AYS VENTURES BERHAD
Registration No. 201001041243 (925171-T)
(Incorporated in Malaysia)

MINUTES OF THE FIFTEENTH ANNUAL GENERAL MEETING OF THE COMPANY HELD AT BALLROOM 2, LEVEL 10, COURTYARD SETIA ALAM, NO.6, JALAN SETIA DAGANG, AH U13/AH, SETIA ALAM, SEKSYEN U13, 40170 SHAH ALAM, SELANGOR, MALAYSIA ON MONDAY, 27 JULY 2026 AT 10.30 A.M.

Present:	**Directors** Mr Oh Chiew Ho (Chairman) Ms Jess Oh Pooi Foon Mr Sam Oh Yung Sim Ms Seow Nyoke Yoong En Abd Malik Bin A Rahman Dato' Wan Hashim Bin Wan Jusoh
	Shareholders As per participant list
In Attendance:	Ms Leong Oi Wah (Company Secretary)
By Invitation:	Ms Tay Yew Thiam (Chief Financial Officer) Mr Kho Kim Eng (Grant Thornton Malaysia PLT)

AGM15/1 **CHAIRMAN**

Mr Oh Chiew Ho, the Chairman of the Company welcomed all present to the Meeting.

AGM15/2 **QUORUM**

The requisite quorum of two (2) members being present pursuant to Article 69 of the Company's Constitution, the Meeting was duly convened at 10.30 a.m.

AGM15/3 **NOTICE OF MEETING**

The Notice convening the Meeting having been previously circulated to all shareholders and advertised in the New Straits Times on 26 June 2026 was taken as read.

AGM15/4 **PRESENTATION BY COMPANY AND QUESTIONS FROM THE MINORITY SHAREHOLDERS WATCH GROUP**

The meeting was informed that as required by Bursa Securities, all the resolutions to be tabled at the meeting would be voted on by poll after all the resolutions were tabled. The members present were informed that the Company had appointed Tricor Investor & Issuing House Services Sdn Bhd as Poll Administrators and Scrutineer Solutions Sdn Bhd as Independent Scrutineer to verify the poll results.

The Secretary on behalf of the Chairman informed that the CEO/Group Managing Director, Ms Jess Oh Pooi Foon would be briefing the Members on the Group's performance for financial year ended 31 March 2026 and the outlook of the Group.

As the Minority Shareholders Watch Group (MSWG) had sent in some questions to the Board, the Secretary presented the questions raised by MSWG with the Company's responses which are listed out in the Appendix A attached to these minutes.

The CEO/Group Managing Director had an open dialogue with the shareholders on their clarifications, views and comments, and a gist of which were summarised in the Appendix B attached to these minutes. Questions raised to the Chair of the Nomination and Remuneration Committees were addressed by the respective Chairpersons and summarised in Appendix B.

AGM15/5 **DIRECTORS' REPORT AND AUDITED FINANCIAL STATEMENTS**

The Audited Financial Statements for the financial year ended 31 March 2026 together with the Report of the Directors and Auditors thereon which have been circulated to all Members within the prescribed period, were tabled for discussion.

There being no further questions raised, the Chairman then proceeded to the next agenda. The Audited Financial Statements for the financial year ended 31 March 2026 together with the Reports of the Directors and Auditors thereon were then received by the Meeting.

AGM15/6 **FINAL DIVIDEND**

The Meeting was informed that the Board has proposed the payment of a final dividend of 1 sen per ordinary share and if approved would be paid on 24 August 2026.

The Chairman proposed the motion for Resolution 1 "THAT the payment of a Final single tier dividend of 1.0 sen per ordinary share in respect of the financial year ended 31 March 2026 be approved" to be voted. No question on this motion was raised.

The motion for Resolution 1 being seconded, was put forth for voting by poll at the end of the meeting.

AGM15/7 **RE-ELECTION OF DIRECTOR**
- **Ms Oh Pooi Foon**

The Meeting was informed that according to Article 112 of the Company's Constitution, Ms Oh Pooi Foon would be retiring at this Meeting and being eligible, she had offered herself for re-election.

The Chairman proposed the motion for Resolution 2 "THAT Ms Oh Pooi Foon, retiring in accordance with Article 112 of the Company's Constitution, be and is hereby re-elected as a director of the Company." to be voted. No question on this motion was raised.

The motion for Resolution 2 being seconded, was put forth for voting by poll at the end of the meeting.

AGM15/8 **RE-ELECTION OF DIRECTOR**
- **En Abd Malik Bin A Rahman**

The Meeting was informed that En Abd Malik Bin A Rahman would also be retiring at this Meeting in accordance to Article 112 of the Company's Constitution and being eligible, he had offered himself for re-election.

The Chairman proposed the motion for Resolution 3 - "THAT En Abd Malik Bin A Rahman, retiring in accordance with Article 112 of the Company's Constitution, be and is hereby re-elected as a director of the Company." to be voted. No question on this motion was raised.

The motion for Resolution 3 being seconded, was put forth for voting by poll at the end of the meeting.

AGM15/9 **DIRECTORS' FEES**

The Meeting was informed of the proposed payment of Directors' fees not exceeding RM500,000.00 for the period from August 2026 till July 2027.

The Chairman proposed the motion for Resolution 4 - "THAT the payment of Directors' fees not exceeding RM500,000 for the period from August 2026 to July 2027 be approved." to be voted. No question on this motion was raised.

The motion for Resolution 4 being seconded, was put forth for voting by poll at the end of the meeting.

AGM15/10 **MEETING ATTENDANCE ALLOWANCE**

The Meeting was informed that the same meeting allowances as the previous year was proposed for payment to Non-Executive Directors.

The Chairman proposed the motion for Resolution 5 - "THAT the payment of meeting attendance allowances of RM1,000.00 per meeting for each Non-Executive Director for the period from August 2026 to July 2027 be approved." to be voted. No question on this motion was raised.

The motion for Resolution 5 being seconded, was put forth for voting by poll at the end of the meeting.

AGM15/11 **RE-APPOINTMENT OF AUDITORS**

The Meeting was informed that the retiring Auditors, Grant Thornton Malaysia PLT, have indicated their willingness to seek re-appointment as Auditors of the Company.

The Chairman proposed the motion for Resolution 6 - "THAT Grant Thornton Malaysia PLT be re-appointed as Auditors of the Company for the ensuing year and the Board of Directors be authorised to fix their remuneration." to be voted on. No question on this motion was raised.

The motion for Resolution 6 being seconded, was put forth for voting by poll at the end of the meeting.

AGM15/12 **SPECIAL BUSINESS**

(i) **CONTINUATION IN OFFICE AS INDEPENDENT DIRECTOR**

The Meeting was informed that Dato' Wan Hashim Bin Wan Jusoh would be reaching his tenure of 9 years soon in November 2026 and the Board would like to seek the approval of the shareholders to allow him to continue to act as Independent Non-Executive Director of the Company from then until the next AGM.

The Chairman proposed the motion for Resolution 7 - "THAT approval be and is hereby given to Dato' Wan Hashim Bin Wan Jusoh who has served as an Independent Non-Executive Director of the Company and is approaching a cumulative term of nine (9) years, to continue to act as an Independent Non-Executive Director of the Company until the conclusion of the next Annual General Meeting." to be voted on by way of single-tier voting. No question on this motion was raised.

The motion for Resolution 7 being seconded, was put forth for voting by poll at the end of the meeting.

(ii) **PROPOSED AUTHORITY TO ISSUE SHARES PURSUANT TO SECTION 75 AND 76 OF THE COMPANIES ACT 2016**

The Meeting was informed that the next item on the notice was in relation to the authority for the Directors to issue new shares pursuant to Section 75 and 76 of the Companies Act 2016.

The Chairman proposed the motion for Resolution 8 as set out in the notice of meeting to be voted. No question on this motion was raised.

The motion for Resolution 8 being seconded, was put forth for voting by poll at the end of the meeting.

(iii) **PROPOSED RENEWAL OF SHARE BUY-BACK MANDATE**

The Meeting was informed that the last item on the notice was on the proposed renewal of authority for the Company to purchase its own shares of up to 10% of the total number of issued shares of the Company. The members were asked to refer to the Statement of Share Buy-Back for more information.

The Chairman proposed the motion for Resolution 9 as set out in the notice of meeting to be voted. No question on this motion was raised.

The motion for Resolution 9 being seconded, was put forth for voting by poll at the end of the meeting.

AGM15/13 **POLL VOTING PROCEDURES**

The meeting was informed that the Chairman had been appointed to act as proxy for a number of shareholders and shall vote in accordance with the instructions given. The Share Registrar were then invited to play the video to take them through the polling procedures.

The Chairman informed that Scrutineer Solutions Sdn Bhd was appointed to be the scrutineer of the meeting. With the consent of the meeting, the Chairman then announced that the meeting would be adjourned at or the counting of votes and will resume once the counting of the votes were completed.

After the video presentation and with consent of the members present, the AGM was adjourned for the conduct of the poll.

The meeting adjourned at 12.32 p.m.

AGM15/14 **RESULTS OF POLL**

The Chairman called the meeting into order at 12.45 p.m. and invited the scrutineer to announce the results of poll. The results were announced as follow:

Resolution	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
Resolution 1	268,875,601	100.0000	0	0.0000
Resolution 2	268,875,601	100.0000	0	0.0000
Resolution 3	268,873,499	99.9992	2,102	0.0080
Resolution 4	1,673,841	99.9881	200	0.0119
Resolution 5	268,871,399	99.9984	4,202	0.0016
Resolution 6	268,875,401	99.9999	200	0.0001
Resolution 7	268,871,499	99.9985	4,102	0.0015
Resolution 8	267,523,359	99.9992	2,242	0.0008
Resolution 9	268,875,401	99.9999	200	0.0001

The Chairman declared Resolution 1 to 9 carried and it was RESOLVED:-

Resolution 1 *"THAT the payment of a Final single tier dividend of 1.0 sen per ordinary share in respect of the financial year ended 31 March 2026 be approved."*

Resolution 2 *"THAT the retiring director, Ms Oh Pooi Foon, be hereby re-elected as Director of the Company."*

Resolution 3 *"THAT the retiring director, En Abd Malik Bin A Rahman, be hereby re-elected as Director of the Company."*

Resolution 4 *"THAT the payment of Directors' fees not exceeding RM500,000 for the period from August 2026 to July 2027 be approved."*

Resolution 5 *"THAT the payment of meeting attendance allowances of RM1,000.00 per meeting for each Non-Executive Director for the period from August 2026 to July 2027 be approved."*

Resolution 6 *"THAT Grant Thornton Malaysia PLT be re-appointed as Auditors of the Company for the ensuing year and the Board of Directors be authorised to fix their remuneration."*

Resolution 7 *"THAT approval be and is hereby given to Dato' Wan Hashim Bin Wan*

Jusoh who has served as an Independent Non-Executive Director of the Company and is approaching a cumulative term of nine (9) years, to continue to act as an Independent Non-Executive Director of the Company until the conclusion of the next Annual General Meeting."

Resolution 8

"THAT pursuant to Sections 75 and 76 of the Companies Act 2016 and subject always to the approval of the relevant authorities, the Directors be and are hereby empowered to issue shares in the capital of the Company from time to time and upon such terms and conditions and for such purposes as the Directors may deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company ("New Shares") for the time and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company."

Resolution 9

"THAT subject to the provisions under the Companies Act 2016 ("Act"), the Constitution of the Company, the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and all prevailing laws, rules, regulations, orders and guidelines as well as the approvals of all relevant governmental and/or regulatory authorities, the Company be and is hereby authorised to purchase such amount of ordinary shares in the Company ("AYS Shares") as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of AYS Shares purchased pursuant to this resolution or held as treasury shares does not exceed ten percent (10%) of the total number of issued shares of the Company at the time of purchase;

THAT the maximum amount of funds to be utilised for the purpose of the Proposed Share Buy-Back shall not exceed the Company's retained profits account;

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

(i) to cancel the AYS Shares so purchased;

(ii) to retain the AYS Shares so purchased as treasury shares for distribution as share dividends to the shareholders of AYS and/or be resold through Bursa Securities in accordance with the relevant rules of Bursa Securities and/or be cancelled subsequently;

(iii) to transfer as share award or share consideration; or

(iv) combination of (i), (ii) and (iii) above;

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

> *(i) the conclusion of the Company's next Annual General Meeting following the general meeting at which such resolution was passed at which time the authority would lapse unless renewed by ordinary resolution;*
>
> *(ii) the passing of the date on which the Company's next Annual General Meeting is required by law to be held; or*
>
> *(iii) the authority is revoked or varied by ordinary resolution that the shareholders pass in general meeting;*
>
> *whichever occurs first.*
>
> *AND THAT the Directors be and are hereby authorised to take all steps as are necessary and/or to do all such acts and things as the Directors deem fit and expedient in the interest of the Company to give full effect to the aforesaid Proposed Share Buy-Back with full powers to assent to any condition, modification, variation and/or amendment (if any) as may be imposed by the relevant authorities."*

AGM15/15 **TERMINATION**

There being no further business, the meeting terminated at 12.52 p.m. with a vote of thanks to the Chair.

SIGNED AS A CORRECT RECORD

CHAIRMAN

APPENDIX A

RESPONSES TO QUESTIONS FROM MINORITY SHAREHOLDERS WATCH GROUP

No.	Questions	Response
OPERATIONAL AND FINANCIAL MATTERS		
1.	Steelaris Pte. Ltd. (Steelaris), carrying RM6.039 million of Group goodwill (Pages 124 125 of the Annual Report (AR) 2026), lost RM10.286 million in FYE2026 and RM16.778 million in FYE2025, with net assets falling 41% to RM16.150 million (Page 123 of AR 2026). The Group still raised its stake from 66% to 74% in May 2026 for RM746,184 (Page 95 of AR 2026), and the goodwill remains unimpaired at a 9% discount rate. AYSS, an indirect wholly owned subsidiary of the Company, and other vendors also entered into a binding term sheet on 26 June 2026 to dispose of Steelaris to CosmoSteel Holdings Pte. Ltd., retaining a 3.8% direct interest in CosmoSteel and disclosing an expected net gain on disposal of RM0.364 million after consolidation adjustments, without an itemised breakdown (Bursa Malaysia announcement dated 26 June 2026). a) What was the rationale for increasing the stake in Steelaris in May 2026, shortly before the binding term sheet for its disposal was entered into?	The additional 8% equity interest in Steelaris was acquired following a minority shareholder's decision to exit the business and this increased AYS's shareholding in Steelaris to 74%. As the majority shareholder, the Board considered it appropriate to acquire the additional interest as it simplified the ownership structure and provided greater flexibility in managing Steelaris' future direction. Subsequently, following further discussions with our consortium partners and after evaluating various strategic options, the Board came to the decision that combining the business of Steelaris with CosmoSteel would provide a stronger platform for long-term growth and create greater value than continuing to operate the businesses separately as well as avoid potential conflict of interest given that both companies are in steel related business. While these transactions took place within a relatively short period, they were separate decisions made based on the circumstances at the relevant time.
	b) What are the components of the RM0.364 million net gain on disposal, including the goodwill write-off and any fair value gain on the retained CosmoSteel interest?	The estimated gain of RM0.364 million disclosed in the announcement represents a preliminary accounting estimate prepared based on the information available at that time and in accordance with the applicable financial reporting standards. Broadly, the calculation takes into account the disposal consideration, derecognition of the non-controlling interest, derecognition of the subsidiary's net assets, derecognition of attributable goodwill and reversal of the foreign currency translation reserve. No fair value gain has been recognised in respect of AYS' retained investment in CosmoSteel interest in arriving at this estimated gain. As the proposed disposal has not yet been completed, the final accounting treatment and resulting gain will only be determined upon completion and may differ from the current estimate.
CORPORATE GOVERNANCE MATTERS		
2.	The proposed buyer of the Steelaris stake, CosmoSteel Holdings Pte. Ltd., is wholly owned by 3HA Capital Pte. Ltd. (Bursa Malaysia announcement dated 26 June 2026). The Group holds a RM31.501 million investment in 3HA Capital, classified at fair value through other comprehensive income (Pages 116 and 124 of AR 2026). 3HA Capital has only four shareholders, HHH Group Pte. Ltd. (40.2%), Hanwa Singapore (Private) Limited (30.0%), AYSS (14.9%), and Thor Capital Pte. Ltd.	Under MFRS 128, an investment of less than 20% is presumed not to give rise to significant influence unless there is evidence to the contrary. AYS holds a 14.9% equity interest in 3HA Capital and does not have representation on its board or participate in its financial or operating policy decisions. AYS also does not participate in dividend decisions, exchange management personnel or provide

No.	Questions	Response
	(14.9%) (Bursa Malaysia announcement dated 26 June 2026). The Steelaris disposal to CosmoSteel was filed as a non-related party transaction (Bursa Malaysia announcement dated 29 June 2026). The announcement dated 26 June 2026 also states that no Director or Major Shareholder of AYS has any interest in the disposal, without addressing the Group's own 14.9% stake in the Purchaser's parent. a) Given that 3HA Capital has only four shareholders, and that AYS is disposing of Steelaris to CosmoSteel, an entity wholly owned by 3HA Capital, what is the Company's basis for concluding the 14.9% stake does not amount to significant influence under MFRS 128, and for classifying the Steelaris disposal as a non related party transaction? b) Does AYS have a seat on 3HA Capital's board, participate in its policy-making or dividend decisions, exchange managerial personnel with 3HA Capital, or provide it with essential technical information, any of which could rebut the presumption of no significant influence under MFRS 128?	essential technical information that would enable it to exercise significant influence. Having considered all the relevant facts and circumstances, the Board concluded that AYS does not have significant influence over 3HA Capital. Accordingly, the investment is accounted for as a financial asset at fair value through other comprehensive income. In addition, none of the other consortium members, or their respective directors and shareholders, is related to any Director or major shareholder of AYS, or any person connected with them. No Director or major shareholder of AYS has any direct or indirect personal interest in the proposed disposal other than via AYS Ventures Berhad. On this basis, the proposed disposal was not regarded as a related party transaction under paragraph 10.08(11)(l) of the Main Market Listing Requirements.
3.	Purchases from related parties rose to RM6.372 million from RM6,000 a year earlier, and a new RM229,000 sales commission was charged by a related party (Note 35, Page 136 of AR 2026). By contrast, the conflict-of-interest disclosure for three named Directors, including Ms. Jess Oh Pooi Foon, states that aggregate related party transaction values remain below RM1.0 million and at arm's length (Page 15 of AR 2026). a) Are these related parties in Note 35 the same parties covered by the Page 15 disclosure, or additional parties? b) How does the RM6.372 million purchase figure reconcile with the RM1.0 million threshold?	We wish to clarify that the related parties in Note 35 refers to different parties and those involving the Directors of AYS Ventures Berhad are below the RM1.0 million threshold as disclosed in the Annual Report. Note 35 is prepared in accordance with the applicable financial reporting standards and includes related party transactions undertaken by the Group's subsidiaries with entities that are related under the accounting standards. In this respect, the RM6.372 million relates mainly to purchases and the related sales commission undertaken in the ordinary course of business with minority shareholders of the relevant subsidiary (not related to major shareholder or Directors of AYS Ventures Berhad). These transactions were carried out in the ordinary course of business, on normal commercial terms, at arm's length and in accordance with the Group's established policies and procedures for related party transactions.

APPENDIX B

RESPONSES TO LIVE QUESTIONS FROM SHAREHOLDERS

No.	Questions	Response
1.	(a) Revenue for FY2026 was lower than previous year but the profitability has improved as seen in the last quarter of FY2026. Is this a once off trend or is this trend going to continue? (b) There was profit of RM40 million in FY2023 and RM90 million in FY2024 but the Company made losses in FY2025 with recovery in FY2026 to RM6 million. Will the profit for FY2027 go back to the range in FY2023 and FY2024? (c) The net gain on disposal of Steelaris is just an accounting gain or will the gain also have a positive impact on the cash flow?	(a) The turnaround in FY2026, despite the softer steel market prices, was primarily attributable to the Group's tighter credit control measures. Management recognised the weakening liquidity in the market and proactively strengthened its credit management practices to mitigate credit risk. Improved profitability was also supported by close monitoring of gross profit margins through disciplined pricing strategies, effective inventory management, and prudent cost control initiatives. (b) The losses recorded in FY2025 were mainly attributable to the significant decline in global steel prices. Since then, steel prices have stabilised, contributing to the improved performance in FY2026. The stronger results were further supported by improved selling prices and favourable foreign exchange movements. Looking ahead to FY2027, Management remains focused on sustaining the profitability achieved in FY2026 through continued operational discipline and prudent business management, while remaining mindful of prevailing market conditions. (c) The disposal of Steelaris has not yet been reflected in the Group's financial statements. Upon completion of the transaction, the Group expects to receive the disposal proceeds, which will further strengthen its cash position.
2.	(a) In the Balance Sheet for FY2026, (i) there is Other Equity Investment of RM31 million. Is this related to the investment in CosmoSteel? (ii) what is the derivative financial instrument? (b) What is the outlook for 2027 and how optimistic is the Management in achieving better results? (c) When the disposal of Steelaris completes, when will CosmoSteel start contributing positively to the Group?	(a) (i) Yes, it relates to CosmoSteel. (ii) This amount relates to the fair value of forward foreign exchange contracts used by the Group to hedge its foreign currency exposures. (b) Management will continue to prioritise improving gross profit margins rather than pursuing sales volume at the expense of profitability. Demand from the construction sector has strengthened, supported by the rollout of several large-scale data centre projects. As a result, the Group's order book is currently stronger than in previous years. Management remains focused on executing these orders efficiently while maintaining pricing discipline and prudent cost management. (c) The disposal of Steelaris is expected to be completed by the second quarter of FY2027. While the transaction is anticipated to strengthen the Group's position upon completion, Management is unable to assure that CosmoSteel will make an immediate earnings contribution to AYS Group, as the acquisition is intended to support the Group's long-term strategic objectives. Following a detailed review, Management identified that Steelaris' performance had been constrained

<table>
<tr><th>No.</th><th>Questions</th><th>Response</th></tr>
<tr><td></td><td></td><td>primarily by its relatively high warehousing costs. In evaluating the available options, Management considered whether Steelaris should incur significant capital expenditure to acquire its own warehouse facilities or collaborate with a strategic partner that already possesses the necessary infrastructure. After careful consideration, Management concluded that partnering with an established industry player would be a more efficient and sustainable long-term strategy than competing independently.</td></tr>
<tr><td>3.</td><td>(a) What is the ultimate synergy with the restructuring of Steelaris?
(b) Will Steelaris be under the control of AYS after the disposal?
(c) What is the future plan with the high order book and can the margin be retained?
(d) Will the company be initiating any share buy back in view that the share price is very low?
(e) What are the plans for the truss deck business since it is now at 93% capacity?</td><td>(a) Steelaris is the trading arm of AYS Group in Singapore and the region and will continue to be so with stronger shareholders. AYS will continue to sell to CosmoSteel/Steelaris and the Group expects to continue contributing to its topline. Through its board representation, AYS will be able to participate in the strategic direction and growth of CosmoSteel/Steelaris.
(b) AYS will ultimately hold direct interest of slightly more than 15% in CosmoSteel.
(c) The gross profit margins for the order book in hand are protected and is sustainable.
(d) At present, the Company does not intend to undertake a share buy-back exercise. Management's priority is to strengthen the Group's operational resilience and improve its financial performance, with the expectation that sustained business fundamentals will support long-term shareholder value. In addition, any decision to undertake a share buy-back would need to take into account the Group's cash flow requirements and capital allocation priorities. Management believes that deploying capital to support business growth and profitability is currently the more prudent approach, particularly as a share buy-back does not necessarily result in an appreciation of the Company's share price.
(e) The Company has commissioned a second production line, which is currently operating at approximately 90% capacity utilisation. Management will continue to monitor market demand and order visibility before committing to any further capacity expansion. As these products are largely manufactured based on customised specifications, any additional investment in production capacity will be carefully aligned with customer demand and long-term business requirements.</td></tr>
<tr><td>4.</td><td>Is the capital expenditure for the new truss deck production line high and within the balance sheet capability?</td><td>Each line cost around RM1.5 million and the Company can fund the purchase internally.</td></tr>
</table>

No.	Questions	Response
5.	(a) What is the ideal gearing ratio for the Group? (b) Is the business immune to the geopolitical challenges in the Middle East? (c) What is your current order book size? (d) Will the presentation slides be made available?	(a) Management aim for a gearing ratio of less than 1 times and it is currently at 0.8 times. (b) The current geopolitical tensions have not had any direct material impact on the Group's operations or business activities. However, there could be indirect effects arising from higher global energy prices, which may lead to increased freight and logistics costs. Management continues to closely monitor these developments and will take appropriate measures to mitigate their impact on the Group's operating costs where possible. (c) As at 31 March 2026, we have an order book of RM200 million. (d) The presentation slides will be uploaded into the Company's website.
6.	The Company should consider giving a RM30 Touch & Go as token for transportation as the location of the meeting venue is not next to an LRT station.	The Management notes the shareholder's suggestion and appreciate the feedback.
7.	(a) The aggregate Executive Directors' remuneration for FY2026 of around RM5 million is about 80% of the profit attributable to owners of the Company. What is the benchmarking exercise done to justify the payment? (b) On the turnaround exercise mentioned in the presentation, how long will it take? (c) Is the Company going to increase its number of Independent Directors as presently it does not comply with the best practice of 50% independent directors in the Malaysian Code on Corporate Governance? (d) Is the Company keeping a low number of independent directors due to cost?	(a) The Remuneration Committee ("RC") carefully considered the challenging market conditions during the financial year, as well as the significant efforts undertaken by the Executive Directors in securing business opportunities, managing operations, and maintaining the Group's profitability. The RC is of the view that the remuneration paid is commensurate with the Executive Directors' responsibilities, performance, and contributions to the Group. In assessing the remuneration package, the RC also benchmarked the Executive Directors' remuneration against comparable listed companies within the same industry. Based on its review, the RC noted that remuneration levels are broadly in line with market practice, including among certain smaller listed companies and companies that reported losses, where executive remuneration is at a similar level of approximately RM5 million. *(Answered by RC Chairperson)* (b) Management has not set a specific timeline for the turnaround, as the pace of improvement will depend on prevailing market conditions and the successful execution of its strategic initiatives. The losses incurred over the past two financial years were largely attributable to external factors that were beyond Management's control. Nevertheless, Management has identified several areas where operational improvements can enhance the Group's resilience and long-term performance. To strengthen operational efficiency, Management is focused on driving sustainable growth through digitalisation to mitigate rising manpower costs, investing in capital expenditure to upgrade the Group's ERP system, and implementing continuous business improvement initiatives. In addition, the

No.	Questions	Response
		Group is reviewing the operational efficiency of its warehouse network to optimise productivity and cost effectiveness. Management believes these initiatives will further strengthen the Group's competitiveness and position it for sustainable long-term growth. (c) The current composition of the Board has been reviewed by the Nomination Committee ("NC"), which is satisfied that the Board's size, composition, and dynamics remain appropriate and continue to support effective deliberation and decision-making. The NC appreciates the shareholder's feedback and will take the comments into consideration during its next review of the Board's composition. *(Answered by NC Chairman)* (d) The current Board size also reflects the Group's ongoing cost optimisation efforts in light of the prevailing market conditions. Management and the Board consider the present Board composition to be appropriate for the Group's current scale of operations. As the business grows and operational requirements evolve, the Board will review its composition and consider expanding its size where appropriate to ensure that it continues to meet the Group's governance and strategic needs.