We recognise that an effective risk management and internal control system is essential for achieving the Group's strategic objectives and supporting sustainable growth. To this end, we have put in place an Enterprise Risk Management ("ERM") Framework that is integrated into our management process and daily operations, ensuring risks are proactively identified, assessed and managed at all levels of the organisation. The five-step ERM process is illustrated as follows: -

At PMCK, risk management is viewed as a shared responsibility across all levels. Our ERM Framework is guided by the Board and executed by the Management, with oversight provided by the ARMC. While the Management leads the implementation, all our employees are expected to adhere to the ERM Framework and report any emerging risks, if applicable, to support a risk-aware culture throughout the organisation.

For further information, please refer to the Statement on Risk Management and Internal Control within this Annual Report.

SUSTAINABILITY STATEMENT

CYBER SECURITY AND DATA PROTECTION

Given the sensitive nature of patient and employee information in the healthcare industry, we are firmly dedicated to protecting the privacy of personal information entrusted to us. Guided by the Personal Data Protection Act 2010 ("PDPA"), we strive to uphold strict standards across the entire data lifecycle, from data collection to data processing and retention, in accordance with the relevant legal requirements and ethical standards.

To strengthen our data protection, we have implemented several security measures at multiple levels within our organisation. All personal data is securely stored in our servers, protected by password controls and antivirus software, alongside with robust backup systems to prevent data loss and unauthorised access. Complementing these technical safeguards, we have established a dedicated IT Risk Management and Internal Audit Team to oversee data security practices and respond promptly to any potential threats.

In parallel, we promote organisational awareness through regular data security training sessions, conducted in line with the requirements of MSQH and ISO 9001:2015. We also deploy technical tools to detect, monitor and mitigate potential vulnerabilities on an ongoing basis.

As a result of these combined efforts, we are proud to report that no data privacy breaches were recorded in FYE 2025. Looking ahead, we remain committed to maintaining this strong track record by continuing to prioritise data protection and upholding the highest standards of security across all aspects of our operations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board acknowledges the importance of upholding high standards of corporate governance within the Group to protect shareholders' value and stakeholders' interests. In this regard, the Board remains committed in ensuring the effective implementation of corporate governance practices in accordance with the Malaysian Code on Corporate Governance ("MCCG") across the Group.

The Board is pleased to present this CG Statement, which outlines the Group's governance initiatives and approaches in fostering sound corporate governance during FYE 2025 and up to the date of this Report ("Review Period"). This CG Statement has been prepared in compliance with Rule 15.25(1) and Guidance Note 11 of the AMLR, with references the following MCCG principles: -

Principle A – Board Leadership and Effectiveness;
Principle B – Effective Audit and Risk Management; and
Principle C – Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

As the Company was only listed on 9 July 2025, certain governance practices and processes are still in the process of being formalised. Hence, the Company may not yet be in a position to fully apply all the principles and practices of the MCCG, in accordance with Rule 15.25 of the AMLR.

Shareholders are encouraged to review this CG Statement together with the CG Report for more comprehensive disclosures and explanations on the application of each corporate governance practice. The CG Report is made available on the Company's website at https://investor.pmck.com.my/ and Bursa Securities' website at https://www.bursamalaysia.com.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART I: BOARD RESPONSIBILITIES

1. Board Leadership

The Board holds ultimate responsibility for the overall leadership, governance, and strategic direction of the Group. In discharging its duties, the Board oversees the management of the Group's business and affairs with a focus on long-term value creation, while ensuring alignment with the expectations of shareholders and other stakeholders. As such, the Board has established the Group's vision, mission and core values, taking into consideration the expectations of shareholders and other stakeholders, as below: -

VISION

To provide affordable quality healthcare with passion for the people.

MISSION

PMCK is committed to deliver affordable quality healthcare comprehensively and consistently through continuous human development, methodology updates and technological upgrades.

VALUES

P – Professionalism
M – Meticulous
C – Caring
K – Kindness

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I: BOARD RESPONSIBILITIES (CONT'D)

1. Board Leadership (Cont'd)

To ensure the effective discharge of its responsibilities, the Board is supported by three (3) Board Committees, namely ARMC, NC and RC. Each Board Committee operates within a clearly defined scope and carries out its fiduciary duties in accordance with its respective TOR. The TOR of all Board Committees are available on the Company's website at https://investor.pmck.com.my/corporate_governance.html.

The Board is chaired by Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff, who serves as the Independent Non-Executive Chairperson. The Board Chairperson is responsible for providing leadership, overseeing the Board's overall effectiveness and promoting high standards of corporate governance practices across the Group. In addition, the Board Chairperson plays a pivotal role in facilitating open and meaningful discussions during Board meetings, encouraging active participation from all Directors and ensuring that diverse and dissenting views are given due consideration in the decision-making process.

To ensure a clear division of responsibilities and an effective balance of power, the roles of the Independent Non-Executive Chairperson, Deputy Executive Chairman and Managing Director at PMCK are held by different individuals. The Independent Non-Executive Chairperson leads the Board and ensures its overall effectiveness. The Deputy Executive Chairman is responsible for overseeing the overall management of the Group, providing strategic leadership and direction. The Managing Director is responsible for the day-to-day operations of the Group, including the implementation of strategic plans and the development of business strategies. These distinct roles and responsibilities are clearly outlined in the Board Charter to ensure balance, accountability and effective governance.

In addition, the Board Chairperson is not a member of ARMC, NC and RC. This shall ensure a check and balance control and objective assessments in the Board Committees in accordance with Practice 1.4 of the MCCG. This structure also upholds the independence and objectivity of deliberation and decision-making process during Board and Board Committees meetings.

During FYE 2025, the Board was supported by two (2) qualified and experienced Company Secretaries, namely Ms. Yeow Sze Min ("Ms. Yeow") and Ms. Poh Ming Yi ("Ms. Poh"). Both individuals are qualified to act as company secretaries under Section 235(2)(a) of the Companies Act 2016 ("CA 2016"). Ms. Yeow is a Fellow Member of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"), while Ms. Poh holds a valid practising license issued by the Companies Commission of Malaysia ("SSM").

The Company Secretaries play an essential role in supporting the effective functioning of the Board by providing independent advice and guidance, particularly on matters of a regulatory or company secretarial nature. The Company Secretaries attended all Board and Board Committee meetings and are responsible for ensuring the meeting procedures are in place including disseminating complete and accurate meeting materials in a timely manner.

In accordance with the Board Charter, Board meetings are to be held at least four (4) times annually, with additional meetings convened as necessary. In view of the Company's listing on the ACE Market on 9 July 2025, the Board held a total of two (2) Board meetings during the FYE 2025, with full attendance by all Directors.

All Directors committed their time and attended the Board Meetings held during the FYE 2025, thereby fulfilling the minimum attendance requirement set forth in Rule 15.05 of the AMLR.

To facilitate the effective conduct of Board and Board Committees meetings, all meetings are scheduled in advance to enable Directors to reserve their time and make necessary arrangements to attend the meetings. Notice of Meeting and relevant meeting materials are circulated at least seven (7) working days prior to the scheduled meetings, providing Directors with sufficient time to review and seek clarification, if needed. Additionally, Directors are given unrestricted access to any information relating to the Group's business and affairs to support well-informed decision-making.

The Board and Board Committee meetings are conducted separately to uphold independence and objectivity. Key Senior Management or external parties may be invited to attend and provide insights on specific agenda items, as necessary.

All discussions, deliberations and decisions made during the meetings are properly recorded by the Company Secretaries in the meeting minutes, which are then circulated to the Board for review and subsequently confirmed and adopted at the following meeting.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I: BOARD RESPONSIBILITIES (CONT'D)

2. Board Charter

The Board has adopted a Board Charter, which serves as a key reference for Directors and Management in discharging their duties and responsibilities effectively. The Board Charter articulates the Board structure and clearly delineates the roles and responsibilities of the Board, Board Committees, Board Chairperson, Executive Directors and Independent Non-Executive Directors. This clarity enhances the understanding of authority and establishes a well-defined segregation of duties.

The Board Charter will be reviewed and updated periodically by the Board to ensure it aligns with the Board's objectives, regulatory requirements and corporate governance best practices. The Board Charter is publicly accessible on the Company's website at https://investor.pmck.com.my/corporate_governance.html.

3. Business Ethics and Integrity

The Group is dedicated to conduct its business fairly, impartially and in full compliance with all applicable laws and regulations. To this end, the Board has formalised the Code, which serves as a key reference for all Directors, employees and stakeholders in promoting ethical conduct and guiding decision-making that reflects the Group's core values and professional standards.

In reinforcing its zero-tolerance approach to bribery and corruption, the Board has also implemented an ABC Policy in accordance with the Malaysian Anti-Corruption Commission Act 2009 (Revised 2018). The ABC Policy provides clear guidance on the prevention of improper solicitation, bribery and other corrupt practices, ensuring that all business dealings are conducted with integrity and transparency.

To support the effective implementation of the Code and ABC Policy, the Board has established a Whistleblowing Policy, which provides a formal and confidential channel for Directors, Management, employees and stakeholders to raise concerns on potential misconduct or unethical behaviour. In line with Whistleblower Protection Act 2010, all reports made in good faith are protected, with the identity of whistleblowers kept strictly confidential and protected from reprisal or victimisation.

All reported concerns will be handled with due care and investigations, whether conducted internally or by appointed external parties, will be carried out impartially, confidentially and in accordance with established procedures.

The Code, ABC Policy and Whistleblowing Policy are publicly accessible via the Company's website at https://investor.pmck.com.my/corporate_governance.html. The Board will review these policies periodically to ensure they remain relevant and in compliance with prevailing laws and regulations. The Whistleblowing Policy was last reviewed and approved by the Board on 4 August 2025.

For the FYE 2025 and up to Review Period, the Board is pleased to inform that no reports were received from whistleblowers in relation to any breaches of the Company's policies or applicable legal requirements.

4. Sustainability Governance

The Board in collaboration with Management, is responsible for overseeing the Group's sustainability governance, ensuring that sustainability strategies, priorities and targets are effectively integrated into business operations. To facilitate this, a structured sustainability governance framework has been established, clearly outlining the roles and responsibilities of the Board, ARMC and the SWC. This framework supports effective oversight, accountability and alignment with the Group's strategic objectives.

Recognising the significance of stakeholders' expectations in shaping sustainability efforts, the Board actively engages with both internal and external stakeholders. These engagements provide valuable insights that inform the Group's sustainability direction and support informed decision-making across the governance framework. The Group's stakeholder engagements, material matters assessment, sustainability strategies, targets and performance are further disclosed in the Sustainability Statement of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I: BOARD RESPONSIBILITIES (CONT'D)

4. Sustainability Governance (Cont'd)

In light of the increasing importance of sustainability and climate-related matters in today's evolving business environment, the Board is committed to equipping the Directors with the necessary knowledge on sustainability and key industry developments. To this end, some of the Directors have participated in relevant training programs to stay abreast of the latest developments in sustainability and related areas. The NC also supports this commitment by recommending relevant training programmes that reflect current sustainability developments and industry best practices.

As the Company was only listed on 9 July 2025, the NC carried out a performance evaluation to evaluate the effectiveness of the Board, Board Committees and each Director for the FYE 2025 on its first NC meeting held on 4 August 2025. Moving forward, the NC will conduct a performance evaluation of the Board and Board Committees in the financial year ending 2026 ("FYE 2026"), which will include sustainability-related criteria to ensure continuous improvement in governance and strategic oversight.

PART II: BOARD COMPOSITION

5. Board Diversity and Objectivity

The Board presently has six (6) members (excluding one (1) Alternate Director), comprising four (4) Independent Directors and two (2) Executive Directors, as outlined below: -

Name	Directorship
Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff	Independent Non-Executive Chairperson
Dato' Dr. Lim Kim Huat	Deputy Executive Chairman
Dato' Lee Gaik Cheng	Managing Director
Koay Kah Ee	Independent Non-Executive Director
Chan Chee Woei	Independent Non-Executive Director
Yeong Siew Lee	Independent Non-Executive Director

Based on the current Board composition, the majority of its members are Independent Directors, aligning with Rule 15.02 of the AMLR and Practice 5.2 of the MCCG. This composition enhances transparency and objectivity of the Board's decision-making process, ensuring that the interests of shareholders and stakeholders are protected.

In line with Practice 5.3 of the MCCG, the tenure of an Independent Director is limited to a cumulative period of nine (9) years. Upon reaching this limit, the Director may only remain on the Board if re-designated as a Non-Independent Director. Should the Board wish to retain the Director in an independent capacity beyond this threshold, the NC must assess the Director's independence and the Board must provide a clear justification and obtain shareholders' approval via a two-tier voting process at the Annual General Meeting ("AGM"). As at 30 April 2025, none of the Independent Non-Executive Directors has served for more than nine (9) years on the Board.

According to the Company's Constitution, an election of Directors shall take place each year at the AGM where one-third (1/3) of the Directors shall retire from office once at least every three (3) years but shall be eligible for re-election. The NC will assess the retiring Directors based on their contribution and performance before recommending them for re-election. At the forthcoming Twenty-Fourth (24^{th}) AGM, Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff and Dato' Dr. Lim Kim Huat are due for retirement by rotation and are eligible to stand for re-election. The Board, upon the NC's recommendation, supports their re-election, which will be tabled for shareholders' approval at the upcoming AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II: BOARD COMPOSITION (CONT'D)

5. Board Diversity and Objectivity (Cont'd)

The NC is responsible for managing the nomination process and evaluating the performance of Directors. As at 30 April 2025, the NC consists of three (3) members, all of whom are Independent Non-Executive Directors, as outlined below: -

Designation	Name	Directorship
Chairman	Chan Chee Woei	Independent Non-Executive Director
Member	Koay Kah Ee	Independent Non-Executive Director
Member	Yeong Siew Lee	Independent Non-Executive Director

The roles and responsibilities of the NC are defined under its TOR, and the Directors' Fit and Proper Policy which was adopted by the Company on 4 August 2025 are also made publicly available on the Company's website at https://investor.pmck.com.my/corporate_governance.html.

To reinforce objectivity and uphold sound governance, the Board places strong emphasis on maintaining a diverse composition, ensuring a balanced mix of skills, experience, age, gender, ethnicity and cultural background. In line with the Group's listing on 9 July 2025, the appointment of Independent Directors was carried out based on recommendations from members of the independent due diligence working group involved in the listing exercise. Currently, the Board comprises individuals from diverse professional backgrounds, including medical, legal, finance, accounting, audit, contributing to well-rounded and effective oversight. Further details on the qualification and experience of each Director are delineated in the Profile of Board of Directors section of this Annual Report.

In terms of board diversity, 50% of the current Board members are female, exceeding the 30% female representation recommended under Practice 5.9 of the MCCG. This reflects the Board's commitment to fostering gender diversity as a key driver of inclusive leadership and balanced decision-making. The Group recognises that a diverse Board not only promotes broader perspectives but also strengthens the overall effectiveness and accountability of the Board.

To maintain the Board's effectiveness and competence, the Directors participated in various training programmes during the financial year to stay updated on relevant developments and enhance their skills and knowledge. The table below outlines the trainings attended by the Directors during FYE 2025: -

Directors	Training Programme/Seminar Attended
Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff	• Mandatory Accreditation Programme ("MAP")
Dato' Dr. Lim Kim Huat	• CA 2016: Practical Guide for Company Directors
	• Perdana OSH (POSH) Health Webinar Series April 2025: Creating A Healthier Workplace: Managing Ergonomics and Its Risks
	• MAP
Dato' Lee Gaik Cheng	• MAP
Koay Kah Ee	• MAP Part II – Leading for Impact (LIP)
	• Bursa Academy: COI and Governance of COI
	• Corporate Training on GHG Emission and Reporting
	• Cyber Security Act 2024: Everything You Need to Know to Stay Ahead

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II: BOARD COMPOSITION (CONT'D)

5. Board Diversity and Objectivity (Cont'd)

To maintain the Board's effectiveness and competence, the Directors participated in various training programmes during the financial year to stay updated on relevant developments and enhance their skills and knowledge. The table below outlines the trainings attended by the Directors during FYE 2025: - (Cont'd)

Directors	Training Programme/Seminar Attended
Chan Chee Woei	• Kursus Pembaharuan Ejen Cap Dagang
	• E-Invoicing for Law Firms
	• MAICSA Annual Conference 24: Sustainability Today for Tomorrow
	• 4th Corporate and Commercial Law Conference
	• Talk On Limited Liability Law Partners
	• MAP
Yeong Siew Lee	• MIA International Accountants Conference 2024
	• MCCG 2022 with Highlights of Departures & Gaps
	• Understanding the Amendments to Listing Requirements 2022, Guidelines on Conduct of Directors of Listed Corporation & their Subsidiaries as Issued by Securities Commission and the Application of Fit & Proper Policy
	• COI
	• Transfer Pricing Conference 2024
	• E-Invoice Implementation for Property Developers, Contractors, and Related Industries
Lee Yong Qian	• Onboarding Programme for First-Time Directors: Boardroom Dynamics and Conflicts
	• Transaction With Third Party for PLCs
	• Problem Solving & Decision-Making Skills
	• CA 2016: Directors' Statutory Disclosures
	• Director Duty to Exercise Due Care Skills and Diligence
	• Contract Basics for Non-Lawyers
	• Roadmap To Fund Raising via Interest Scheme Act 2016
	• Healthcare in Asia
	• MAP

6. Board Effectiveness

As guided by the TOR, the NC is responsible to review the effectiveness of the Board and Board Committees as well as the contribution and performance of each Director on an annual basis.

As the Company was only listed on the ACE Market on 9 July 2025, NC carried out a performance evaluation to evaluate the effectiveness of the Board, Board Committees and each Director for the FYE 2025 in its first NC meeting held on 4 August 2025. The said evaluation was conducted collectively during the meeting. The evaluation focused on the following criteria: -

(i) Attendance and time commitment at Board and Committee meetings;
(ii) Absence of COI;
(iii) Absence of litigation or regulatory charges; and
(iv) Maintenance of relevant experience, qualifications and professional background.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II: BOARD COMPOSITION (CONT'D)

6. Board Effectiveness (Cont'd)

Based on the performance evaluation for FYE 2025, the overall performance of the Board, Board Committees and each Directors are satisfactory. The composition of the Board and the Board Committees is deemed well-balanced based on the current size, skills mix, core competencies and experience.

PART III: REMUNERATION

7. Remuneration Policy

The Board is assisted by the RC in ensuring that the Group's remuneration policies support its strategic objectives as well as help attract and retain competent talent. The RC is primarily responsible for reviewing and recommending a fair and appropriate remuneration packages for Directors and Key Senior Management, ensuring alignment with the Company's performance, responsibilities undertaken and prevailing market benchmarks.

At present, the RC consists of three (3) Independent Non-Executive Directors, as detailed below: -

Designation	Name	Directorship
Chairperson	Yeong Siew Lee	Independent Non-Executive Director
Member	Koay Kah Ee	Independent Non-Executive Director
Member	Chan Chee Woei	Independent Non-Executive Director

The RC is guided by its TOR which is made publicly available on the Company's website at https://investor.pmck.com.my/corporate_governance.html.

To facilitate the effective discharge of RC's functions, the Board has also implemented a Remuneration Policy which serves as a guide for the RC to determine the remuneration package of Directors and Key Senior Management. The policy takes into consideration of factors, such as complexities, skills, experiences and performance.

The Remuneration Policy indicates that the level of remuneration for the Managing Director, Executive Director and Key Senior Management is determined based on factors such as the scope of their duties and responsibilities, experience, alignment with the Company's values and strategic goals, individual and the Group's performance, as well as current market rates within the industry and comparable companies. Additionally, annual bonuses for the Managing Director, Executive Director and Key Senior Management are discretionary, designed to reward outstanding performance and are assessed based on both quantitative and qualitative factors.

Meanwhile, the remuneration structure for Independent Non-Executive Directors shall be a fixed sum and not linked to the Group's performance. These fees shall reflect their qualifications, experience, responsibilities, competence as well as their time commitment in the Board and Board Committee activities.

The Remuneration Policy is published on the Company's website at https://investor.pmck.com.my/corporate_governance.html. To ensure the effectiveness of the Remuneration Framework, the RC, with support from the Company Secretary, shall review the policy periodically to ensure its compliance with legal requirements and prevailing corporate governance standards.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART III: REMUNERATION (CONT'D)

8. Remuneration of Directors and Key Senior Management

The remuneration details of each individual Director for FYE 2025 are disclosed as follows: -

	Company			Group					
Director	Fees (RM'000)	Allowance (RM'000)	Total (RM'000)	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Other emoluments (RM'000)	Total (RM'000)
Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff	56.00	0.60	**56.60**	56.00	0.60	-	-	-	**56.60**
Dato' Dr. Lim Kim Huat	-	-	**-**	-	1,027.15	618.00	-	0.83	**1,645.98**
Dato' Lee Gaik Cheng	-	-	**-**	-	96.00	552.00	-	79.06	**727.06**
Koay Kah Ee	48.00	0.60	**48.60**	48.00	0.60	-	-	-	**48.60**
Chan Chee Woei	40.00	0.60	**40.60**	40.00	0.60	-	-	-	**40.60**
Yeong Siew Lee	40.00	0.60	**40.60**	40.00	0.60	-	-	-	**40.60**
Lee Yong Qian	-	-	**-**	-	36.00	60.00	4.02	13.30	**113.32**
Total	**184.00**	**2.40**	**186.40**	**184.00**	**1,161.55**	**1,230.00**	**4.02**	**93.19**	**2,672.76**

Due to the competitive nature of the industry and the confidentiality of remuneration packages, the Board has decided against disclosing the remuneration of Key Senior Management (who are not Directors of the Company) on a named basis. Nevertheless, the Board has disclosed their total remuneration for FYE 2025 in bands of RM50,000 on an unnamed basis, as set out below: -

Range of Remuneration	Number of Senior Management
RM1 to RM50,000	1
RM50,001 to RM100,000	1
RM150,001 to RM200,000	3
RM200,001 to RM250,000	1

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I: AUDIT AND RISK MANAGEMENT COMMITTEE

9. Effective and Independent ARMC

The ARMC consists of three (3) Independent Non-Executive Directors, as outlined below: -

Designation	Name	Directorship
Chairman	Koay Kah Ee	Independent Non-Executive Director
Member	Chan Chee Woei	Independent Non-Executive Director
Member	Yeong Siew Lee	Independent Non-Executive Director

The ARMC is responsible for overseeing the Group's financial reporting, audit, internal control and risk management processes. To ensure independence and objectivity, the roles of Board Chairperson and the ARMC Chairman are held by two (2) different individuals. Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff serves as the Board Chairperson while Mr. Koay Kah Ee holds the position of ARMC Chairman.

According to the ARMC's TOR, a former key audit partner of the Group must observe a cooling-off period of at least three (3) years before being eligible for appointment as a member of the ARMC. As of today, none of the current ARMC members are former audit partners involved in the Group's auditing processes.

In accordance with the MCCG, all ARMC members are required to demonstrate financial literacy as well as the relevant knowledge and experience to discharge their duties effectively. The ARMC Chairman, Mr. Koay Kah Ee, is a Fellow Member of CIMA and CPA Australia, a CA of MIA, and a CGMA. He has more than 40 years of experience in accounting and finance.

Ms. Yeong Siew Lee, a member of the ARMC, is a member of both the ACCA and MIA. She has more than 20 years of experience in accounting, financial management and business development across diverse industries. Meanwhile, Mr. Chan Chee Woei has been involved in the legal professional, specialising in corporate law for more than 26 years.

While only two-third (2/3) of the ARMC members are affiliated with professional accounting bodies, the ARMC exhibit a strong financial acumen and actively engage in continuous professional development. This commitment ensures they remain well-informed about the latest accounting and auditing standards, thereby enhancing the overall effectiveness of the ARMC.

The ARMC, as guided by its TOR, is tasked with evaluating the suitability, objectivity and independence of the External Auditors as well as their quality for the provision of audit and non-audit services. These evaluations take into account the following key factors: -

(i) the independence of the external audit firm;

(ii) the adequacy, suitability, competency, experience and overall quality of the External Auditors;

(iii) the External Auditors' capacity and resources, along with their ability to meet deadlines and address issues as outlined in the Audit Planning Memorandum; and

(iv) the nature and extent of the non-audit services provided by the External Auditors and the associated fees for such services.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II: RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10. Effective Risk Management and Internal Control System

The Board is dedicated to maintain a robust risk management and internal control system to safeguard the Group's assets, shareholders' investments and stakeholders' interests. To this end, the Group has adopted an ERM Framework, which outlines a five-step process, namely identify, assess, respond, monitor and report any potential risks that may harm its business operations and strategic objectives.

To ensure effective implementation of the ERM Framework, the Board is supported by ARMC, which is responsible for regularly reviewing and assessing the effectiveness and adequacy of the Group's risk management and internal control system. The Board and ARMC are further supported by Senior Leadership Team, led by the Managing Director, which is tasked with embedding the ERM Framework into the Group's daily operations.

Additionally, the Board has implemented various SOPs across the Group's operations to ensure a smooth operation and sound governance in the Group's daily business activities.

Further details of the Group's risk management and internal control system are disclosed in the Statement on Risk Management and Internal Control of this Annual Report.

11. Internal Audit Function

In preparation for the Company's listing on ACE Market, the Company appointed Eco Asia Governance Advisory Sdn Bhd ("Eco Asia") as the internal control reviewer to assess the Group's corporate governance, risk management and internal control system. Eco Asia operates independently and has no relationships or COI with the Group. The internal control review was led by Ms. Janeeta Salim, Head of Department of Eco Asia, who is an Associate Member of the Institute of Internal Auditors ("IIA") Malaysia. The engagement was supported by a team of three (3) personnel and was conducted in accordance with the International Professional Practices Framework ("IPPF").

Following the successful listing on 9 July 2025, the Company continued to engage Eco Asia to undertake the internal audit function on an outsourced basis. Periodic internal audit reviews will be conducted in accordance with the audit plan approved by the ARMC.

Further details of the Group's internal control review and internal audit function are provided in the Statement on Risk Management and Internal Control of this Annual Report.

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

PART I: ENGAGEMENT WITH STAKEHOLDERS

12. Stakeholders Communication

The Board recognises that transparent and meaningful engagement with stakeholders is essential for the Group's long-term success and sustainable growth. By promoting active two-way communication, the Board ensures stakeholders are well-informed and their feedback is taken into account when shaping the Group's strategic direction.

To facilitate effective engagement, the Group leverages the following channels and platforms: -

(i) Company's website and social media platforms;
(ii) Announcement made to Bursa Securities;
(iii) Annual Report;
(iv) AGM;
(v) Media Release; and
(vi) Investor Relations.

By utilising these communication channels and platforms, the Board is able to maintain effective, transparent and regular communication with stakeholders, fostering mutual understanding of objectives and expectations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II: CONDUCT OF GENERAL MEETINGS

13. Effective General Meetings

The Board views the AGM as a key platform for fostering transparent communication and direct engagement with shareholders. It provides an opportunity for shareholders to gain insights into the Company's strategic direction, financial performance and future outlook, while also allowing them to raise questions or concerns directly to the Board.

The Company's Twenty-Fourth (24th) AGM which was scheduled on 29 September 2025, will be the first shareholders' meeting following the Company's listing on 9 July 2025. This also marks the first opportunity for the Company to engage directly with public shareholders. In accordance with Practice 13.1 of the MCCG, the Board will ensure that the Notice of AGM, along with the Annual Report, is circulated at least 28 days before the AGM, providing shareholders sufficient time to review the agenda and proposed resolutions to be tabled and voted during the AGM.

The AGM will be conducted physically at Raia Hotel, Ballroom 3, Lot 3860, Mukim Titi Gajah, Seksyen 2, Bandar, 06550 Alor Setar, Kedah. Shareholders who are unable to attend in person may appoint a proxy to participate and vote on their behalf. The procedures for proxy appointments are outlined in the Notice of the Twenty-Fourth (24th) AGM.

The Board will ensure that all Directors, including the Chairman/Chairperson of the respective Board Committees, attend the upcoming AGM to effectively address shareholders' questions and concerns. The Key Senior Management and External Auditors will also be invited to attend and address shareholders' questions when needed. Shareholders are encouraged to submit questions in advance through the designated communication channel or raise them during the AGM. The Board welcomes questions and feedback from shareholders and ensures that all concerns received are appropriately addressed.

Upon completion of the AGM, the Board is committed to ensure that the minutes are published on the Company's website within 30 business days.

COMPLIANCE STATEMENT

The Board is of the view that the Company has complied with the key principles and implemented majority of the recommended practices under the MCCG throughout FYE 2025 and up to Review Period. The Company's CG Report outlines any departures from the MCCG practices, along with explanations for those deviations. For detailed information regarding the departures and their justifications, please refer to the Company's CG Report.

The Board remains dedicated in upholding the highest standards of corporate governance by continually adopting the principles and best practices recommended under the MCCG, and other relevant laws, as appropriate and applicable.

This CG Statement was reviewed and approved by the Board on 26 August 2025.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

In accordance with Rule 15.15(1) of the AMLR, the Board is pleased to present the Audit and Risk Management Committee Report, which outlines the functions and activities undertaken by the ARMC in fulfilling its duties and responsibilities during FYE 2025.

COMPOSITION AND MEETINGS

The ARMC is established with the primary objective to assist the Board in discharging its fiduciary responsibilities in the areas of corporate governance, financial reporting, risk management as well as internal control system and to ensure proper disclosure to the shareholders of the Company.

Pursuant to Rule 15.09(1)(a) and (b) of the AMLR and Practice 9.4 of the MCCG, the ARMC comprises three (3) Independent Non-Executive Directors. The composition of the ARMC, along with the meeting attendance of the respective members during the FYE 2025, prior to the listing date of the Group on 9 July 2025, are tabled as follows: -

Designation	Name	Directorship	Meeting Attendance
Chairman	Koay Kah Ee	Independent Non-Executive Director	1/1
Member	Chan Chee Woei	Independent Non-Executive Director	1/1
Member	Yeong Siew Lee	Independent Non-Executive Director	1/1

In compliance with Rule 15.09(1)(c) of the AMLR and Practice 9.5 of the MCCG, the ARMC is chaired by Mr. Koay Kah Ee ("Mr. Koay"), who is a Fellow Member of CIMA and CPA Australia, a CA of MIA, and a CGMA. The ARMC member, Ms. Yeong Siew Lee is also a member of both the ACCA and the MIA.

Furthermore, in line with Rule 15.10 of the AMLR and Practice 9.1 of the MCCG, Mr. Koay does not serve as the Chairperson of the Board, thereby ensuring the integrity and credibility of the Group's financial reporting and audit processes. The Group also complies with Rule 15.09(2) of the AMLR, as no alternate Director is appointed as a member of ARMC.

Prior to the Group's listing on 9 July 2025, the ARMC held its first meeting on 30 June 2025. Representatives from the External Auditors, Sponsors and Key Senior Management, where necessary, were invited to attend the ARMC meeting to deliberate on matters within their purview with Company Secretary in attendance.

Meeting agenda and materials were distributed to the ARMC members in advance to ensure sufficient time is provided for them to peruse the relevant materials in order to facilitate their deliberation and decision-making process in the scheduled meetings. All discussions and decisions made during the ARMC meetings were duly recorded by the Company Secretary. The meeting minutes were then tabled at the following ARMC meetings for confirmation and presented to the Board for notation. These minutes were properly documented and maintained in accordance with applicable regulations and governance practices.

TERMS OF REFERENCE

The ARMC is guided by its TOR, which outlines its authority, duties and responsibilities, meeting proceedings as well as reporting procedures. The TOR is publicly accessible on the Company's website at https://investor.pmck.com.my/corporate_governance.html.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES

During FYE 2025 and up to the date of this Report, the ARMC carried out the following core activities: -

(A) Financial Reporting

(i) Reviewed the unaudited quarterly report on condensed consolidated interim financial statements and annual audited financial statements, and recommended them to the Board for approval.

(B) External Audit

(i) Reviewed the Accountant's Report prepared by the External Auditors for the financial year ended 30 April 2022, 2023 and 2024 as well as financial period ended 30 November 2024 of the Group, all of which are incorporated into the Company's prospectus for the listing exercise;

(ii) Reviewed the Proforma and Proforma Combined Statements of Financial Position for FYE 2025 and FYE 2026 as well as Pro Forma Consolidated Statements of Financial Position as at 30 November 2024, in relation to the listing exercise;

(iii) Reviewed, deliberated and approved the Audit Planning Memorandum, which outlined the audit strategy, materiality thresholds, key areas of audit focus, provision of non-audit services, relevant updates on Malaysian Financial Reporting Standards ("MFRS") and International Financial Reporting Standards ("IFRS") as well as other applicable regulatory requirements for the Group;

(iv) Reviewed the Audit Review Memorandum, which highlighted significant audit findings, Key Audit Matters and other relevant matters arising from the audit;

(v) Reviewed and discussed the draft Key Audit Matters with the External Auditors to ensure significant issues were appropriately disclosed, engaged with Management where necessary to address those issues as well as determined their relevance for inclusion in this ARMC Report;

(vi) Conducted private sessions with External Auditors on 30 June 2025 and 4 August 2025. There were no issues brought up to the ARMC;

(vii) Reviewed the Audit Completion Memorandum, which outlined the completion of audit procedures, key conclusions reached, and confirmation of audit readiness for report issuance; and

(viii) Assessed the suitability, objectivity and independence of the External Auditors, taking into account their competency, audit quality and resource capacity, including the appropriateness of audit fees and provision of non-audit services. Following the evaluation of the External Auditors' performance and independence, the ARMC recommended their re-appointment to the Board for shareholders' approval at the AGM.

(C) Internal Audit

(i) Reviewed, assessed and selected the suitably qualified Internal Auditors, based on criteria including independence, experience, competency, performance and resource capacity to support an effective internal audit function; and

(ii) Reviewed and approved internal audit plan presented by the outsourced Internal Auditors, outlining details such as audit scope, timeline and proposed audit fees for the internal audit services.

(D) Risk Management and Internal Control

(i) Reviewed and deliberated on the corporate governance, risk management and internal control review report prepared for the listing exercise, which identified key control gaps, root causes, proposed recommendations and Management's responses, including timelines and responsible parties for corrective actions; and

(ii) Reviewed the Group's Risk Management Framework to assess its adequacy and effectiveness, and deliberated on the Group's key risk areas, including the mitigation measures in place and Management's plans to address emerging and significant risks.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES (CONT'D)

During FYE 2025 and up to the date of this Report, the ARMC carried out the following core activities: - (Cont'd)

(E) Related Party Transactions ("RPT"), Recurrent RPT ("RRPT") and COI

(i) Reviewed all RPT and RRPT entered or to be entered by the Group to ensure fairness, arm's length dealings and commercial reasonableness; and

(ii) Reviewed and deliberated on COI and/or potential COI situations that arose, persist or may arise within the Group based on declaration by Directors and Key Senior Management, ensuring compliance with provisions of the AMLR. There were no COI or any potential COI reported during the Review Period.

(F) Other Matters

(i) Reviewed Audit and Risk Management Committee Report and Statement on Risk Management and Internal Control.

INTERNAL AUDIT FUNCTION

In preparation for the Company's listing on the ACE Market, the Company engaged Eco Asia as the independent internal control reviewer to assess the adequacy of the Group's corporate governance, risk management and internal control system. The internal control review was led by Ms. Janeeta Salim, an Associate Member of the IIA, supported by three (3) personnel and conducted in accordance with the IPPF.

Following the Company's successful listing, Eco Asia was appointed as the Group's outsourced Internal Auditors. Their primary role is to provide independent assurance to the Board, through the ARMC, on the effectiveness of the Group's internal control systems. The Internal Auditors operate independently and are free from any conflicts of interest that could impair their objectivity.

The Internal Auditors will present the internal audit plan for the FYE 2026 to the ARMC for approval. Once approved, the audit will be carried out in accordance with the agreed scope. The report, which outlines key findings, areas for improvement, root-cause analysis and proposed recommendations, will be presented to the ARMC upon completion.

As the appointment of the Internal Auditors took place after the financial year end, no internal audit fees were incurred during FYE 2025. Further information on the internal audit function is disclosed in the Statement on Risk Management and Internal Control in this Annual Report.

This ARMC Report was approved by the Board on 26 August 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Pursuant to Rule 15.26(b) of the AMLR, the Board is pleased to present the Statement on Risk Management and Internal Control, which outlines the nature, key features and scope of the Group's risk management and internal control system implemented during FYE 2025. This statement has been prepared in accordance with Principle B of the MCCG and is guided by the "Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers".

BOARD RESPONSIBILITIES

The Board recognises that an effective risk management and internal control system is essential for the Group to achieve its strategic objectives and ensure sustainable growth. In this regard, the Board acknowledges its responsibility for maintaining a sound and effective risk management and internal control system within the Group in order to safeguard shareholders' investments, protect stakeholders' interest and preserve the Group's assets.

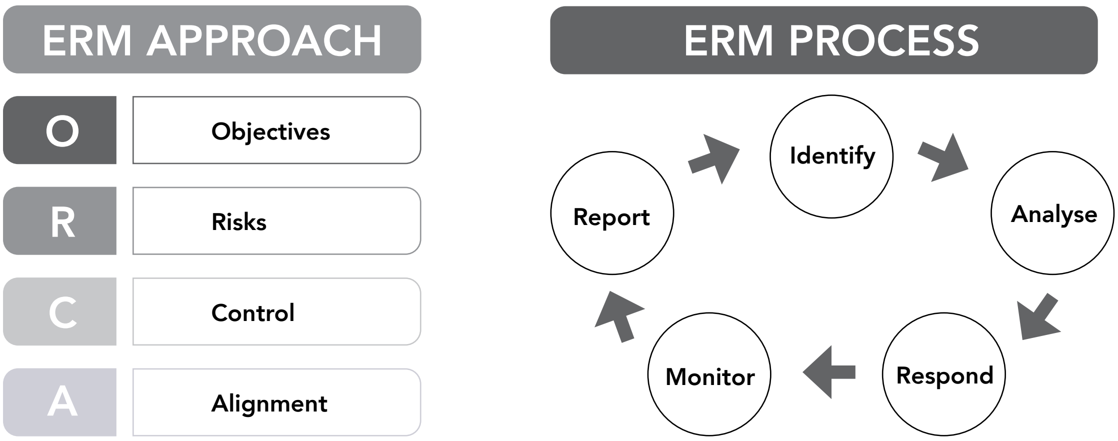
While the Board is ultimately responsible for the Group's risk management and internal control system, it has delegated the oversight function to the ARMC to ensure an effective discharge of duties and responsibilities. To this end, the ARMC is entrusted to review and monitor the overall adequacy and effectiveness of the Group's risk management and internal control.

Nevertheless, given the inherent limitations of any risk management and internal control system, such system is designed to manage the Group's risks to an acceptable risk level, rather than to eliminate them entirely. As such, it provides reasonable, but not absolute, assurance against material misstatements, fraud, losses or other unforeseen events.

RISK MANAGEMENT SYSTEM

To ensure effective risk management, the Group has adopted an ERM Framework that integrated into the Group's management process and daily business activities.

Under the ERM framework, the overview of the ERM approach and process are illustrated as follow: -



Both the ERM approach and process are closely associated and interrelated. The ERM approach delineates the methodologies to ensure consistent application of risk management across the Group while the ERM process outlines the overall procedures for the Group to manage and address risks.

Within the ERM framework, the Group has adopted ORCA methodology, including objectives, risks, control and alignment, as the foundation of the Group's ERM approach. This methodology represents the following activities: -

- Communicating the objectives and goals that the Group aims to achieve;
- Identifying potential risks that could prevent the achievement of the Group's objectives;
- Developing responses and undertaking control activities to the identified risks; and
- Aligning the Group's objectives, risks and controls at all levels within the organisation.

On the other hand, the Group has implemented a five-step process, namely identification, analysis, response, monitoring and reporting of risks. Within each step of the process, regular and meaningful communication is essential for the continuous improvement to ensure an effective risk management.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT SYSTEM (CONT'D)

The risk management process begins with the identification of key risks that might impede the achievement of the Group's business objectives. The risk identified are categorised by respective sources to facilitate the determination of root cause and subsequently to assign responsibility for risk responses.

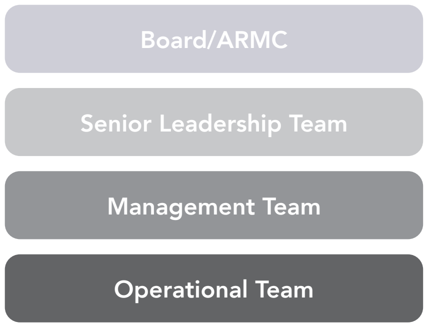
Once the risks have been identified, they are assessed and analysed for the respective likelihood of the risk occurrence and its potential impact. To this end, all risks are classified into three (3) risk levels, namely high, medium and low, and documented into the Group's risk register thereafter, subject to regular review.

Upon conducting risk analysis, the Group shall formulate appropriate risk response strategies and plans to manage the risks to the Group's acceptable levels within reasonable costs. Risks can be addressed in various ways. Generally, the Group may choose to accept, avoid, transfer, mitigate or exploit the risks, depending on whether the risks are viewed as opportunities, uncertainties and hazards.

Subsequently, the Group's risk profile and risk response plans shall be monitored and reviewed on an on-going basis to ensure their appropriateness, relevance and alignment with the latest business and regulatory conditions. The Group's risk responses would be measured and assessed in terms of their efficiency and effectiveness. This risk monitoring process involves a combination of regular communication, periodic reviews or audits, as well as evaluation conducted by independent executives at appropriate levels within PMCK Group. Examples of risk monitoring techniques include, but not limited to, periodic or random testing of controls, quality assurance review, post-implementation reviews and performance appraisal.

In PMCK, everyone is responsible for managing risks within their respective areas. The formalisation and implementation of the Group's ERM Policy and Framework are primarily directed by the Board and executed by the Management. All ERM activities are consistently monitored and reported upwards to ensure accountability at all levels.

Led by the Board and ARMC, the Senior Leadership Team is responsible for overseeing the Group's risk profile, assigning accountability and ensuring the effectiveness and progress of risk management activities, with regular reporting to the Board and ARMC. Any major incidents or issues are escalated to the Board for further deliberation.



At the operational level, the Management Team is responsible for periodically reviewing risks and the adequacy of controls within their purview, formulating appropriate control actions, updating the Group's risk register and reporting to the Senior Leadership Team as needed. All employees within the Group are required to comply with the Group's ERM Framework when implementing risk management activities and to report any emerging risks to the Management Team, if applicable.

INTERNAL CONTROL SYSTEM

Internal control system is vital in supporting the effective functioning of the Group's business. In this context, the Group places significant emphasis on internal control system to support the Group's overall operational efficiency and uphold sound corporate governance across all business functions.

During FYE 2025, the Group has implemented the following key internal controls: -

(i) Formalisation and adoption of a Board Charter for the Board and TOR for all Board Committees, to ensure the effective execution of their duties while enabling the Board to maintain a robust oversight of control processes;

(ii) Formalisation and adoption of several Company policies, including the Code, ABC Policy and Whistleblowing Policy, to promote integrity and ethical behaviours within the Group;

(iii) Formalisation and adoption of Remuneration Policy to provide the RC with a structured framework for recommending adequate, fair and competitive remuneration packages for both Directors and Key Senior Management in order to attract, retain and motivate the right talents in support of the Group's long-term objectives;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL SYSTEM (CONT'D)

During FYE 2025, the Group has implemented the following key internal controls: - (Cont'd)

(iv) Establishment of a defined organisational structure with appropriate segregation of duties and delegation of duties, as well as reporting structure to reinforce accountability and promote sound governance practices; and

(v) Implementation of SOPs covering various operational areas to ensure consistency in internal procedures in alignment with the Group's business objective.

INTERNAL AUDIT FUNCTION

In preparation for its listing on the ACE Market of Bursa Securities, the Company engaged Eco Asia as an independent reviewer to assess the Group's corporate governance, risk management and internal control system. In compliance with Rule 15.27 of the AMLR, the Company subsequently appointed Eco Asia as the Internal Auditors to support the Group's internal audit function. This engagement provides the Board and ARMC with independent assurance on the adequacy, efficiency and effectiveness of the Group's risk management and internal control system.

Following the Company's listing, the Internal Auditors will develop and present an internal audit plan outlining the proposed internal audit review scope for the ARMC's approval. Upon approval, the internal audit will be carried out in accordance with the approved plan. Upon the completion of the audit engagement, the Internal Auditors will present the internal audit findings, along with root-cause analysis and recommended corrective actions, to the ARMC for their perusal and consideration. The Management will then be responsible for implementing the necessary corrective actions to address the identified internal control weaknesses. The Internal Auditors will also conduct follow-up reviews on the prior findings to ensure that all recommendations and corrective actions are implemented within the stipulated timeframe.

REVIEW OF THE STATEMENT BY THE EXTERNAL AUDITORS

In compliance with Rule 15.23 of the AMLR, the External Auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the Company's Annual Report for FYE 2025.

The External Auditors' review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in Annual Report issued by the MIA. AAPG 3 does not require the External Auditors to consider whether the statement covers all risks and controls, or to form an opinion on the adequacy or effectiveness of the Group's risk management and internal control system.

Based on their review, nothing has come to their attention that causes them to believe that this statement is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers to be set out, nor factually inaccurate.

MANAGEMENT'S ASSURANCE

The Managing Director and Executive Directors, representing the Management, have provided reasonable assurance to the Board that the Group's risk management and internal control system is operating adequately and effectively in all material aspects. As such, the Board is of the view that nothing has come to their attention which may render the financial results presented and information provided to be false and misleading in any material aspect.

CONCLUSION

The Board believes that the existing risk management and internal control system in place aligns well with the Group's business objectives and the risks taken are within the Group's risk appetite and tolerance level. Hence, the Group's risk management and internal control system is deemed adequate and sufficient to safeguard shareholders' investments, protect stakeholder interests and preserve the Group's assets.

The Board acknowledges that the Group's risk management and internal control system must be constantly strengthened in order to align with the evolving business environment. Therefore, the Board, together with the Management, strives to continuously improve and enhance the Group's risk management and internal control system.

This Statement on Risk Management and Internal Control was approved by the Board on 26 August 2025.

STATEMENT OF DIRECTORS' RESPONSIBILITY FOR PREPARATION OF FINANCIAL STATEMENTS

Pursuant to Section 248 of the CA 2016 and Rule 15.26(a) of the AMLR, the Directors are required to prepare the financial statements of the Group and of the Company for each financial year in accordance with the applicable MFRS, IFRS, the provisions of the CA 2016 as well as the AMLR.

The Directors are responsible to ensure that the financial statements give a true and fair view of the financial position of the Group and the Company as at 30 April 2025, as well as the financial performance and cash flows for the FYE 2025.

In preparing the financial statements for the FYE 2025, the Board is satisfied that the Directors have: -

- adopted and applied appropriate and relevant accounting policies consistently;
- ensured that applicable accounting standards have been followed, with any material departures clearly explained in the financial statements;
- made judgements and estimates that are reasonable and prudent; and
- prepared the financial statements on a going concern basis.

In addition, the Directors are responsible to ensure that accounting records and other relevant documentation for the preparation of the Group's and the Company's financial statements are properly kept and maintained with reasonable accuracy at all times in compliance with the CA 2016.

The Directors also have overall responsibility for taking reasonable steps to safeguard the assets of the Group and of the Company, to prevent and detect fraud, other irregularities and material misstatements.

This statement was approved by the Board on 26 August 2025.

ADDITIONAL COMPLIANCE INFORMATION

UTILISATION OF PROCEEDS FROM IPO

The Company was listed on the ACE Market of Bursa Securities on 9 July 2025 in conjunction with its IPO, where the Company undertook a public issue of 272,599,800 new ordinary shares at an issue price of RM0.22 per share, raising total gross proceeds of RM59.97 million.

As at 30 April 2025, the IPO exercise has yet to be completed and, as such, the Company has yet to utilise any of the proceeds raised from IPO: -

Details of Utilisation	Proposed Utilisation RM'000	Actual Utilisation RM'000	Balance RM'000	Estimated Timeframe for Utilisation Upon Listing Date
Repayment of bank borrowings to be drawn for PMC Kulim	**50,000**	**N/A**	**50,000**	Within 36 months
Acquisition of equipment for PMC	**5,272**	**N/A**	**5,272**	Within 36 months
Estimated expenses	**4,700**	**N/A**	**4,700**	Within 1 month
Total	**59,972**	**N/A**	**59,972**	

AUDIT AND NON-AUDIT FEES

The audit and non-audit fees paid or payable to the External Auditors, TGS TW PLT and their affiliates, by the Group and the Company for FYE 2025 are as follows: -

	Group RM'000	Company RM'000
Audit Fees	**113**	**17**
Non-audit Fees [1]	**374**	**295**
Total	**487**	**312**

Note: -

[1] *The non-audit fees of the Group and of the Company were incurred mainly for the professional fees for IPO exercise, special audit services, tax compliance fee and review of Statement on Risk Management and Internal Control.*

MATERIAL CONTRACTS

There was no material contract entered into by the Company and/or its subsidiaries involving Directors' and/or major shareholders' interest which were still subsisting as at the end of FYE 2025 or which were entered into since the end of the previous financial year.

RRPT

Saved for the RRPT disclosed in Note 27 to the Audited Financial Statements for the FYE 2025, there were no other transactions entered into with the related parties during the FYE 2025.

The Company will be seeking shareholders' mandate for the RRPT following its Listing at the forthcoming Twenty-Fourth (24th) Annual General Meeting, scheduled to be held on 29 September 2025. The details of the proposed new shareholders' mandate for RRPT are disclosed in the Circular to Shareholders dated 29 August 2025.

DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 April 2025.

Principal activities

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are disclosed in Note 8 to the financial statements.

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

Change of status

On 29 August 2024, the name of the Company had changed from Unique Luxury Holdings Sdn. Bhd. to PMCK Sdn. Bhd.. On 25 September 2024, the Company was converted to public limited liability company and assumed its present name. The Company is listed on the ACE Market of Bursa Malaysia Securities Berhad subsequently on 9 July 2025.

Financial results

	Group RM'000	Company RM'000
Profit for the financial year	11,189	4,328
Attributable to:		
Owners of the Company	11,334	4,328
Non-controlling interest	(145)	-
	11,189	4,328

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.

Dividends

Since the end of the financial year, the Company paid:

	RM'000
An interim single-tier dividend of RM0.006112 per ordinary share in respect of the financial year ended 30 April 2025 declared on 5 December 2024 and paid on 10 December 2024	5,000

The Board of Directors do not recommended any final dividend in respect of the current financial year.

Issue of shares and debentures

On 11 September 2024, the Company had completed a bonus issue of 809,820,198 ordinary shares on the basis of 99 ordinary shares for every 1 existing ordinary share held.

The new ordinary shares issued during the financial year shall rank pari passu in all respects with the existing ordinary shares of the Company.

There was no issuance of debentures during the financial year.

DIRECTORS' REPORT

Options granted over unissued shares

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

Directors

The Directors in office during the financial year until the date of this report are:

Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda
Binti Mohamad Ariff (Appointed on 16 September 2024)
Dato' Dr. Lim Kim Huat *
Dato' Lee Gaik Cheng *
Chan Chee Woei (Appointed on 16 September 2024)
Koay Kah Ee (Appointed on 16 September 2024)
Yeong Siew Lee Appointed on 16 September 2024)
Lee Yong Qian (Appointed on 16 September 2024) (Alternative Director to Dato' Lee Gaik Cheng)

* Directors of the Company and of its subsidiaries

The Directors who held office in the subsidiaries (excluding Directors who are also Directors of the Company) during the financial year up to date of this report:

Lim Tze Shi
Woo Yen Yen
Mariappa A/L Subramaniam

The information required to be disclosed pursuant to Section 253 of the Companies Act 2016 is deemed incorporated herein by such references to the financial statements of the respective subsidiaries and made a part hereof.

Directors' interests in shares

The interests and share options in the shares of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial year end (including their spouses or children) according to the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares			
	At 1.5.2024	Bonus issue	Sold	At 30.4.2025
Interests in the Company				
Direct interest:				
Dato' Lee Gaik Cheng	1,627,579	161,130,321	-	**162,757,900**
Indirect interests:				
Dato' Dr. Lim Kim Huat *	3,094,557	306,361,170	-	**309,455,727**
Dato' Lee Gaik Cheng *	3,220,866	318,865,707	-	**322,086,573**

* Deemed interest by virtue of the shareholding in the holding company, Lim Kim Huat Holdings Sdn. Bhd. pursuant to the Section 8 of the Companies Act 2016.

DIRECTORS' REPORT

Directors' benefits

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm which the Director is a member, or with a company in which the Director has a substantial financial interest other than any deemed benefit which may arise from transactions as disclosed in Note 27 to the financial statements.

The Directors' benefits of the Group and the Company are as follows:

	Group RM'000	Company RM'000
Directors' fee	184	184
Salaries and other emoluments	2,396	2
Defined contribution plans	90	-
Social security contributions	3	-
	2,673	186

Neither during nor at the end of the financial year, was the Company a party to any arrangement whose objective was to enable the Directors to acquire benefits by means of acquisition of shares in, or debentures, of the Company or any other body corporate.

Indemnity and insurance costs

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

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 action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

   (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.

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

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

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

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

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

DIRECTORS' REPORT

Other statutory information (Cont'd)

(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 of the Group and of the Company which has arisen since the end of the financial year.

(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 their obligations as and when they fall due;

(ii) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

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

Holding company

The Directors regard Lim Kim Huat Holdings Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia, as the holding company.

Subsidiaries

The details of the Company's subsidiaries are disclosed in Note 8 to the financial statements.

Significant events after the reporting period

The significant events after the reporting date are disclosed in Note 34 to the financial statements.

Auditors

The Auditors, TGS TW PLT (202106000004 (LLP0026851-LCA) & AF002345), have expressed their willingness to continue in office.

Auditors' remuneration for the Group and the Company as set out in Note 21 to the financial statements are RM113,000 and RM17,000 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 4 August 2025.

DATO' DR. LIM KIM HUAT	DATO' LEE GAIK CHENG

KUALA LUMPUR

STATEMENT BY DIRECTORS

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

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 88 to 138 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Company as at 30 April 2024 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 4 August 2025.

DATO' DR. LIM KIM HUAT

DATO' LEE GAIK CHENG

KUALA LUMPUR

STATUTORY DECLARATION

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

I, Yap Chee Yoong (MIA Membership Number: 52976), being the officer primarily responsible for the financial management of PMCK Berhad (formerly known as Unique Luxury Holdings Sdn. Bhd.), do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 88 to 138 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovenamed at)
Kuala Lumpur in the Federal Territory on 4 August 2025)
)

YAP CHEE YOONG
FINANCIAL CONTROLLER

Before me,

SHI' ARATUL AKMAR BINTI SAHARI (NO.W788)
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

To the Members of PMCK Berhad (Formerly Known as Unique Luxury Holdings Sdn. Bhd.)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of PMCK Berhad (formerly known as Unique Luxury Holdings Sdn. Bhd.), which comprise the statements of financial position as at 30 April 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 88 to 138.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 April 2025, and of their financial performance and of their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for opinion

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

Independence and other ethical responsibilities

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

Key audit matters

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

Key audit matters	How we addressed the key audit matters
Revenue recognition	
Referring to Note 19 to the financial statements, the Group's revenue as at 30 April 2025 amounted to RM93,273,000. Revenue generated from cash sales is regarded as key audit matter because the amount of revenue contributed is significant to the financial statements of the Group and they involved the processing of large volume of transactions. We focused on this area given the magnitude of revenue transactions that occur.	• We assessed the design and implementation of key controls over the recognition of revenue and tested these controls for operating effectiveness. • We checked revenue recognised before and after financial year end on sampling basis to the medication consumption note and discharge note and considered whether the revenue was recognised in the appropriate accounting period. • We compared the revenue recognised to the medication consumption note and discharge note to check the occurrence of the revenue recognised for the financial year. • We evaluated whether the accounting policy adopted by the management is consistent with the requirements of MFRS 15 *Revenue from Contracts with Customers.*

INDEPENDENT AUDITORS' REPORT

To the Members of PMCK Berhad (Formerly Known as Unique Luxury Holdings Sdn. Bhd.)

Report on the audit of the financial statements (Cont'd)

Key audit matters (Cont'd)

Key audit matters (Cont'd)	How we addressed the key audit matters (Cont'd)
Recoverability of trade receivables	
Referring to Note 10 to the financial statements, the Group's trade receivables as at 30 April 2025 amounted to RM7,031,000. The details of trade receivables and their credit risk have been disclosed in Notes 10 and 29(b)(i) to the financial statements. We focus on this area as determination of the expected credit losses ("ECLs") and whether the trade receivables are recoverable involve significant management judgement and inherent subjectively given uncertainty regarding the ability of the trade receivables to settle their debts. We focused on this area as the adequacy of the impairment losses for trade receivables involved the use of judgement.	• We assessed the design, implementation and operating effectiveness of key internal controls relating to credit control, debt collection and estimate of the ECLs; • Testing the adequacy of the Group's impairment loss on trade receivables by assessing the relevant assumptions taking account of our own knowledge of recent collection experience and also historical data from the Group's previous collection experiences; • We checked the key parameters and assumptions of the ECLs model adopted by the management, including the basis of segmentation of the accounts receivable based on credit risk characteristic of customers and the historical default data in management's estimated loss allowance; • Held discussions with management personnel to evaluate the management's view on justification on the appropriateness of ECL assessment; and • Evaluating the appropriateness and adequacy of the disclosures of ECLs in accordance with MFRS 9 *Financial Instruments.*

There is no key audit matter to be communicated in respect of the audit of 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 and the Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT

To the Members of PMCK Berhad (Formerly Known as Unique Luxury Holdings Sdn. Bhd.)

Report on the audit of the financial statements (Cont'd)

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

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

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group and 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 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 and the Company to cease to continue as a going concern.

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

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

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

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

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation preludes 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.

INDEPENDENT AUDITORS' REPORT

To the Members of PMCK Berhad (Formerly Known as Unique Luxury Holdings Sdn. Bhd.)

Report on the audit of the financial statements (Cont'd)

Other matter

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

TGS TW PLT
202106000004 (LLP0026851-LCA) & AF002345
Chartered Accountants

KUAN JUN XIAN
03758/06/2027 J
Chartered Accountant

KUALA LUMPUR
4 August 2025

STATEMENTS OF FINANCIAL POSITION

As at 30 April 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	4	**70,714**	55,232	**-**	-
Intangible assets	5	**382**	555	**-**	-
Other investments	6	**-**	3,532	**-**	-
Other receivables	7	**3,294**	3,797	**-**	-
Investment in subsidiaries	8	**-**	-	**5,435**	5,435
		74,390	63,116	**5,435**	5,435
Current assets					
Other investments	6	**-**	7,585	**-**	-
Inventories	9	**2,752**	2,838	**-**	-
Trade receivables	10	**7,031**	8,032	**-**	-
Other receivables	7	**3,269**	1,261	**3,856**	1,419
Contract assets	11	**1,040**	1,288	**-**	-
Tax recoverable		**1,143**	-	**27**	-
Fixed deposits with licensed banks	12	**10,690**	2,745	**-**	-
Cash and bank balances		**22,372**	23,031	**1,763**	4,667
		48,297	46,780	**5,646**	6,086
Total assets		**122,687**	109,896	**11,081**	11,521
EQUITY AND LIABILITIES					
EQUITY					
Share capital	13	**8,180**	8,180	**8,180**	8,180
Retained earnings		**82,286**	75,952	**2,645**	3,317
		90,466	84,132	**10,825**	11,497
Non-controlling interest ("NCI")		**56**	201	**-**	-
Total equity		**90,522**	84,333	**10,825**	11,497

STATEMENTS OF FINANCIAL POSITION

As at 30 April 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
EQUITY AND LIABILITIES (CONT'D)					
LIABILITIES					
Non-current liabilities					
Loans and bank borrowings	14	**11,335**	7,792	**-**	-
Lease liabilities	15	**2,811**	3,883	**-**	-
Deferred tax liabilities	16	**1,025**	1,546	**-**	-
		15,171	13,221	**-**	-
Current liabilities					
Loans and bank borrowings	14	**5,744**	564	**-**	-
Lease liabilities	15	**2,205**	2,407	**-**	-
Trade payables	17	**4,671**	4,926	**-**	-
Other payables	18	**3,033**	2,796	**256**	19
Contract liabilities	11	**1,335**	1,508	**-**	-
Tax payable		**6**	141	**-**	5
		16,994	12,342	**256**	24
Total liabilities		**32,165**	25,563	**256**	24
Total equity and liabilities		**122,687**	109,896	**11,081**	11,521

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Financial Year Ended 30 April 2025

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Revenue	19	**93,273**	104,335	**5,000**	12,000
Cost of sales		**(64,270)**	(69,592)	**-**	-
Gross profit		**29,003**	34,743	**5,000**	12,000
Other income		**3,860**	2,552	**101**	220
Administrative expenses		**(16,454)**	(15,759)	**(668)**	(153)
Other expenses		**(283)**	(66)	**(76)**	(1,999)
Net (loss)/gain on impairment of financial assets		**(25)**	793	**-**	-
Profit from operations		**16,101**	22,263	**4,357**	10,068
Finance costs	20	**(867)**	(887)	**-**	-
Profit before tax	21	**15,234**	21,376	**4,357**	10,068
Taxation	22	**(4,045)**	(6,361)	**(29)**	(36)
Profit for the financial year, representing total comprehensive income for the financial year		**11,189**	15,015	**4,328**	10,032
Profit for the financial year, representing total comprehensive income for the financial year attributable to:					
Owners of the Company		**11,334**	15,045	**4,328**	10,032
NCI		**(145)**	(30)	**-**	-
		11,189	15,015	**4,328**	10,032
Earnings per share					
Basic earnings per share (sen)	23	**1.39**	1.84		
Diluted earnings per share (sen)	23	*	*		

* There is no dilutive earnings per share as the Group does not have any dilutive instruments for the financial year.

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

STATEMENTS OF CHANGES IN EQUITY

For the Financial Year Ended 30 April 2025

	Note	← Attributable to owners of the Company → ← Non-distributable → Share capital RM'000	← Distributable → Retained earnings RM'000	Total RM'000	NCI RM'000	Total equity RM'000
Group						
At 1 May 2023		8,180	72,907	81,087	-	81,087
Profit for the financial year, representing total comprehensive income for the financial year		-	15,045	15,045	(30)	15,015
Transactions with owners:						
Acquisition of a subsidiary	8	-	-	-	231	231
Dividends to owners of the Company	24	-	(12,000)	(12,000)	-	(12,000)
At 30 April 2024		8,180	75,952	84,132	201	84,333
At 1 May 2024		**8,180**	**75,952**	**84,132**	**201**	**84,333**
Profit for the financial year, representing total comprehensive income for the financial year		**-**	**11,334**	**11,334**	**(145)**	**11,189**
Transaction with owners:						
Dividends to owners of the Company	24	**-**	**(5,000)**	**(5,000)**	**-**	**(5,000)**
At 30 April 2025		**8,180**	**82,286**	**90,466**	**56**	**90,522**

STATEMENTS OF CHANGES IN EQUITY

For the Financial Year Ended 30 April 2025

	Note	Share capital RM'000	Retained earnings RM'000	Total equity RM'000
Company				
At 1 May 2023		8,180	5,285	13,465
Profit for the financial year, representing total comprehensive income for the financial year		-	10,032	10,032
Transaction with owners:				
Dividends to owners of the Company	24	-	(12,000)	(12,000)
At 30 April 2024		8,180	3,317	11,497
At 1 May 2024		**8,180**	**3,317**	**11,497**
Profit for the financial year, representing total comprehensive income for the financial year		**-**	**4,328**	**4,328**
Transaction with owners:				
Dividends to owners of the Company	24	**-**	**(5,000)**	**(5,000)**
At 30 April 2025		**8,180**	**2,645**	**10,825**

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

STATEMENTS OF CASH FLOWS

For the Financial Year Ended 30 April 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from operating activities					
Profit before tax		**15,234**	21,376	**4,357**	10,068
Adjustments for:					
Allowance for/(Reversal of) ECLs on:					
- Trade receivables		**217**	(323)	**-**	-
- Other receivables		**(192)**	(470)	**-**	-
Amortisation of intangible assets		**173**	173	**-**	-
Bad debts written off		**107**	11	**76**	-
Strike off of a subsidiary		**-**	-	**#**	-
Depreciation of property, plant and equipment and right-of-use ("ROU") assets		**4,721**	4,574	**-**	-
Dividend income		**-**	-	**(5,000)**	(12,000)
Fair value gain on other investments		**-**	(574)	**-**	-
Goodwill on consolidation written off		**-**	14	**-**	-
Impairment loss on investment in subsidiaries		**-**	-	**-**	1,999
Interest expenses		**867**	887	**-**	-
Interest income		**(725)**	(858)	**(101)**	(220)
Investment income from other investments		**(107)**	(186)	**-**	-
Inventories written off		**176**	-	**-**	-
Gain on disposal of other investments		**(17)**	-	**-**	-
Gain on early termination of lease contracts		**(8)**	-	**-**	-
Loss on modification of a lease contract		**-**	41	**-**	-
Unwinding interest		**(296)**	(290)	**-**	-
Operating profit/(loss) before working capital changes		**20,150**	24,375	**(668)**	(153)

STATEMENTS OF CASH FLOWS

For the Financial Year Ended 30 April 2025

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Cash flows from operating activities (Cont'd)					
Operating profit/(loss) before working capital changes (Cont'd)		**20,150**	24,375	**(668)**	(153)
Changes in working capital:					
Inventories		**(90)**	(13)	**-**	-
Receivables		**(340)**	1,595	**(2,513)**	(156)
Payables	**A**	**424**	(917)	**237**	2
Net contract balances		**75**	1,049	**-**	-
		69	1,714	**(2,276)**	(154)
Cash generated from/(used in) operations		**20,219**	26,089	**(2,944)**	(307)
Tax paid		**(5,846)**	(8,945)	**(63)**	(32)
Tax refund		**2**	-	**2**	-
Interest received		**528**	769	**101**	220
Net cash from/(used in) operating activities		**14,903**	17,913	**(2,904)**	(119)
Cash flows from investing activities					
Acquisition of property, plant and equipment	**B**	**(15,883)**	(5,927)	**-**	-
Dividend received		**-**	-	**5,000**	12,000
Proceed from disposal of property, plant and equipment		**125**	-	**-**	-
Investment income received from other investments		**107**	186	**-**	-
Acquisition of a subsidiary		**-**	-	**-**	(255)
Placement of fixed deposits with a licensed bank with maturity more than 3 months		**(7,748)**	-	**-**	-
Net cash inflow from acquisition of a subsidiary	8(a)	**-**	246	**-**	-
Disposal/(Acquisition) of other investments		**11,134**	(175)	**-**	-
Net cash (used in)/from investing activities		**(12,265)**	(5,670)	**5,000**	11,745

STATEMENTS OF CASH FLOWS

For the Financial Year Ended 30 April 2025

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Cash flows from financing activities					
Dividends paid		**(5,000)**	(12,000)	**(5,000)**	(12,000)
Drawdown of term loan		**1,000**	-	**-**	-
Drawdown of revolving credit		**5,000**	-	**-**	-
Interest paid		**(867)**	(887)	**-**	-
Repayments of lease liabilities	C	**(2,723)**	(2,372)	**-**	-
Repayments of term loans		**(707)**	(581)	**-**	-
Net cash used in financial activities		**(3,297)**	(15,840)	**(5,000)**	(12,000)
Net cash decrease in cash and cash equivalents		**(659)**	(3,597)	**(2,904)**	(374)
Cash and cash equivalents at beginning of financial year		**23,031**	26,628	**4,667**	5,041
Cash and cash equivalents at end of financial year		**22,372**	23,031	**1,763**	4,667
Cash and cash equivalents at end of the financial year comprises:					
Cash and bank balances		**22,372**	23,031	**1,763**	4,667
Fixed deposits with licensed banks		**10,690**	2,745	**-**	-
		33,062	25,776	**1,763**	4,667
Less: Fixed deposits pledged with a licensed bank	12	**(2,810)**	(2,745)	**-**	-
Less: Fixed deposits with a licensed bank more than 3 month to maturity	12	**(7,880)**	-	**-**	-
		22,372	23,031	**1,763**	4,667

Amount less than RM1,000

STATEMENTS OF CASH FLOWS

For the Financial Year Ended 30 April 2025

NOTES TO THE STATEMENTS OF CASH FLOWS

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
A. (Increase)/Decrease in payables					
Total movement of payables		**18**	917	**(237)**	(2)
Less: Financing through lease arrangements		**(442)**	-	**-**	-
Total (increase)/decrease in payables		**(424)**	917	**(237)**	(2)
B. Acquisition of property, plant and equipment					
Total acquisition of property, plant and equipment		**20,380**	10,367	**-**	-
Less: Acquisition through lease arrangements		**(1,067)**	(4,440)	**-**	-
Less: Acquisition through drawdown of term loan		**(3,430)**	-	**-**	-
Total cash used in acquisition of property, plant and equipment		**15,883**	5,927	**-**	-
C. Cash outflows for lease as lessee					
Included in net cash from/ (used in) operating activities:					
Payment relating to short-term lease	21	**1,366**	2,634	**62**	-
Included in net cash used in financing activities:					
Payment of lease liabilities		**2,723**	2,372	**-**	-
Payment on interest of lease liabilities		**330**	347	**-**	-
		3,053	2,719	**-**	-
		4,419	5,353	**62**	-

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

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

1. Corporate information

The Company is a public limited liability company, incorporated and domiciled in Malaysia.

On 29 August 2024, the name of the Company had changed from Unique Luxury Holdings Sdn. Bhd. to PMCK Sdn. Bhd.. On 25 September 2024, the Company was converted to public limited liability company and assumed its present name. The Company is listed on ACE Market of Bursa Malaysia Securities Berhad subsequently on 9 July 2025.

The registered office of the Company is located at Suite 18.05, MWE Plaza, No. 8, Lebuh Farquhar, 10200 George Town, Pulau Pinang.

The principal place of business of the Company is located at 888, Jalan Sekerat, Off Jalan Putra, 05100 Alor Setar, Kedah Darul Aman.

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are disclosed in Note 8 to the financial statements.

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

The Directors regard Lim Kim Huat Holdings Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia, as the holding company.

2. Basis of preparation

(a) Statement of compliance

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

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the financial statements.

Adoption of amended standards

During the financial year, the Group and the Company have adopted the following amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for current financial year:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

The adoption of amendments to MFRSs did not have any significant impact on the financial statement of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

2. Basis of preparation (Cont'd)

(a) Statement of compliance (Cont'd)

Standard issued but not yet effective

The Group and the Company have not applied the following new and amendments to MFRSs that have been issued by the MASB but are not yet effective for the Group and the Company:

		Effective dates for financial periods beginning on or after
Amendments to MFRS 121	Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 1 Amendments to MFRS 7 Amendments to MFRS 9 Amendments to MFRS 10 Amendments to MFRS 107	Annual Improvements - Volume 11	1 January 2026
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature - dependent Electricity	1 January 2026
MFRS 19	Subsidiaries without Public Accountabilities: Disclosures	1 January 2027
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

The Group and the Company intend to adopt the above new and amendments to MFRSs when they become effective.

The initial applications of the above-mentioned new and amendments to MFRSs are not expected to have any significant impacts on the financial statements of the Group and of the Company.

(b) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional currency. All financial information is presented in RM and has been rounded to nearest thousand, unless otherwise stated.

(c) Significant accounting judgements, estimates and assumptions

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

2. Basis of preparation (Cont'd)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Judgements

The following are the accounting policies that have the most significant effect on the amounts recognised in the financial statements:

Determining the lease term of contracts with renewal and termination options - the Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if they are reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if they are reasonably certain not to be exercised.

The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., significant customisation to the leased asset).

The Group includes the renewal period as part of the lease term for leases of building with non-cancellable period included as part of the lease term as these are reasonably certain to be exercised because there will be a significant negative effect on operation if a replacement asset is not readily available. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are set out below:

Useful lives of property, plant and equipment

The Group regularly review the estimated useful lives of property, plant and equipment based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment would increase the recorded depreciation and decrease the value of property, plant and equipment.

Amortisation of intangible asset

Intangible asset with a finite useful life is amortised by allocating its depreciation amount on a systematic basis over its contractual period. Contractual period is the period over which the intangible asset is expected to generate economic benefits. Amortised amount is the carrying amount of the intangible asset less its residual value.

Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected selling prices. Demand levels and pricing competition could change from time to time. If such factors result in an adverse effect on the Group's products, the Group might be required to reduce the value of their inventories.

Deferred tax assets

Deferred tax assets are recognised for all unutilised business losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unutilised business losses, unabsorbed capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

2. Basis of preparation (Cont'd)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Key sources of estimation uncertainty (Cont'd)

Discount rate used in leases

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

Determination of transaction prices

The Group is required to determine the transaction price in respect of each of its contracts with customers. In making such judgement the Group assesses the impact of any variable consideration in the contract due to discounts or penalties in the contracts.

Income taxes

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group and the Company recognise liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

Provision for ECLs of financial assets at amortised cost and contract assets

The Group and the Company review the recoverability of their receivables and contract assets at each reporting date to assess whether an impairment loss should be recognised. The impairment provisions for receivables and contract assets are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on Group's and the Company's past history, existing market conditions at the end of each reporting period.

The Group and the Company use a provision matrix to calculate expected credit loss for receivables and contract assets. The provision rates are based on number of days past due.

The provision matrix is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the matrix to adjust the historical credit loss experience. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit loss is a significant estimate.

Fair value of financial instruments

Management uses valuation techniques in measuring the fair value of financial instruments where active market quotes are not available. Details of the assumptions used are given in the Note 29(c) to the financial statements regarding financial assets. In applying the valuation techniques management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

3. Material accounting policies

The Group and the Company apply the material accounting policies information set out below, consistently throughout all periods presented in the financial statements unless otherwise stated.

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are all entities over which the Company has control. The Company controls an entity when the Company is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Potential voting rights are considered when assessing whether the Company has power over another entity. Subsidiaries are fully consolidated from the date that control commences until the date control ceases.

In the Company's separate consolidated financial statements, investments in subsidiaries are stated at cost less accumulated impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts are recognised in profit or loss. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount.

Inter-company transactions, balances and unrealised gains or losses on transactions between Company and its subsidiaries are eliminated. Unrealised losses are eliminated only if there is no indication of impairment.

(ii) Business combination

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of new subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in business combination are measured initially at their fair values at the acquisition date. The Group recognises NCI in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the NCI's proportionate share of the recognised amounts of acquiree's identifiable net assets.

When the business combination is achieved in stages, the acquirer's previously held equity interest in the acquiree is re-measured at its acquisition-date fair value and the resulting gain or loss recognised in profit or loss.

The initial accounting for the acquisition of the new subsidiary is incomplete by the end of the reporting period, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (which cannot exceed one year from the acquisition date), or additional assets or liabilities recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date, if known, would have affected the amount recognised at that date.

The contingent consideration to be transferred by the Group recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 is measured at fair value with the changes in fair value recognised in profit or loss contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

Transaction costs, other than those associated with the issuance of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

3. Material accounting policies (Cont'd)

(a) Basis of consolidation (Cont'd)

(iii) Goodwill on consolidation

Goodwill is initially recognised at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for NCI and any previous interest held over the net identifiable net assets acquired and liabilities assumed). If the total consideration transferred, NCI recognised and previously held interest measured at fair value is less than the fair value of the net assets of the subsidiary acquired (i.e. a bargain purchase), the gain recognised in profit or loss.

After the initial recognition, goodwill is measured at cost less accumulated impairment losses. Goodwill is reviewed for impairment annually or more frequent when there is objective evidence that the carrying value may be impaired.

(iv) NCI

NCI at the end of the reporting period, being the equity in a subsidiary not attributable directly or indirectly to the equity holders of the Company, are presented in the consolidated statements of financial position and statements of changes in equity, separately from equity attributable to the owners of the Company. NCI in the results of the Group is presented in the consolidated statements of comprehensive income as an allocation of the profit or loss and the comprehensive income for the financial year between the NCI and owners of the Company.

Losses applicable to the NCI in a subsidiary is allocated to the NCI even if doing so causes the NCI to have a deficit balance.

The Group treats all changes in its ownership interest in a subsidiary that do not result in a loss of control as equity transactions between the Group and its NCI holders. Any difference between the Group's share of net assets before and after the change, and any consideration received or paid, is adjusted to or against Group reserves.

(b) Property, plant and equipment

(i) Recognition and measurement

Property, plant and equipment are measured at cost less accumulated depreciation and less any impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the assets and any other costs directly attributable to bringing the asset to working condition for its intended use, cost of replacing component parts of the assets, and the present value of the expected cost for the decommissioning of the assets after their use.

(ii) Subsequent costs

The cost of replacing part 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 part will flow to the Group and their cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the profit or loss as incurred.

3. **Material accounting policies (Cont'd)**

(b) **Property, plant and equipment**

(iii) Depreciation

Depreciation is recognised on straight line method basis to write off the cost of each asset to its residual value over its estimated useful life. Capital work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use. Freehold land is not depreciated.

Property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Freehold building	2%
Electrical installation and equipment	10%
Medical instruments and surgical equipment	10%
Office equipment and furniture and fittings	10%
Motor vehicles	10%
Renovation	10%
Container	10%
Plant and machinery	10%
Signboard	10%
Premises	Over the lease term

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the property, plant and equipment.

(c) **Leases**

As lessee

(i) Lease and non-lease components

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

(ii) Recognition exemption

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

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

3. Material accounting policies (Cont'd)

(c) Leases (Cont'd)

As lessee (Cont'd)

(iii) Depreciation

The ROU assets under cost model are depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU assets or the end of the lease term. The estimated useful lives of the ROU assets are determined on the same basis as those of property, plant and equipment as follows:

Electrical installation and equipment	10%
Medical instruments and surgical equipment	10%
Office equipment and furniture and fittings	10%
Motor vehicles	Over the lease term
Premises	Over the lease term

As lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. Leases in which the Group does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases.

Rental income from operating lease recognised as income on a straight-line basis over the lease term. The lease payment recognised is included as part of other income. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

(d) Intangible assets

(i) Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives of 10 years. The estimated useful lives and amortisation methods are reviewed at the end of each reporting date, with the effect of any changes in estimate being accounted for on a prospective basis.

(ii) Subsequent measurement

Intangible assets with finite useful lives are carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the intangible asset begins when it is complete and the asset is available for use.

Intangible assets are amortised based on the estimated useful lives as follows:

Software	10 years

The estimated useful lives and amortisation methods are reviewed at the end of each reporting date, with the effect of any changes in estimate being accounted for on a prospective basis.

(e) Inventories

Inventories are stated at the lower of cost and net realisable value and determined using weighted average cost method.

3. **Material accounting policies (Cont'd)**

(f) **Financial instruments**

At the reporting date, the Group carries financial assets at amortised cost and fair value through profit or loss ("FVTPL") on their statements of financial position. The Group's financial assets at FVTPL is other investments and financial assets at amortised cost are trade and other receivables, fixed deposits with licensed banks and cash and bank balances. The Company carries only financial assets at amortised cost on its statement of financial position. The Company's financial assets at amortised cost include other receivables and cash and bank balances.

At the reporting date, the Group and the Company carry only financial liabilities at amortised cost on their statements of financial position. The Group's financial liabilities at amortised cost include trade and other payables and loans and bank borrowings. The Company's financial liabilities at amortised cost include only other payables.

(g) **Contract assets and contract liabilities**

Contract assets represent the Group's right to consideration for goods or services that the Group has transferred to a customer when that right is conditioned on something other than the passage of time. Contract assets are subject to impairment assessment in accordance of MFRS 9 *Financial Instruments*.

Contract liabilities represent the Group's obligation to transfer goods or services to a customer for which the Group has received the consideration, or the amount is due, from the customers. Contract liabilities are recognised as revenue when the Group performs its obligation under the contracts.

(h) **Revenue recognition**

(i) Revenue from contracts with customers

The Group recognises revenue from the following major sources:

(a) Healthcare services revenue

Revenue from hospital and healthcare charges comprises inpatient and outpatient hospital charges, and sales of pharmaceutical products, medical supplies, laboratory products and consumables items. These revenues are recognised as follows:

The performance obligations for inpatient services are generally satisfied over a short period and revenue from inpatients is recorded when healthcare services is performed. The performance obligations for outpatient and day care services are generally satisfied over a period of less than a day, and revenue is also recorded when the healthcare services is performed. The Group has a range of credit terms which are typically short term, in line with market practice, and without any financing component. There are no variable consideration, and no obligation for returns or refunds or warranties of healthcare related services.

Revenue is recognised at a point in time as services are rendered or goods delivered. Revenue will only be recognised to the extent that if it is highly probable that a significant reversal will not occur, net of discounts. A receivable is recognised upon billing net of deposits received.

(ii) Interest income

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

(iii) Rental income

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(iv) Dividend income

Dividend income is recognised when the rights of the Company to receive payment is established, which is generally when shareholders approve the dividend.

4. Property, plant and equipment

	Freehold land RM'000	Freehold building RM'000	Electrical installation and equipment RM'000	Medical instruments and surgical equipment RM'000	Office equipment and furniture and fittings RM'000	Motor vehicles RM'000	Renovation RM'000	Container RM'000	Plant and machinery RM'000	Signboard RM'000	Building under construction RM'000	Premises RM'000	Total RM'000
Group													
Cost													
At 1 May 2023	15,155	23,600	5,758	29,215	11,074	997	578	22	7	12	2,467	667	89,552
Additions	3,000	172	31	5,216	228	30	248	3	56	6	1,222	155	10,367
Acquisition of a subsidiary	-	-	30	-	221	-	29	-	-	-	-	73	353
Modification of a lease contract	-	-	-	-	-	-	-	-	-	-	-	100	100
At 30 April 2024	18,155	23,772	5,819	34,431	11,523	1,027	855	25	63	18	3,689	995	100,372
Additions	7,300	720	342	639	914	-	198	-	18	-	10,249	-	20,380
Disposal	-	-	-	(243)	-	-	-	-	-	-	-	-	(243)
Early termination of lease contracts	-	-	-	-	-	-	-	-	-	-	-	(199)	(199)
At 30 April 2025	25,455	24,492	6,161	34,827	12,437	1,027	1,053	25	81	18	13,938	796	120,310
Accumulated depreciation													
At 1 May 2023	-	7,245	3,344	20,167	8,388	572	380	-	-	4	-	425	40,525
Charge for the financial year	-	424	442	2,524	853	85	66	2	3	2	-	173	4,574
Acquisition of a subsidiary	-	-	1	-	7	-	1	-	-	-	-	11	20
Modification of a lease contract	-	-	-	-	-	-	-	-	-	-	-	21	21
At 30 April 2024	-	7,669	3,787	22,691	9,248	657	447	2	3	6	-	630	45,140
Charge for the financial year	-	497	441	2,659	818	73	70	3	8	2	-	150	4,721
Disposal	-	-	-	(118)	-	-	-	-	-	-	-	-	(118)
Early termination of lease contracts	-	-	-	-	-	-	-	-	-	-	-	(147)	(147)
At 30 April 2025	-	8,166	4,228	25,232	10,066	730	517	5	11	8	-	633	49,596

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

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

	Freehold land RM'000	Freehold building RM'000	Electrical installation and equipment RM'000	Medical instruments and surgical equipment RM'000	Office equipment and furniture and fittings RM'000	Motor vehicles RM'000	Renovation RM'000	Container RM'000	Plant and machinery RM'000	Signboard RM'000	Building under construction RM'000	Premises RM'000	Total RM'000
Group (Cont'd)													
Carrying amount													
At 30 April 2025	25,455	16,326	1,933	9,595	2,371	297	536	20	70	10	13,938	163	70,714
At 30 April 2024	18,155	16,103	2,032	11,740	2,275	370	408	23	60	12	3,689	365	55,232

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

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

(a) Including in net carrying amount of property, plant and equipment are right-of-use assets as follows:

	Group	
	2025 RM'000	2024 RM'000
Electrical installation and equipment	**1,265**	1,546
Medical instruments and surgical equipment	**6,763**	7,186
Office equipment and furniture and fittings	**440**	145
Motor vehicles	**-**	97
Premises	**163**	365
	8,631	9,339

(b) Depreciation charge of right-of-use assets are as follows:

	Group	
	2025 RM'000	2024 RM'000
Electrical installation and equipment	**281**	281
Medical instruments and surgical equipment	**966**	794
Office equipment and furniture and fittings	**55**	26
Motor vehicles	**10**	18
Premises	**150**	173
	1,462	1,292

(c) Additions of property, plant and equipment under lease arrangement are as follows:

	Group	
	2025 RM'000	2024 RM'000
Medical instruments and surgical equipment	**1,133***	4,215
Office equipment and furniture and fittings	**350**	155
	1,483	4,370

* Included in addition of medical instruments and surgical equipment amounting to RM730,000 which were purchased in previous financial year under lease arrangements by a financial institution to the Group.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

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

(d) Property, plant and equipment pledged to a licensed bank as security for the related term loans are as follows:

	Group	
	2025 RM'000	2024 RM'000
Freehold land	**15,155**	15,155
Freehold building	**16,326**	16,103
	31,481	31,258

(e) The net carrying amount of property, plant and equipment of the Group amounted to RM8,468,000 (2024: RM8,974,000) are pledged as security for the related lease liabilities.

5. Intangible assets

	Software RM'000
Group	
Cost	
At 1 May 2023/30 April 2024/30 April 2025	2,549
Accumulated amortisation	
At 1 May 2023	1,821
Charge for the financial year	173
At 30 April 2024	1,994
Charge for the financial year	173
At 30 April 2025	2,167
Carrying amount	
At 30 April 2025	382
At 30 April 2024	555

Intangible assets with finite lives are initially measured at cost. After initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Intangible assets with finite lives are amortised in a straight line basis over 10 years. The amortisation period and amortisation method are reviewed at least annually for appropriateness.

The net carrying amount of intangible assets of the Group amounted to RM191,000 (2024: RM270,000) are pledged as security for the related lease liabilities.

6. Other investments

	Group	
	2025 RM'000	2024 RM'000
At FVTPL:		
Non-current		
Unquoted shares	**-**	3,532
Current		
Unquoted shares	**-**	7,585
	-	11,117

Geographical information of other investments:

	Group	
	2025 RM'000	2024 RM'000
In Malaysia		
Unquoted shares	**-**	11,117

During the financial year, the Group recognises fair value gain of RMNil (2024: fair value gain of RM574,000) for investment in quoted and unquoted shares classified as FVTPL and did not make the irrecoverable election to classified as at fair value through other comprehensive income.

7. Other receivables

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current				
Non-trade receivables (a)	**3,294**	3,797	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

7. Other receivables (Cont'd)

	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Current				
Advances to suppliers	**5,982**	6,132	**-**	-
Less: Allowance for ECLs	**(5,940)**	(6,132)	**-**	-
	42	-	**-**	-
Non-trade receivables (a)(b)	**370**	422	**1,873**	1,419
Deposits	**138**	208	**-**	-
Prepayment	**776**	631	**40**	-
Prepayment for Initial Public Offering expenses	**1,943**	-	**1,943**	-
	3,269	1,261	**3,856**	1,419
	6,563	5,058	**3,856**	1,419

Movements in the allowance for ECLs are as follows:

	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
At beginning of the financial year	**6,132**	6,602	**-**	-
Reversal of ECLs	**(192)**	(470)	**-**	-
At end of the financial year	**5,940**	6,132	**-**	-

(a) Included in non-trade receivables of the Group represent insurance premium paid for keyman life insurance which shall be refundable when the Group surrender the insurance policy upon its maturity dates in 15 years' time. These amounts have been discounted to their respective present value.

(b) Non-trade receivables are unsecured, non-interest bearing and repayable on demand.

In previous financial year, included in non-trade receivables of the Group and of the Company is an amount RM51,000 and RM36,000 due from companies in which Directors have interest respectively.

Included in non-trade receivables of the Company is an amount of RM1,873,000 (2024: RM1,383,000) due from subsidiaries of the Company.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

8. Investment in subsidiaries

	Company 2025 RM'000	Company 2024 RM'000
In Malaysia		
Cost		
At beginning of the financial year	**8,435**	8,180
Addition	**-**	255
Strike off	**#**	-
	8,435	8,435
Less: Accumulated impairment losses	**(3,000)**	(3,000)
At end of the financial year	**5,435**	5,435

Less than RM1,000

The movement of accumulated impairment losses are as follows:

	Company 2025 RM'000	Company 2024 RM'000
At beginning of the financial year	**3,000**	1,001
Impairment losses for the financial year	**-**	1,999
At end of the financial year	**3,000**	3,000

In previous financial year, the Company recognised impairment loss of RM1,999,000 in respect of certain investment in subsidiaries as these subsidiaries are continuously loss making and the Company has determined the recoverable amount to be lower than the cost of investment of RM1,999,000.

Details of the subsidiaries are as follows:

Name of company	Place of business/ Country of incorporation	Effective interest (%) 2025	Effective interest (%) 2024	Principal activities
Unique Luxury Sdn. Bhd. ("ULSB")	Malaysia	**100**	100	Private medical centre offering specialist consultant services and healthcare support services.
Unique Luxury (Kulim) Sdn. Bhd. ("ULKSB")	Malaysia	**100**	100	Investment holding of land, not commence business since date of operation.
Poliklinik Unik Sdn. Bhd. ("PUSB")	Malaysia	**100**	100	Provision of polyclinic services.
Klinik Pergigian Unik Sdn. Bhd. ("KPUSB")	Malaysia	**100**	100	Provision of dental services.
Mazu Medical Sdn. Bhd. ("MAZU") *	Malaysia	**-**	100	Provide dental and general medical services.
RYM DX Laboratory Sdn. Bhd. ("RYM DX")	Malaysia	**51**	51	Provision of medical laboratories services.

* On 18 October 2024, MAZU has submitted an application to the Companies Commission of Malaysia to strike off its name from the Register pursuant to Section 550 of the Companies Act 2016. The strike off process had been completed on 6 March 2025.

8. Investment in subsidiaries (Cont'd)

(a) Acquisition of a subsidiary

On 17 January 2024, the Company had invested 51% equity interest in RYM DX of 255,000 ordinary shares for total cash consideration of RM255,000.

Impact of the acquisition on the statements of profit or loss and other comprehensive income

From the date of acquisition, RYM DX has contributed RMNil to the Group's revenue and loss before tax of RM61,000 for financial year ended 30 April 2024.

If RYM DX had been acquired on 1 May 2023, revenue and profit before tax for the Group will remain the same as the subsidiary had not commenced any business from date of incorporation nor incur any expenses from 1 May 2023 to the date of acquisition.

The following summaries the major classes of consideration transferred, and the recognised amounts of assets acquired assumed at the acquisition date:

	17.1.2024 RM'000
Fair value of consideration	255
Fair value of identifiable asset acquired assumed	
Property, plant and equipment	333
Other receivables	2
Cash and bank balances	501
Lease liabilities	(63)
Other payables	(301)
Total identified net asset	472
Less: NCI	(231)
Fair value on identified assets acquired	241
Goodwill on consolidation	14

Goodwill arising from business combination

	17.1.2024 RM'000
Fair value of consideration	255
Fair value of identifiable asset acquired assumed	(241)
Goodwill arising on consolidation *	14

* During the financial year ended 30 April 2024, goodwill written off amounting to RM14,000 has been recognised within other expenses in the statements of profit or loss and other comprehensive income of the Group due to the subsidiary had incurred loss during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

8. Investment in subsidiaries (Cont'd)

(a) Acquisition of a subsidiary (Cont'd)

Net cash inflow arising from acquisition of a subsidiary

	17.1.2024 RM'000
Fair value of consideration paid	255
Cash and cash equivalents acquired	(501)
	(246)

(b) Material party-owned subsidiary

Set below are the Group's subsidiary that has material non-controlling interests:

Name of company	Proportion of ownership interest and voting rights held by NCI		Loss allocated to NCI		Carrying amount of NCI	
	2025 %	2024 %	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
RYM DX	**49**	49	**145**	30	**56**	201

Summarised financial information for combined entity that has NCI that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company eliminations.

(i) Summarised statement of financial position

	RYM DX	
	2025 RM'000	2024 RM'000
Non-current asset	**444**	381
Curent assets	**304**	309
Non-current liability	**(27)**	(39)
Current liabilities	**(607)**	(241)
Net assets	**114**	410

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

8. Investment in subsidiaries (Cont'd)

(b) Material party-owned subsidiary (Cont'd)

(ii) Summarised statement of profit or loss and other comprehensive income

	RYM DX	
	2025 RM'000	2024 RM'000
Revenue	**-**	-
Loss for the financial year, representing total comprehensive loss for the financial year	**(297)**	(61)

(iii) Summarised statement of cash flow

	RYM DX	
	2025 RM'000	2024 RM'000
Net cash used in operating activities	**(232)**	(324)
Net cash used in investing activities	**(117)**	(92)
Net cash from financing activities	**428**	554
Net increase in cash and cash equivalents	**79**	138

9. Inventories

	Group	
	2025 RM'000	2024 RM'000
Pharmaceutical products	**1,876**	1,748
Medical supplies	**741**	983
Laboratory products	**132**	103
Consumables and disposable items	**3**	4
	2,752	2,838
Recognised in profit or loss		
Inventories written off	**176**	-
Inventories recognised as cost of sales	**17,360**	21,476
	17,536	21,476

10. Trade receivables

	Group 2025 RM'000	Group 2024 RM'000
Trade receivables	**8,756**	9,540
Less: Allowance for ECLs	**(1,725)**	(1,508)
	7,031	8,032

Trade receivables are non-interest bearing and the normal credit term are ranged at cash term to 60 days (2024: cash term to 60 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

In previous financial year, included in the trade receivables is an amount of RM10,000 due from key management personnels of the Group.

Movements in the allowance for ECLs are as follows:

	Group 2025 RM'000	Group 2024 RM'000
At beginning of the financial year	**1,508**	1,831
Allowance for/(Reversal of) ECLs	**217**	(323)
At end of the financial year	**1,725**	1,508

The following table provide information about the exposure to credit risk and allowance for ECLs for trade receivables:

	Gross amount RM'000	ECLs RM'000	Net amount RM'000
Group			
2025			
Not past due	**4,293**	**(22)**	**4,271**
Past due:			
Less than 30 days	**1,196**	**(10)**	**1,186**
31 to 60 days	**725**	**(3)**	**722**
61 to 90 days	**147**	**(2)**	**145**
More than 90 days	**763**	**(56)**	**707**
	7,124	**(93)**	**7,031**
Credit impaired:			
Past due more than 90 days			
Individual impaired	**1,632**	**(1,632)**	**-**
	8,756	**(1,725)**	**7,031**

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

10. Trade receivables (Cont'd)

The following table provide information about the exposure to credit risk and allowance for ECLs for trade receivables: (Cont'd)

	Gross amount RM'000	ECLs RM'000	Net amount RM'000
Group (Cont'd)			
2024			
Not past due	2,655	(22)	2,633
Past due:			
Less than 30 days	2,702	(10)	2,692
31 to 60 days	1,474	(3)	1,471
61 to 90 days	357	(2)	355
More than 90 days	937	(56)	881
	8,125	(93)	8,032
Credit impaired:			
Past due more than 90 days			
Individual impaired	1,415	(1,415)	-
	9,540	(1,508)	8,032

11. Contract assets/(liabilities)

	Group	
	2025 RM'000	2024 RM'000
Contract assets		
Service cost incurred (a)	**1,040**	1,288
Contract liabilities		
Deposits received (b)	**(1,335)**	(1,508)

11. Contract assets/(liabilities) (Cont'd)

The following table provide information about the exposure to credit risk and allowance for ECLs for contract assets as the Group are expected to have similar risk nature with trade receivables:

	Gross amount RM'000	ECLs RM'000	Net amount RM'000
Group			
2025			
Not past due	**1,040**	**-**	**1,040**
2024			
Not past due	1,288	-	1,288

(a) Service cost incurred

	Group	
	2025 RM'000	2024 RM'000
At beginning of the financial year	**1,288**	1,971
Addition by obligation performed but not billed during the financial year	**16,341**	5,321
Transfer to receivables from contract assets recognised at the beginning of the financial year	**(16,589)**	(6,004)
At end of the financial year	**1,040**	1,288

The contract assets primarily relate to the Group's right to considerate for work performed but not yet billed at the reporting date for its healthcare services. The contract assets will be transferred to trade receivables when the rights become unconditional.

(b) Deposits received

	Group	
	2025 RM'000	2024 RM'000
At beginning of the financial year	**(1,508)**	(1,142)
Revenue recognised that was included in the contract liabilities recognised at the beginning of the financial year	**(21,411)**	(16,927)
Increase due to cash received, excluding amounts recognised as revenue during the financial year	**21,584**	16,561
At end of the financial year	**(1,335)**	(1,508)

The contract liabilities primarily relate to the refundable advance deposit received from patients at the inception of the contract which services have not been rendered. Revenue is recognised as and when the performance obligations are satisfied. The Group expects to recognise revenue from remaining performance obligation within 1 year.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

12. Fixed deposits with licensed banks

The interest rate on the fixed deposits with licensed banks of the Group ranged from 2.35% to 3.71% (2024: 2.30% to 2.35%) per annum. The maturity of the fixed deposits are from 6 to 12 (2024: at 12) months.

Fixed deposits with licensed banks of the Group amounting to RM2,810,000 (2024: RM2,745,000) are pledged as securities for bank borrowings granted to the Group.

Fixed deposits with licensed banks more than 3 months to maturity are amounting to RM7,880,000 (2024: RMNil).

13. Share capital

	Group and Company			
	Number of ordinary shares		Amount	
	2025 Units'000	2024 Units'000	2025 RM'000	2024 RM'000
Issued and fully paid up				
At beginning of the financial year	**8,180**	8,180	**8,180**	8,180
Add: Issuance via bonus issue	**809,820**	-	**-**	-
At end of the financial year	**818,000**	8,180	**8,180**	8,180

On 11 September 2024, the Company had completed a bonus issue of 809,820,198 ordinary shares on the basis of 99 ordinary shares for every 1 existing ordinary share held.

The new ordinary shares issued during the financial year shall rank pari passu in all respects with the existing ordinary shares of the Company.

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings for the Company. All ordinary shares rank equally with regards to the Company's residual assets.

14. Loans and bank borrowings

	Group	
	2025 RM'000	2024 RM'000
Secured		
Term loans	**12,079**	8,356
Revolving credit	**5,000**	-
	17,079	8,356
Non-current		
Term loans	**11,335**	7,792
Current		
Term loans	**744**	564
Revolving credit	**5,000**	-
	5,744	564
	17,079	8,356

14. Loans and bank borrowings (Cont'd)

The loans and bank borrowings are secured by the followings:

(i) Joint and several guarantee by Directors of the Group and of the Company;
(ii) Assignment of life insurance policy benefits of Directors of the Group and of the Company;
(iii) Corporate guarantee by the Company;
(iv) First party legal charge over the property, plant and equipment of the Group as disclosed in Note 4 to the financial statements; and
(v) Fixed deposits with licensed banks of the Group as disclosed in Note 12 to the financial statements.

The repayment terms of the loans and bank borrowings are as follows:

(i) The term loans are repayable by 180 (2024: 180) monthly instalments.
(ii) The revolving credit are repayable by 182 (2024: Nil) days.

The average effective interest rates are as follows:

	Group	
	2025 %	2024 %
Term loans	**3.79 - 7.31**	4.74 - 7.32
Revolving credit	**5.70**	-
Bank overdraft	**-**	6.64 - 6.89

15. Lease liabilities

	Group	
	2025 RM'000	2024 RM'000
Non-current	**2,811**	3,883
Current	**2,205**	2,407
	5,016	6,290

The maturity analysis of lease liabilities at the end of reporting period:

	Group	
	2025 RM'000	2024 RM'000
Within 1 year	**2,415**	2,684
Between 1 to 5 years	**2,962**	4,177
	5,377	6,861
Less: Future finance charges	**(361)**	(571)
Present value of lease liabilities	**5,016**	6,290

The Group leases electrical installation and equipment, medical instruments and surgical equipment, office equipment and furniture and fittings, motor vehicles and various properties. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

16. Deferred tax liabilities

	Group	
	2025 RM'000	**2024 RM'000**
At beginning of the financial year	**1,546**	1,438
Recognised in profit or loss	**(521)**	108
At end of the financial year	**1,025**	1,546

The components of deferred tax liabilities and assets are made up of temporary differences arising from:

	Group	
	2025 RM'000	**2024 RM'000**
Property, plant and equipment	**3,014**	3,512
Provision	**(1,840)**	(1,834)
Contract balances	**(70)**	(53)
Unabsorbed capital allowances	**(79)**	(79)
	1,025	1,546

17. Trade payables

The normal trade credit terms granted to the Group ranged from cash term to 120 days (2024: cash term to 120 days) depending on the term of the contracts.

In previous financial year, included in trade payables of the Group is an amount of RM38,000 due to a company in which a Director of the Group and the Company has interest.

Included in trade payables of the Group is an amount of RM256,000 (2024: RM124,000) due to key management personnel of the Group for specialist fees.

18. Other payables

	Group		Company	
	2025 RM'000	**2024 RM'000**	**2025 RM'000**	**2024 RM'000**
Non-trade payables	**812**	581	**38**	-
Accruals	**2,175**	2,182	**218**	19
Deposits received	**46**	33	**-**	-
	3,033	2,796	**256**	19

In previous financial year, included in the non-trade payables is an amount of RM58,000 due to a Director of a subsidiary.

Included in the deposits received of the Group is an amount of RM1,000 (2024: RM1,000) received from a company in which a Director of the Group and of the Company has interest for rental deposits.

In previous financial year, included in the deposits received of the Group is an amount of RM4,000 received from a company in which a key management personnel of the Group has interest for rental deposits.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

19. Revenue

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers:				
Revenue from hospital	**93,273**	104,335	**-**	-
Other revenue:				
Dividend income	**-**	-	**5,000**	12,000
	93,273	104,335	**5,000**	12,000
Timing of revenue recognition:				
At a point in time	**93,273**	104,335	**-**	-
Geographical market:				
Malaysia	**93,273**	104,335	**5,000**	12,000

20. Finance costs

	Group	
	2025 RM'000	2024 RM'000
Interest expenses on:		
- Term loans	**537**	538
- Bank overdraft	**-**	2
- Lease liabilities	**330**	347
	867	887

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

21. Profit before tax

Profit before tax is determined after charging/(crediting) amongst other, the following items:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration:				
- Current financial year	**113**	109	**17**	12
- Under provision in prior financial year	**-**	6	**-**	-
- Non-audit fee	**3**	-	**3**	-
Strike off of a subsidiary	**-**	-	**#**	-
Reversal of ECLs on:				
- Trade receivables	**217**	(323)	**-**	-
- Other receivables	**(192)**	(470)	**-**	-
Amortisation of intangible assets	**173**	173	**-**	-
Bad debts written off	**107**	11	**76**	-
Depreciation of property, plant and equipment and ROU assets	**4,721**	4,574	**-**	-
Fair value gain on other investments	**-**	(574)	**-**	-
Impairment loss on investment in subsidiaries	**-**	-	**-**	1,999
Goodwill on consolidation written off	**-**	14	**-**	-
Gain on early termination of lease contracts	**(8)**	-	**-**	-
Investment income from other investments	**(107)**	(186)	**-**	-
Interest income:				
- Bank balances	**(528)**	(769)	**(101)**	(220)
- Fixed deposits with licensed banks	**(197)**	(89)	**-**	-
Inventories written off	**176**	-	**-**	-
Gain on disposal of other investments	**(17)**	-	**-**	-
Loss on modification of a lease contract	**-**	41	**-**	-
Rental income from equipment	**(75)**	(77)	**-**	-

21. Profit before tax (Cont'd)

Profit before tax is determined after charging/(crediting) amongst other, the following items: (Cont'd)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unwinding interest	**(296)**	(290)	**-**	-
Lease expenses relating to:				
- Short term lease (a)	**1,366**	2,634	**62**	-

\# Amount less than RM1,000

(a) The Group leases various of properties and equipment with contract terms of not more than one year. These leases are short-term. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

22. Taxation

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Tax expenses recognised in profit or loss				
Current tax				
- Current financial year	**4,900**	6,357	**11**	35
- (Over)/Under provision in prior financial years	**(334)**	(104)	**18**	1
	4,566	6,253	**29**	36
Deferred tax				
- Origination and reversal of temporary differences	**(243)**	108	**-**	-
- Over provision in prior financial year	**(278)**	-	**-**	-
	(521)	108	**-**	-
	4,045	6,361	**29**	36

22. Taxation (Cont'd)

A reconciliation of income tax expenses applicable to profit before tax at the statutory tax rate to income tax expenses at the effective income tax of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before tax	**15,234**	21,376	**4,357**	10,068
At Malaysian statutory tax rate of 24% (2024: 24%)	**3,656**	5,130	**1,046**	2,416
Expenses not deductible for tax purposes	**905**	1,411	**165**	499
Income not subject to tax	**(52)**	(138)	**(1,200)**	(2,880)
Movement of deferred tax assets not recognised	**148**	62	**-**	-
Over provision of deferred tax in prior financial year	**(278)**	-	**-**	-
(Over)/Under provision of current tax in prior financial years	**(334)**	(104)	**18**	1
	4,045	6,361	**29**	36

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2025 RM'000	2024 RM'000
Property, plant and equipment	**(331)**	(183)
Unabsorbed capital allowances	**320**	205
Unutilised business losses	**2,006**	1,357
	1,995	1,379

22. Taxation (Cont'd)

Unrecognised deferred tax assets (Cont'd)

The unabsorbed capital allowances do not expire under current tax legislation of Malaysia. Unabsorbed business losses for which no deferred tax asset was recognised will expire at the following year of assessment ("YA"):

	Group 2025 RM'000	Group 2024 RM'000
YA 2030	**201**	201
YA 2031	**498**	414
YA 2032	**255**	154
YA 2033	**213**	213
YA 2034	**375**	375
YA 2035	**464**	-
	2,006	1,357

However, the above amounts are subject to approval by the tax authority.

In accordance with the provision of Finance Act 2018, the unutilised business losses could be carried forward for a maximum of seven consecutive years of assessment. Any balance of the unutilised business losses at the end of the seventh year shall be disregarded.

The Finance Act 2021 stated that the time frame to carry forward unutilised business losses for year of assessment 2019 and subsequent years of assessment be extended from seven to ten consecutive years of assessment. The other temporary differences do not expire under current tax legislation.

Deferred tax assets have not been recognised in respect of these items as they might not have sufficient taxable profit to be used to offset.

23. Earnings per share

(a) Basic earnings per share

The basic earnings per share are calculated based on the consolidated profit for the financial year attributable to owners of the parent and the weighted average number of ordinary share in issue during the financial year as follows:

	Group 2025 RM'000	Group 2024 RM'000
Profit attributable to owners of the Group	**11,334**	15,045
Weighted average number of ordinary shares in issue (units)	**818,000**	818,000
Basic earnings per ordinary shares (sen)	**1.39**	1.84

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23. Earnings per share (Cont'd)

(b) Diluted earnings per share

There is no diluted earnings per share as the Group do not have any dilutive potential ordinary shares outstanding as at end of the reporting period.

24. Dividends

	Group and Company	
	2025 RM'000	2024 RM'000
Dividends recognised as distribution to owners of the Company:		
An interim single-tier dividend of RM0.006112 per ordinary share in respect of the financial year ended 30 April 2025 declared on 5 December 2024 and paid on 10 December 2024	**5,000**	-
An interim single-tier dividend of RM1.467 per ordinary share in respect of the financial year ended 30 April 2024 declared on 13 December 2023 and paid on 18 December 2023	**-**	12,000
	5,000	12,000

The Board of Directors do not recommended any final dividend in respect of the current financial year.

25. Staff cost

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Directors' fee, salaries and other emoluments	**18,099**	16,626	**186**	-
Defined contribution plans	**1,668**	1,511	**-**	-
Social security contributions	**256**	232	**-**	-
Other benefits	**176**	596	**-**	-
	20,199	18,965	**186**	-

Included in staff cost is aggregate amount of remuneration received and receivable by the Directors of the Group and of the Company during the financial year as below:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Directors' fee	**184**	660	**184**	-
Salaries and other emoluments	**2,396**	2,058	**2**	-
Defined contribution plans	**90**	78	**-**	-
Social security contributions	**3**	2	**-**	-
	2,673	2,798	**186**	-

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

26. Reconciliation of liabilities arising from financing activities

The table below show the details changes in the liabilities of the Group arising from financing activities, including both cash and non-cash changes:

	At 1.5.2024 RM'000	Addition RM'000	Repayment RM'000	Early termination of lease contracts RM'000	At 30.4.2025 RM'000
Group					
Lease liabilities	6,290	1,509	(2,723)	(60)	**5,016**
Term loans	8,356	4,430	(707)	-	**12,079**
Revolving credit	-	5,000	-	-	**5,000**
	14,646	10,939	(3,430)	(60)	**22,095**

	At 1.5.2023 RM'000	Acquisition of a subsidiary RM'000	Addition RM'000	Repayment RM'000	Modification of a lease contract RM'000	At 30.4.2024 RM'000
Group						
Lease liabilities	4,039	63	4,440	(2,372)	120	6,290
Term loans	8,937	-	-	(581)	-	8,356
	12,976	63	4,440	(2,953)	120	14,646

27. Related party disclosures

(a) Identifying related parties

For the purposes of these financial statements, parties are considered to be related to the Group and the Company if the Group and the Company have the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly. The key management personnel comprise the Directors and management personnel of the Group and of the Company, having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company directly or indirectly.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

27. Related party disclosures (Cont'd)

(b) Significant related party transactions

Related party transactions have been entered into the normal course of business under negotiated terms. In addition to the related party balances disclosed in elsewhere in the financial statements, the significant related party transactions of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Transactions with companies which Directors have interest:				
- Dividend paid	**(3,860)**	(12,000)	**(3,860)**	(12,000)
- Disposal of a medical instruments and surgical equipment	**125**	-	**-**	-
- Sales to	**-**	1,276	**-**	-
- Provision of laundry services	**(219)**	(266)	**-**	-
- Provision of stationery and printing services	**(57)**	(89)	**-**	-
- Rental received	**17**	43	**-**	-
Transactions with a company which a key management personnel of the Group has interest:				
- Provision of food and beverage	**(12)**	(38)	**-**	-
- Purchase of consumable items	**(5)**	-	**-**	-
- Rental received	**3**	16	**-**	-
Transactions with key management personnel of the Group:				
- Purchase of motor vehicle	**-**	(30)	**-**	-
- Specialist fees	**(2,693)**	(1,651)	**-**	-

(c) Compensation of key management personnel

Other than Directors' remuneration disclosed in Note 25 to the financial statements, the key management personnel compensation during the financial year are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries and other emoluments	**723**	519	**-**	-
Defined contribution plans	**82**	60	**-**	-
Social security contributions	**6**	5	**-**	-
	811	584	**-**	-

28. Operating segments

(a) Business segments

For management purposes, the Group are principally involved in the provision of specialist consultant services, healthcare support services and other services comprising dental services and polyclinic services.

Management monitors the operating results of its business separately for the purpose of making decisions about revenue allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements.

Information about operating segments has not been reported separately as the Group's revenue, profit or loss, assets and liabilities are mainly confined to a single operating segment.

(b) Geographical information

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Group Revenue	
	2025 RM'000	2024 RM'000
Malaysia	**93,273**	104,335

	Group Non-current assets	
	2025 RM'000	2024 RM'000
Malaysia	**74,390**	63,116

Non-current assets for this purpose consist of property, plant and equipment, intangible assets, other investments and other receivables.

(a) The Group has large and diversified customers base which consists of individuals and corporations. There was no single customer that contributed 10% or more or the Group's revenue for the financial year.

29. Financial instruments

(a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at FVTPL or at amortised cost.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

29. Financial instruments (Cont'd)

(a) Classification of financial instruments (Cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At FVTPL				
Financial asset				
Other investments	**-**	11,117	**-**	-
At amortised cost				
Financial assets				
Trade receivables	**7,031**	8,032	**-**	-
Other receivables	**3,802**	4,427	**1,873**	1,419
Fixed deposits with licensed banks	**10,690**	2,745	**-**	-
Cash and bank balances	**22,372**	23,031	**1,763**	4,667
	43,895	38,235	**3,636**	6,086
	43,895	49,352	**3,636**	6,086
At amortised cost				
Financial liabilities				
Loans and bank borrowings	**17,079**	8,356	**-**	-
Trade payables	**4,671**	4,926	**-**	-
Other payables	**3,033**	2,796	**256**	19
	24,783	16,078	**256**	19

(b) Financial risk management objectives and policies

The Group's and the Company's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's and of the Company's operation whilst managing their credit, liquidity and market risks. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's and the Company's policy is not to engage in speculative transactions.

29. Financial instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies, and processes for the management of these risks.

(i) Credit risk

Credit risk is the risk of a financial loss to the Group and the Company if a customer or counterparty to a financial instrument fails to meet their contractual obligations. The Group's exposure to credit risk arises principally from trade and other receivables, fixed deposits with licensed banks and cash and bank balances. The Company's exposure to credit risk arises principally from other receivables and cash and bank balances. There are no significant changes as compared to previous financial year.

The Group and the Company have adopted a policy of only dealing with creditworthy counterparties. Management has a credit policy in place to control credit risk by dealing with creditworthy counterparties and deposit with banks and financial institutions with good credit rating. The exposure to credit risk is monitored on an ongoing basis and action will be taken for long outstanding debts.

The Company provides advances to its subsidiaries. It also provides unsecured financial guarantees to banks for banking facilities granted to certain subsidiaries. The Company monitors on an ongoing basis the result of the subsidiaries and repayments made by the subsidiaries.

At each reporting date, the Group and the Company assess whether any if the receivables are credit impaired.

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

The carrying amounts of the financial assets recorded on the statements of financial position at the end of the financial year represent the Group's and the Company's maximum exposure to credit risk except for financial guarantees provided to banks and non-financial institutions for banking facilities.

There are no significant changes as compared to previous financial year.

As at the end of the financial year, the Group has 2 (2024: 1) major receivables that owed the Group more than 10% each and accounted for approximately 26% (2024: 13%) of the trade receivables outstanding.

(ii) Liquidity risk

Liquidity risk refers to the risk that the Group and the Company will encounter difficulty in meeting its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's and the Company's funding requirement and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group and the Company finance their liquidity through internally generated cash flows and minimises liquidity risk by keeping committed credit lines available.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

29. Financial instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	On demand or within 1 year RM'000	1 to 5 years RM'000	After 5 years RM'000	Total contractual cash flows RM'000	Total carrying amount RM'000
Group					
2025					
Non-derivative financial liabilities					
Loans and bank borrowings	**6,700**	**6,000**	**8,935**	**21,635**	**17,079**
Trade payables	**4,671**	**-**	**-**	**4,671**	**4,671**
Other payables	**3,033**	**-**	**-**	**3,033**	**3,033**
Lease liabilities	**2,415**	**2,962**	**-**	**5,377**	**5,016**
	16,819	**8,962**	**8,935**	**34,716**	**29,799**
2024					
Non-derivative financial liabilities					
Loans and bank borrowings	1,086	4,161	6,000	11,247	8,356
Trade payables	4,926	-	-	4,926	4,926
Other payables	2,796	-	-	2,796	2,796
Lease liabilities	2,684	4,177	-	6,861	6,290
	11,492	8,338	6,000	25,830	22,368

29. Financial instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand or within 1 year RM'000	1 to 5 years RM'000	After 5 years RM'000	Total contractual cash flows RM'000	Total carrying amount RM'000
Company					
2025					
Non-derivative financial liability					
Other payables	**256**	**-**	**-**	**256**	**256**
Financial guarantee *	**185,700**	**-**	**-**	**185,700**	**-**
2024					
Non-derivative financial liability					
Other payables	19	-	-	19	19
Financial guarantee *	6,168	-	-	6,168	-

* Being financial guarantee given to financial institution for credit facilities granted to subsidiaries.

The Company provides financial guarantee to banks in respect of credit facilities granted to the subsidiaries and monitor on an ongoing basis the performance of the subsidiaries. At end of the financial year, there was no indication that the subsidiaries would default on repayment.

Financial guarantee has not been recognised since the fair value on initial recognition was deemed not material and the probability of the subsidiaries defaulting on their credit facilities is remote.

(iii) Market risk

(a) Interest rate risk

The Group's fixed rate deposits placed with a licensed bank and borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group manages the interest rate risk of its deposits with licensed financial institutions by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank and maintaining a prudent mix of short and long-term deposits.

The Group manages its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group constantly monitor their interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group does not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

29. Financial instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risk (Cont'd)

(a) Interest rate risk (Cont'd)

The interest rate profile of the Group's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group	
	2025 RM'000	**2024 RM'000**
Fixed rate instruments		
Financial asset		
Fixed deposits with licensed banks	**10,690**	2,745
Financial liabilities		
Lease liabilities	**(5,016)**	(6,290)
Revolving credit	**(5,000)**	-
	(10,016)	(6,290)
Net financial asset/(liability)	**674**	(3,545)
Floating rate instruments		
Financial liabilities		
Term loans	**(12,079)**	(8,356)

Interest rate risk sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increased/(decreased) the Group's profit before tax by RM121,000 (2024: RM84,000), arising mainly as a result of lower/higher interest expense on floating rate borrowings. This analysis assumed that all other variables remain constant. The assumed movement in basis points for the interest rate sensitivity analysis based on the currently observable market environment.

29. Financial instruments (Cont'd)

(c) Fair value of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and short-term borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statements of financial position.

	Group	
	2025 RM'000	2024 RM'000
Fair value of financial instrument carried at fair value		
Level 2		
Financial asset		
Other investments	-	11,117

(i) Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

There were no transfers between levels during current financial year and previous financial years.

(ii) Level 1 fair value

Level 1 fair value is derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

(iii) Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the asset of liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

(iv) Level 3 fair value

Level 3 fair value for the financial assets and liabilities are estimated using unobservable inputs.

30. Capital commitment

	Group	
	2025 RM'000	2024 RM'000
Approved and contracted for:		
- Land and building	**188,944**	2,213
- Medical instruments and surgical equipment	**-**	420
	188,944	2,633

31. Financial guarantee

	Company	
	2025 RM'000	2024 RM'000
Financial guarantee given to financial institution for credit facilities granted to subsidiaries	**185,700**	6,168

32. Contingent liabilities

As at the reporting date, the Group has a few surgeries and medical consultation cases which suspected to breach of contractual, negligence and confidentiality by the Group.

As at the date of this report, there are no judgement made by the courts on the abovementioned cases and claimed amount from the plaintiffs.

In view of the uncertainty, the Directors are of the opinion that based on legal advice, malpractice insurance taken by the Group and not probable outflow of resources economic benefits will be required to settle the obligations. Accordingly, the Group has not made any provision in the financial statements and only disclosed as contingent liabilities.

33. Capital management

The overall capital management objective of the Group and of the Company are to safeguard its ability to continue as a going concern so as to provide fair returns to owners and benefits to other stakeholders. In order to meet its objective, the Group and the Company always strive to maintain an optimal capital structure to reduce the cost of capital and sustain its business development.

The Group and the Company consider their total equity and total interest-bearing debts to be the key components of their capital structure and may, from time to time, adjust the dividend payouts, issue new shares, sell assets, raise or redeem debts, where necessary, to maintain an optimal capital structure. The Group and the Company monitor capital using a debt-to-equity ratio, which is calculated as total interest-bearing debts divided by total equity as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Loans and bank borrowings	**17,079**	8,356	**-**	-
Lease liabilities	**5,016**	6,290	**-**	-
Total interest-bearing debts	**22,095**	14,646	**-**	-
Total equity	**90,522**	84,333	**10,825**	11,497
Debt-to-equity ratio (times)	**0.24**	0.17	**N/A**	N/A

N/A - The debt-to-equity ratio might not provide a meaningful indicator of the risk of borrowings.

There were no changes in the Group's and the Company's approach to capital management during the financial year.

The Group and the Company are not subject to any externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS

30 April 2025

34. Significant events after the reporting period

On 26 May 2025, the Company launched its Prospectus and undertook initial public offering at RM0.22 per share, comprising:

(i) Public issue of 272,599,800 new ordinary shares in the following manner:
  (a) 54,530,000 shares to the Malaysian Public;
  (b) 43,624,000 shares to the eligible Directors and employees as well as persons who have contributed to the success of the Group;
  (c) 136,325,000 shares by way of private placement to selected bumiputera investors;
  (d) 38,120,800 shares by way of private placement to selected investors; and

(ii) Offer for sale of 32,718,000 existing ordinary shares by way of private placement to selected investors.

On 9 July 2025, the listing of and quotation for the Company's entire enlarged issued and paid-up share capital of RM68,151,958 comprising 1,090,600,000 ordinary shares in the Company has been completed and the Company has been successfully listed on the ACE Market of Bursa Malaysia Securities Berhad.

35. Date of authorisation of issue

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 4 August 2025.

LIST OF PROPERTIES

No.	Title Details/ Property Address	Description of Property/ Existing Use	Tenure	Category of Land Use/Land Area (sq. ft.)/ Built-up Area (sq. ft.)	Acquisition Year	Approximate Age of Building (Years)	Audited Net Book Value as at 30 April 2025 (RM'000)
1	GRN51426, Lot No. 329, Section 18, Town of Alor Setar, District of Kota Setar, Kedah/ 888, Jalan Sekerat, Off Jalan Putra, 05100 Alor Setar, Kedah	One (1) unit of 4-storey private medical centre and 1-storey administrative office/ Private medical centre	Freehold	Building/ Approximately 8,589/ Approximately 42,583	1991	34	*
2	GRN216543, Lot No. 422, Section 18, Town of Alor Setar, District of Kota Setar, Kedah/ 888-A, Jalan Sekerat, Off Jalan Putra, 05100 Alor Setar, Kedah	One (1) unit of 8-storey private medical centre and 1-storey dedicated public facilities area, together with 1-storey underground private car park/ Private medical centre	Freehold	Building/ Approximately 10,408/ Approximately 101,975	2006	19	*
3	H.S.(D) 21670, Lot No. PT4988, Town of Alor Setar, District of Kota Setar, Kedah/N/A	One (1) plot of freehold land currently being utilised as a car park space/ Car park	Freehold	Building/ Approximately 34,347/N/A	2006	N/A	3,719
4	GRN No. 95176, Lot 673, Bandar Alor Setar, Daerah Kota Setar, Kedah/N/A	One (1) plot of freehold vacant land/Vacant	Freehold	Agriculture/ Approximately 7,125/N/A	2024	N/A	928
5	GRN No. 99162, Lot 676, Bandar Alor Setar, Daerah Kota Setar, Kedah/N/A	One (1) plot of freehold vacant land/Vacant	Freehold	Agriculture/ Approximately 17,577(1)/N/A	2023	N/A	2,245
6	GRN No. 99163, Lot 677, Bandar Alor Setar, Daerah Kota Setar, Kedah/N/A	One (1) plot of freehold vacant land/Vacant	Freehold	Agriculture/ Approximately 55,800(1)/N/A	2023	N/A	7,127
7	H.S.(M) 17290, PT 5921 Seksyen 41, Bandar Kulim, Kedah/N/A	One (1) plot of freehold land used for the construction of PMC Kulim/ Vacant	Freehold	Building/ Approximately 141,534/N/A	2019	N/A	12,503

LIST OF PROPERTIES

No.	Title Details/ Property Address	Description of Property/ Existing Use	Tenure	Category of Land Use/Land Area (sq. ft.)/ Built-up Area (sq. ft.)	Acquisition Year	Approximate Age of Building (Years)	Audited Net Book Value as at 30 April 2025 (RM'000)
8	H.S.(M) 17291, PT 5922 Seksyen 41, Bandar Kulim, Kedah/N/A	One (1) plot of vacant freehold land/Vacant	Freehold	Commercial/ Approximately 45,789/N/A	2019	N/A	1,178
9	H.S.(M) 17292, PT 5923 Seksyen 41, Bandar Kulim, Kedah/N/A	One (1) plot of vacant freehold land/Vacant	Freehold	Building/ Approximately 4,025/N/A	2019	N/A	356
10	GM 7840, Lot 587, Tok Rasoi, Bandar Kulim, Kulim, Kedah/N/A	One (1) plot of vacant freehold land/Vacant	Freehold	Agriculture/ Approximately 75,487/N/A	2019	N/A	6,668

Notes: -

* *The audited NBV as at 30 April 2025 for Old Wing and New Wing of PMC is RM22.49 million.*

(1) *The wholly-owned subsidiary of the Group, Unique Luxury Sdn Bhd, owns 99.14% of the land. The remaining portion of this land is held by one (1) other non-related registered proprietor.*

ANALYSIS OF SHAREHOLDINGS

As at 4 August 2025

ORDINARY SHARE

Total Number of Issued Shares	:	1,090,600,000
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote per share
Number of Shareholders	:	1,617

ANALYSIS BY SIZE OF SHAREHOLDINGS

	No. of Shareholders	%	No. of Shares Held	%
1 – 99	6	0.37	250	*
100 – 1,000	575	35.56	261,200	0.02
1,001 – 10,000	448	27.71	2,350,500	0.22
10,001 – 100,000	415	25.66	16,626,900	1.53
100,001 to less than 5% of issued shares	171	10.58	309,778,950	28.40
5% and above of issued shares	2	0.12	761,582,200	69.83
Total	**1,617**	**100.00**	**1,090,600,000**	**100.00**

Note: -
* *Negligible*

LIST OF SUBSTANTIAL SHAREHOLDERS

	No. of Ordinary Shares			
Substantial Shareholders	Direct	%	Indirect	%
Lim Kim Huat Holdings Sdn Bhd	604,277,300	55.41	-	-
Dato' Dr. Lim Kim Huat	-	-	(i) 604,277,300	55.41
Dato' Lee Gaik Cheng	157,304,900	14.42	(i) 604,277,300	55.41

Note: -
(i) Dato' Dr. Lim Kim Huat & Dato' Lee Gaik Cheng are deemed interested through Lim Kim Huat Holdings Sdn Bhd pursuant to Section 8(4) of CA 2016.

ANALYSIS OF SHAREHOLDINGS

As at 4 August 2025

DIRECTORS' SHAREHOLDINGS

	No. of Ordinary Shares			
Name of Directors	**Direct**	**%**	**Indirect**	**%**
Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff	250,000	0.02	-	-
Dato' Dr. Lim Kim Huat	-	-	(i) 607,214,300	55.68
Dato' Lee Gaik Cheng	157,304,900	14.42	(ii) 605,407,300	55.51
Koay Kah Ee	250,000	0.02	-	-
Chan Chee Woei	250,000	0.02	-	-
Yeong Siew Lee	250,000	0.02	-	-
Lee Yong Qian (Alternate Director to Dato' Lee Gaik Cheng)	1,130,000	0.10	-	-

Notes: -

(i) Dato' Dr. Lim Kim Huat is deemed interested through Lim Kim Huat Holdings Sdn Bhd pursuant to Section 8(4) of CA 2016 and through his children pursuant to Section 59(11)(c) of CA 2016.

(ii) Dato' Lee Gaik Cheng is deemed interested through Lim Kim Huat Holdings Sdn Bhd pursuant to Section 8(4) of CA 2016 and through her child pursuant to Section 59(11)(c) of CA 2016.

LIST OF THIRTY LARGEST SHAREHOLDERS

No.	Shareholders	No. of Shares Held	%
1	Lim Kim Huat Holdings Sdn Bhd	604,277,300	55.41
2	Lee Gaik Cheng	157,304,900	14.42
3	Hassan Bin Hussain	42,438,700	3.89
4	Citigroup Nominees (Tempatan) Sdn Bhd *Urusharta Jamaah Sdn Bhd (2)*	27,500,000	2.52
5	Citigroup Nominees (Asing) Sdn Bhd *Exempt an for Citibank New York (Norges Bank 22)*	25,000,000	2.29
6	Tokio Marine Life Insurance Malaysia Bhd *As Beneficial Owner (PF)*	21,720,000	1.99
7	Alliancegroup Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Sam Yin Thing (7005713)*	16,000,000	1.47
8	HSBC Nominees (Tempatan) Sdn Bhd *HSBC (M) Trustee Bhd for AHAM Aiiman Growth Fund*	13,243,800	1.21
9	CIMB Islamic Nominees (Tempatan) Sdn Bhd *Tabung Warisan Negeri Selangor (Al-Wara')*	9,183,100	0.84
10	Amanah Raya Berhad *Kumpulan Wang Bersama Syariah*	9,090,000	0.83
11	Ng Siok Khing @ Ng Sook Keng	7,537,100	0.69
12	UOBM Nominees (Asing) Sdn Bhd *UOB Asset Management (Malaysia) Berhad for FWD Aggressive Fund*	7,500,000	0.69
13	TA Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for CIPTA Pantas Sdn Bhd*	6,400,000	0.59

ANALYSIS OF SHAREHOLDINGS

As at 4 August 2025

LIST OF THIRTY LARGEST SHAREHOLDERS (CONT'D)

No.	Shareholders	No. of Shares Held	%
14	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad *Deutsche Trustees Malaysia Berhad for Eastspring Investmentssmall-Cap Fund*	5,856,900	0.54
15	Citigroup Nominees (Tempatan) Sdn Bhd *Employees Provident Fund Board (PHEIM)*	5,522,650	0.51
16	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad *Deutsche Trustees Malaysia Berhad for United-I Malaysia Discovery Fund*	5,000,000	0.46
17	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad *Deutsche Trustees Malaysia Berhad for United-I Malaysia Equity Fund*	5,000,000	0.46
18	Citigroup Nominees (Tempatan) Sdn Bhd *Lembaga Tabung Haji (UOB)*	4,000,000	0.37
19	Phillip Nominees (Tempatan) Sdn Bhd *Exempt an For City Exotic Sdn Bhd*	3,828,700	0.35
20	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Lee Geik Peng*	3,800,000	0.35
21	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad *Deutsche Trustees Malaysia Berhad for Eastspring Investments Growth Fund*	3,615,400	0.33
22	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Lee Ling Hui*	3,610,000	0.33
23	Yayasan Cendekiawan Melayu Baru	3,157,500	0.29
24	Maybank Nominees (Tempatan) Sdn Bhd *Mtrustee Berhad For Phillip Pearl Fund (UT-PM-PPF) (419471)*	2,500,000	0.23
25	PM Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Win Radius Sdn Bhd (A)*	2,416,000	0.22
26	PM Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Arah Arus Dynamic Sdn Bhd (A)*	2,416,000	0.22
27	PM Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Ally Sales Sdn Bhd (A)*	2,416,000	0.22
28	Maybank Nominees (Tempatan) Sdn Bhd *Pledged Securities Account for Lim Tze Chou*	2,260,000	0.21
29	Rashidi Bin Che Harun	2,138,200	0.20
30	CIMB Islamic Nominees (Tempatan) Sdn Bhd *Aiiman Asset Management Sdn Bhd for P.C.M. Sdn Bhd*	2,063,600	0.19
	Total	**1,006,795,850**	**92.32**

NOTICE OF 24TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Fourth (24th) Annual General Meeting ("AGM") of PMCK Berhad (formerly known as Unique Luxury Holdings Sdn Bhd) ("PMCK" or the "Company") will be held at Raia Hotel, Ballroom 3, Lot 3860, Mukim Titi Gajah, Seksyen 2, Bandar, 06550 Alor Setar, Kedah, on Monday, 29 September 2025 at 10:00 a.m. or at any adjournment thereof for the following purposes: -

AGENDA

AS ORDINARY BUSINESS: -

1. To receive the Audited Financial Statements for the financial year ended ("FYE") 30 April 2025 together with the Reports of the Directors and Auditors thereon. *(Please refer to Explanatory Note (B)(1)*

2. To re-elect the following Directors who are due to retire in accordance with Clause 21.7 of the Company's Constitution and being eligible, had offered themselves for re-election: -

   2.1 Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff **Resolution 1**
   2.2 Dato' Dr. Lim Kim Huat **Resolution 2**

3. To approve the payment of Directors' fee amounting to RM184,000 only for the FYE 30 April 2025 and Directors' fee amounting to RM414,000 only for the financial year ending 30 April 2026 up to the next AGM of the Company in year 2026. **Resolution 3**

4. To approve the payment of Directors' benefits payable up to RM14,000 only for the period from 16 October 2024 until this AGM of the Company pursuant to Section 230(1)(b) of the Companies Act 2016 ("Act"). **Resolution 4**

5. To approve the payment of Directors' benefits payable up to RM31,000 only for the period from the conclusion of this AGM until the next AGM of the Company pursuant to Section 230(1)(b) of the Act. **Resolution 5**

6. To re-appoint Messrs. TGS TW PLT as Auditors of the Company, to hold office until the conclusion of the next AGM, at a remuneration to be determined by the Directors. **Resolution 6**

AS SPECIAL BUSINESS: -

To consider and if thought fit, to pass the following resolutions, with or without any modifications: -

7. **Ordinary Resolution**
   Authority to issue and allot shares and Waiver of pre-emptive rights

   "THAT subject always to the Companies Act 2016 ("Act"), the Constitution of the Company and approvals of the relevant governmental and/or regulatory authorities, if applicable, the Directors be and are hereby empowered to issue and allot shares in the Company, pursuant to Section 75 and Section 76 of the Act, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued pursuant to this mandate does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being and the Directors be and are also empowered to obtain the approval for the listing and quotation of the additional shares so issued on Bursa Malaysia Securities Berhad;

   THAT such authority shall commence immediately upon the passing of this Resolution and continue to be in force until: -

   (a) the conclusion of the Company's next AGM, at which time it will lapse, unless the authority is renewed by a resolution passed at the general meeting;

NOTICE OF 24TH ANNUAL GENERAL MEETING

AS SPECIAL BUSINESS: - (CONT'D)

To consider and if thought fit, to pass the following resolutions, with or without any modifications: - (Cont'd)

7. **Ordinary Resolution (Cont'd)**
Authority to issue and allot shares and Waiver of pre-emptive rights (Cont'd)

THAT such authority shall commence immediately upon the passing of this Resolution and continue to be in force until: - (Cont'd)

(b) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(c) revoked or varied by resolution passed by the Company's shareholders in a general meeting,

whichever is earlier.

AND THAT pursuant to Section 85 of the Act to be read together with Clause 16.6 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to Section 75 and Section 76 of the Act." **Resolution 7**

8. **Ordinary Resolution**
Proposed New Shareholders' Mandate for Recurrent Related Party Transactions ("Proposed Shareholders' Mandate")

"THAT subject to the provisions of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and/or its subsidiaries ("PMCK Group") to enter into recurrent related party transactions ("RRPT") of a revenue or trading nature as specified in Section 2.5 of the Circular to shareholders in relation to the Proposed Shareholders' Mandate dated 29 August 2025, which transactions are necessary for the day-to-day operations in the ordinary course of business of PMCK Group on terms not more favourable to the related parties than those generally available to the public or unrelated third parties and are not to the detriment of the minority shareholders of the Company and the shareholders mandate is subject to annual renewal and disclosure being made in the Annual Report of the aggregate value of transactions conducted pursuant to the shareholders' mandate during the financial year and that such approval shall continue to be in force until: -

(a) the conclusion of the Company's next AGM, at which time it will lapse, unless the authority is renewed by a resolution passed at the general meeting;

(b) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(c) revoked or varied by resolution passed by the Company's shareholders in a general meeting,

whichever is earlier.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the RRPT." **Resolution 8**

9. To transact any other business of which due notice shall have been given.

NOTICE OF 24TH ANNUAL GENERAL MEETING

By Order of the Board,

YEOW SZE MIN, *SSM PC NO. 201908003120, MAICSA 7065735*
POH MING YI, *SSM PC NO. 202408000861, LS 0010863*
Company Secretaries

Date: 29 August 2025
Penang

(A) Notes: -

1. A member may appoint more than one (1) proxy to attend the same meeting, speak and vote in his/her place in the Meeting. A proxy may but need not be a member of the Company. If a member appoints two (2) or more proxies, the appointments shall be invalid unless he/she specifies the proportions of his/her shareholding to be represented by each proxy. A proxy appointed to attend and vote at the meeting shall have the same rights as the member to speak at the meeting.

2. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depository) Act, 1991 ("SICDA"), it may appoint at least one (1) but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.

3. 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 SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA. Where an Exempt Authorised Nominee appoints more than one (1) proxy in respect of each Omnibus Account, the appointment shall be invalid unless the Exempt Authorised Nominee specifies proportion of its shareholding to be represented by each proxy.

4. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.

5. The appointment of proxy(ies) may be made in hardcopy form or by electronic means as follows: -

   a) <u>In Hardcopy Form</u>
   The instrument appointing a proxy or representative and the duly registered power of attorney or other authority (if any), under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at the Registered Office of the Company at Suite 18.05, MWE Plaza, No. 8, Lebuh Farquhar, 10200 George Town, Pulau Pinang.

   b) <u>By Electronic Means</u>
   The proxy form may also be lodged electronically by email to info@sshsb.com.my or by fax to +603-2094 9940.

   in either case, not less than 48 hours before the time appointed for holding the meeting or at any adjournment thereof.

6. In respect of deposited securities, only members whose names appear on the Record of Depositors on 22 September 2025 (General Meeting Record of Depositors) shall be eligible to attend, speak and vote at the meeting or appoint proxy(ies) to attend, speak and vote on his/her behalf.

7. The Company shall be entitled to reject an instrument of proxy which is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified on the instrument of proxy.

8. Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Securities, all resolutions set out in this notice will be put to vote by way of a poll.

NOTICE OF 24TH ANNUAL GENERAL MEETING

(B) Explanatory Notes to Ordinary Business: -

1. The first agenda of this meeting is meant for discussion only, as the provision of Section 340(1)(a) of the Act does not require a formal approval for the Audited Financial Statements from the shareholders. Hence, this Agenda is not put forward to shareholders for voting.

2. **Resolutions 1 to 2 – Re-election of Directors**

   Clause 21.7 of the Company's Constitution states that one-third (1/3) of the Directors shall retire from office once at least in each three (3) years, but shall be eligible for re-election.

   Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff and Dato' Dr. Lim Kim Huat who retire in accordance with Clause 21.7 of the Company's Constitution and being eligible, have offered themselves for re-election.

   In determining the eligibility of the Directors to stand for re-election at the forthcoming AGM, the Nominating Committee ("NC") has assessed and recommended to the Board the re-election of retiring Directors based on the following consideration: -

   (i) satisfactory performance and have met the criteria of Fit and Proper Policy of the Company in terms of character, experience, integrity, competence and time in discharging their duties and responsibilities;
   (ii) level of independence demonstrated by the independent director; and
   (iii) their ability to act in the best interest of the Company in decision-making.

   The Board approved the NC's recommendation for the re-election of the retiring Directors pursuant to Clause 21.7 of the Company's Constitution at the forthcoming AGM of the Company. The retiring Directors had abstained from deliberation as well as decision on their own eligibility to stand for re-election at the relevant Board meeting.

3. **Resolutions 3 to 5 – Proposed payment of Directors' Remuneration**

   Section 230(1) of the Act provides amongst others, that the fee of the Directors and any benefits payable to the Directors of a listed company shall be approved at the general meeting. Pursuant thereto, shareholders' approval is sought for the payment of fees and benefits payable to Directors, in separate resolutions as follows: -

   Resolution 3 – To approve the payment of Directors' fee amounting to RM184,000 only for the FYE 30 April 2025 and Directors' fee amounting to RM414,000 only for the financial year ending 30 April 2026 up to the next AGM of the Company in year 2026;

   Resolution 4 – To approve the payment of Directors' benefits payable up to RM14,000 only for the period from 16 October 2024 until this AGM of the Company pursuant to Section 230(1)(b) of the Act; and

   Resolution 5 – To approve the payment of Directors' benefits payable up to RM31,000 only for the period from the conclusion of this AGM until the next AGM of the Company pursuant to Section 230(1)(b) of the Act.

   The fees payable to the Directors, details of which are as follows: -

No.	Directors	FYE 30 April 2025 Fees (RM)	Financial year ending 30 April 2026 up to next AGM in 2026 Fees (RM)
1.	Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff	56,000	126,000
2.	Koay Kah Ee	48,000	108,000
3.	Chan Chee Woei	40,000	90,000
4.	Yeong Siew Lee	40,000	90,000

NOTICE OF 24TH ANNUAL GENERAL MEETING

(B) Explanatory Notes to Ordinary Business: - (Cont'd)

3. **Resolutions 3 to 5 – Proposed payment of Directors' Remuneration (Cont'd)**

The Board of Directors at its meeting held on 4 August 2025 agreed as a whole the Remuneration Committee's recommendation for the proposed Directors' fees for the FYE 30 April 2025 and for the financial year ending 30 April 2026 up to the next AGM of the Company in year 2026.

The benefits payable to each Director pursuant to Section 230(1)(b) of the Act have been reviewed by the Board of Directors of the Company, all of whom have recognised that the benefits payable are in the best interest of the Company. The benefits comprised of meeting allowances and reimbursement for meeting expenses, which will only be accorded based on actual attendance of meetings by the Directors.

The benefits payable to Directors are as follows: -

	16 October 2024 to 24th AGM (RM)	24th AGM to 25th AGM (RM)
Meeting Allowance	7,200	12,000
Other benefits (Reimbursement for meeting expenses)	6,800	19,000

In the event, the proposed amount is insufficient, e.g. due to enlarged Board size, approval will be sought at the next AGM for the shortfall.

4. **Resolution 6 – Re-appointment of Auditors**

Pursuant to Section 271(3)(b) of the Act, shareholders shall appoint auditors who shall hold office until the conclusion of the next AGM in year 2026. The current auditors, Messrs. TGS TW PLT has expressed their willingness to continue in office.

The Board and Audit and Risk Management Committee of the Company have considered the re-appointment of Messrs. TGS TW PLT as auditors of the Company and collectively agreed that Messrs. TGS TW PLT has met the relevant criteria prescribed by Rule 15.21 of the Listing Requirements.

The Board of Directors recommends the re-appointment of Messrs. TGS TW PLT as External Auditors of the Company to hold the office until the conclusion of the next AGM.

(C) Explanatory Notes to Special Business: -

1. **Resolution 7 – Authority to issue and allot shares and Waiver of pre-emptive rights**

The Ordinary Resolution proposed herein is primarily to seek shareholders' mandate to give flexibility to the Board of Directors to issue and allot shares up to 10% of the total number of issued share (excluding treasury shares) of the Company for the time being, at any time in their absolute discretion for such purposes as the Board of Directors considers to be in the best interests of the Company (hereinafter referred to as the "General Mandate") and to waive the statutory pre-emptive rights of shareholders of the Company ("Waiver of pre-emptive rights"). This General Mandate is sought to avoid any delays and costs involved with the convening of a general meeting. This General Mandate, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company.

The Waiver of pre-emptive rights will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

The General Mandate, upon granted, will provide flexibility to the Company for any possible fund-raising activities, including but not limited to placing of shares for the purpose of funding future investment project(s), working capital, acquisitions and/or for issuance of shares as settlement of purchase consideration.

NOTICE OF 24TH ANNUAL GENERAL MEETING

(C) Explanatory Notes to Special Business: - (Cont'd)

2. **Resolution 8 – Proposed Shareholders' Mandate**

   The proposed Ordinary Resolution 8, if approved by shareholders, will authorise the Proposed Shareholders' Mandate and allow the Company and its subsidiaries to enter into RRPT of a revenue or trading nature as set out in Section 2.5 of the Circular to shareholders in relation to the Proposed Shareholders' Mandate dated 29 August 2025, with the related parties in the ordinary course of business which are necessary for the day-to-day operations based on terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company. This approval shall continue to be in force until the conclusion of the next AGM of the Company at which time it will lapse unless the authority is renewed by a resolution passed at the meeting; or the expiration of the period within which the next AGM after the date it is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or revoked/varied by resolutions passed by the shareholders of the Company in general meeting; whichever is the earlier. Further information on the Proposed Shareholders' Mandate is set out in the Circular to shareholders in relation to the Proposed Shareholders' Mandate dated 29 August 2025.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF AGM

(Pursuant to Rule 8.29(2) of the Listing Requirements)

1. **Details of individuals who are standing for election as Directors**

   As at date of this notice, there are no individuals who are standing for election as Directors (excluding the above Directors who are standing for re-election) at this forthcoming Twenty-Fourth (24^{th}) AGM.

2. **General mandate for issue of securities in accordance with Rule 6.04(3) of the Listing Requirements**

   Details of the general mandate to issue securities in the Company pursuant to Section 75 and Section 76 of the Act are set out in Explanatory Note (C)(1) of the Notice of the Twenty-Fourth (24^{th}) AGM.

PMCK BERHAD
(formerly known as Unique Luxury Holdings Sdn Bhd)
[Registration No. 200001029676 (532283-M)]
(Incorporated in Malaysia)

FORM OF PROXY

NUMBER OF SHARES HELD	
CDS ACCOUNT NO.	

I/We (*Full Name in Block Letters*) .... (Tel :) ....

NRIC No./Passport No./Company No. .... of ....
(full address)
.... being a member/members of

PMCK BERHAD (formerly known as Unique Luxury Holdings Sdn Bhd) ("**Company**"), hereby appoint the following person(s): -

First Proxy		
Name	NRIC/Passport No.:	No. of shares or % of shares to be presented
(Tel:)		

and

Second Proxy		
Name	NRIC/Passport No.:	No. of shares or % of shares to be presented
(Tel:)		

or failing him/her, the Chairman of the meeting as *my/our proxy to vote in *my/our name(s) on my/our behalf at the Twenty-Fourth (24th) Annual General Meeting ("AGM") of the Company to be held at **Raia Hotel, Ballroom 3, Lot 3860, Mukim Titi Gajah, Seksyen 2, Bandar, 06550 Alor Setar, Kedah**, on Monday, 29 September 2025 at 10:00 a.m. or at any adjournment thereof.

*My/Our proxy is to vote on the resolution referred to in the Notice of AGM as indicated below: -

No.	RESOLUTIONS	For	Against
	ORDINARY BUSINESS		
1.	To re-elect Duli Yang Teramat Mulia Raja Puan Muda Kedah Che Puan Muda Zaheeda Binti Mohamad Ariff as Director.		
2.	To re-elect Dato' Dr. Lim Kim Huat as Director.		
3.	To approve the payment of Directors' fees for the financial year ended 30 April 2025 and financial year ending 30 April 2026 up to the next AGM of the Company in year 2026.		
4.	To approve the payment of Directors' benefits payable for the period from 16 October 2024 until this AGM of the Company.		
5.	To approve the payment of Directors' benefits payable for the period from the conclusion of this AGM until the next AGM of the Company.		
6.	To re-appoint Messrs. TGS TW PLT as Auditors of the Company.		
	SPECIAL BUSINESS		
7.	Ordinary Resolution – Authority to issue and allot shares and Waiver of pre-emptive rights.		
8.	Ordinary Resolution – Proposed new shareholders' mandate for recurrent related party transactions.		

(Please indicate with an "X" in the appropriate box how you wish your proxy to vote. If no instruction is given, the proxy will vote or abstain at his/her discretion.)

** Strike out whichever not applicable.*

Signed this_________________day of ___________________2025.

____
Signature of Shareholder / Common Seal

Notes: -

1. *A member may appoint more than one (1) proxy to attend the same meeting, speak and vote in his/her place in the Meeting. A proxy may but need not be a member of the Company. If a member appoints two (2) or more proxies, the appointments shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy. A proxy appointed to attend and vote at the meeting shall have the same rights as the member to speak at the meeting.*
2. *Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depository) Act, 1991 ("SICDA"), it may appoint at least one (1) but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.*
3. *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 SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA. Where an Exempt Authorised Nominee appoints more than one (1) proxy in respect of each Omnibus Account, the appointment shall be invalid unless the Exempt Authorised Nominee specifies proportion of its shareholding to be represented by each proxy.*
4. *The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.*
5. *The appointment of proxy(ies) may be made in hardcopy form or by electronic means as follow: -*
   a) *In Hardcopy Form*
      The instrument appointing a proxy or representative and the duly registered power of attorney or other authority (if any), under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at the Registered Office of the Company at Suite 18.05, MWE Plaza, No. 8, Lebuh Farquhar, 10200 George Town, Pulau Pinang.
   b) *By Electronic Means*
      The proxy form may also be lodged electronically by email to info@sshsb.com.my or by fax to +603-2094 9940.
      in either case, not less than 48 hours before the time appointed for holding the meeting or at any adjournment thereof.
6. *In respect of deposited securities, only members whose names appear on the Record of Depositors on 22 September 2025 (General Meeting Record of Depositors) shall be eligible to attend, speak and vote at the meeting or appoint proxy(ies) to attend, speak and vote on his/her behalf.*
7. *The Company shall be entitled to reject an instrument of proxy which is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified on the instrument of proxy.*
8. *Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Securities, all resolutions set out in this notice will be put to vote by way of a poll.*
9. *Any alteration in this form must be initialled.*

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STAMP

PMCK BERHAD
(formerly known as Unique Luxury Holdings Sdn Bhd)
[Registration No. 200001029676 (532283-M)]
(Incorporated in Malaysia)

Registered office:
Suite 18.05, MWE Plaza
No. 8, Lebuh Farquhar
10200 George Town
Pulau Pinang

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OF EXCELLENCE

https://pmck.com.my

PMCK Berhad
[Registration No: 200001029676 (532283-M)]

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Off Jalan Putra,
05100 Alor Setar,
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