



TOTAL HOME & LIVING SOLUTIONS



ANNUAL REPORT  
**2025**



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# CONTENTS



## 01 Overview

- 02 Corporate Information
- 04 The Signature Network
- 06 Signature Group Structure
- 08 Board of Directors' Profile
- 16 Key Senior Management's Profile

## 02 Signature In FY2025

- 19 Group Financial Highlights
- 20 Management Discussion & Analysis
- 42 Corporate & Marketing Events
- 45 Award & Recognition
- 47 Project Business
- 49 Sustainability Statement
- 120 Bursa Malaysia Prescribed Table

## 03 Our Corporate Governance

- 129 Corporate Governance Overview Statement
- 139 Directors' Responsibility Statement
- 140 Additional Compliance Statement
- 147 Audit and Risk Management Committee Report
- 151 Statement on Risk Management and Internal Control

## 04 Financials

- 156 Audited Financial Statements
- 289 List of Properties

## 05 Shareholding's Information

- 290 Analysis of Shareholdings

## 06 Notice of Annual General Meeting

- 293 Notice of Annual General Meeting
- Enc. Proxy Form



# CORPORATE INFORMATION

## BOARD OF DIRECTORS

**Datuk Seri Chiau Beng Teik, JP**  
Non-Independent Non-Executive Chairman

**Datuk Wira Chiau Haw Choon**  
Managing Director

**Shelly Chiau Yee Wern**  
Executive Director

**Dato' Che Halin Bin Mohd Hashim**  
Independent Non-Executive Director

**Rozahan Bin Osman**  
Independent Non-Executive Director

**Chee Jee Kong**  
Independent Non-Executive Director

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### AUDIT AND RISK MANAGEMENT COMMITTEE

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Rozahan Bin Osman (Chairman)  
Dato' Che Halin Bin Mohd Hashim (Member)  
Chee Jee Kong (Member)

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### NOMINATION COMMITTEE

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Dato' Che Halin Bin Mohd Hashim (Chairman)  
Rozahan Bin Osman (Member)  
Chee Jee Kong (Member)

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### REMUNERATION COMMITTEE

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Dato' Che Halin Bin Mohd Hashim (Chairman)  
Rozahan Bin Osman (Member)  
Chee Jee Kong (Member)

# CORPORATE INFORMATION

## STOCK EXCHANGE LISTING

Main Market  
Bursa Malaysia Securities Berhad  
Stock Name: SIGN  
Stock Code: 7246

## CORPORATE OFFICE

Menara Chin Hin  
Level 21, 8th & Stellar  
No. 1, Jalan Naga Emas, Sri Petaling  
57000 Kuala Lumpur  
Tel: (603) 6286 7000  
Fax: (603) 6140 2881

## SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn. Bhd.  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite, Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan  
Malaysia  
Tel: (603) 2783 9299  
Fax: (603) 2783 9222  
Email: [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

## PRINCIPAL BANKERS

Alliance Bank Malaysia Berhad  
AmBank (M) Berhad  
CIMB Bank Berhad  
Malayan Banking Berhad  
OCBC Bank (Malaysia) Berhad

## AUDITORS

UHY Malaysia PLT  
202406000040 (LLP0041391-LCA) & AF 1411  
Chartered Accountants  
Suite 11.05, Level 11  
The Gardens South Tower  
Mid Valley City  
Lingkar Syed Putra  
59200 Kuala Lumpur  
Tel: (603) 2279 3088  
Fax: (603) 2279 3099

## COMPANY SECRETARIES

Te Hock Wee (MAICSA 7054787)  
(SSM PC No. 202008002124)

Ng Siew Mee (MAICSA 7071920)  
(SSM PC No. 202308000561)

## REGISTERED OFFICE

Unit 30-01, Level 30, Tower A  
Vertical Business Suite, Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan  
Malaysia  
Tel: (603) 2783 9191  
Fax: (603) 2783 9111  
Email: [info@vistra.com](mailto:info@vistra.com)

## INVESTOR RELATIONS AND ENQUIRIES

Ms Lim Mee Ding  
Public and Investor Relations Officer  
[ir@signaturegroup.com.my](mailto:ir@signaturegroup.com.my)  
Tel: (603) 6286 7000  
Fax: (603) 6140 2881

# THE SIGNATURE NETWORK

## Our Expanding Network & Global Reach

### MALAYSIA SHOWROOMS

#### CENTRAL

Kota Damansara	Damansara Uptown	Mid Valley Megamall	SSI5, Subang
Ampwalk	Elmina	Mytown Shopping Centre	Sri Petaling
Bangsar	IOI City Mall	Old Klang Road	Sentul
Bandar Puteri, Puchong	Kajang	One Utama Megamall	Temasya Glenmarie
Bandar Kinrara	Kepong	Pavilion Bukit Jalil	TTDI
Citta Mall, Ara Damansara	Kota Warisan, Sepang	Pavilion Damansara Heights	USJ
Cyberjaya	KL Trillion	Puncak Alam	Wangsa Maju
Cheras Trade Square	Kota Kemuning	Setia Alam	



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**NORTHERN**

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Penang  
Perlis  
Ipoh  
Canning 2, Ipoh  
Batu Kawan

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**SOUTHERN**

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Iskandar Puteri, Johor Bahru  
Seremban 2  
Melaka

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**EAST COAST**

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Kuantan  
Kota Bharu  
Kuala Terengganu

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**EAST MALAYSIA**

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Bintulu  
Kota Kinabalu  
Piasau, Miri  
Kuching Saradise  
Kozai Bintulu

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**INTERNATIONAL SHOWROOMS**

**Bangladesh:** Dhaka  
**Brunei:** Bandar Sri Begawan  
**Cambodia:** Phnom Penh  
**India:** Delhi  
**Maldives:** Malé  
**Myanmar:** Yangon  
**Philippines:** Manila  
**Sri Lanka:** Colombo  
**Vietnam:** Hanoi  
**Singapore**

# SIGNATURE GROUP STRUCTURE AS AT 8 APRIL 2026

## Signature International Berhad

Group Effective  
Shareholding Interest

▶ Signature Cabinet Sdn Bhd	100%
▶ Signature Manufacturing Sdn Bhd	100%
▶ Signature Kitchen Lanka (Pvt) Ltd	100%
▶ Signature Kitchen Sdn Bhd	100%
▶ Fabriano Sdn Bhd	100%
▶ Signature Global Marketing Pte Ltd	100%
▶ Signature Reno Works Sdn Bhd (Formerly Known As Signature Surfaces Sdn Bhd )	100%
▶ Signature Living Philippines Inc	40%
▶ Signature Obicorp Sdn Bhd	70%
▶ KubiQ Sdn Bhd	100%
▶ Signature Distribution Sdn Bhd	100%
▶ Signature Contempo Sdn Bhd	70%
▶ Signature Realty Sdn Bhd	100%
▶ Signature Alliance Group Berhad	37.5%
▶ Space Alliance Contracts Sdn Bhd	37.5%
▶ Space Alliance Furniture Sdn Bhd	37.5%
▶ SAF Manufacturing Sdn Bhd	37.5%
▶ Space Alliance Cabinet Sdn Bhd	37.5%
▶ Space Alliance Resources Sdn Bhd	37.5%
▶ Zig Zag Builders (M) Sdn Bhd	37.5%
▶ Zig Zag Engineering Sdn Bhd	37.5%
▶ Fiamma Holdings Berhad	22.6%
▶ Corten Interior Solutions Pte Ltd	86%
▶ Woodcraft Studio Sdn Bhd	86%
▶ Areal Interior Solutions Pte Ltd	86%
▶ Signature Smartverse Sdn Bhd	100%

## SIGNATURE GROUP STRUCTURE AS AT 8 APRIL 2026

NAME OF SUBSIDIARY COMPANIES	As at 8 Apr 2026	PRINCIPAL ACTIVITIES
Signature Cabinet Sdn Bhd	100%	Design, marketing and distribution of kitchen systems, wardrobe systems and built-in kitchen appliances.
Signature Manufacturing Sdn Bhd	100%	Manufacturing of kitchen systems and wardrobe systems.
Signature Kitchen Sdn Bhd	100%	Retailing of kitchen systems, wardrobe systems and built-in kitchen appliances.
Signature Obicorp Sdn Bhd	70%	Marketing and distribution of built-in kitchen appliances and white goods.
Kubiq Sdn Bhd	100%	Selling, marketing and distributing kitchen and bedroom cabinets, knockdown furniture and furniture parts, appliances and accessories.
Signature Distribution Sdn Bhd	100%	Distribution of kitchen systems, wardrobe systems, worktop and built-in kitchen appliances.
Signature Realty Sdn Bhd	100%	Investment properties holding.
Signature Reno Works Sdn Bhd (Formerly Known As Signature Surfaces Sdn Bhd )	100%	Engaged in the business of retail solid surface, worktop and its related ancillary products.
Fabriano Sdn Bhd	100%	Investment holding.
Signature Global Marketing Pte Ltd	100%	Marketing, distribution and installation of kitchen systems, wardrobe systems and built-in kitchen appliances.
Signature Kitchen Lanka (Pvt) Ltd	100%	Marketing, distribution, import and export of kitchen systems, wardrobe systems and built-in kitchen appliances.
Signature Contempo Sdn Bhd	70%	Designing, manufacturing, trading and sales of unholstered furniture, fabrication of drapery and other soft furnishings related products.
Signature Alliance Group Berhad	37.5%	Investment holding.
Space Alliance Contracts Sdn Bhd	37.5%	Provision of interior fitting-out services and building construction.
Space Alliance Furniture Sdn Bhd	37.5%	Customisation and supply of carpentry/ joinery parts and integral fixtures.
Space Alliance Cabinet Sdn Bhd	37.5%	Provision of interior fitting-out services.
Space Alliance Resources Sdn Bhd	37.5%	Supply of building materials.
SAF Manufacturing Sdn Bhd	37.5%	Manufacturing of customised wooden furniture.
Zig Zag Builders (M) Sdn Bhd	37.5%	Provision of interior fitting-out services and building construction.
Zig Zag Engineering Sdn Bhd	37.5%	Provision of air-conditioning ducting works.
Corten Interior Solutions Pte Ltd	86%	Interior design and build services.
Woodcraft Studio Sdn Bhd	86%	Manufacturing of wooden furniture.
Areal Interior Solutions Pte Ltd	86%	Interior design and build services.
Signature Smartverse Sdn Bhd	100%	Supply and install smart home system.
NAME OF ASSOCIATE COMPANIES	As at 8 Apr 2026	PRINCIPAL ACTIVITIES
Fiamma Holdings Berhad	22.6%	Investment holding and property development
Signature Living Philippines Inc	40%	Trade in all kinds of furniture, fittings and fixtures.

## BOARD OF DIRECTORS’ PROFILE

**Datuk Seri**  
**Chiau Beng Teik, JP**  
Non-Independent  
Non-Executive Chairman



**Datuk Wira**  
**Chiau Haw Choon**  
Managing Director



**Shelly Chiau**  
**Yee Wern**  
Executive Director



## BOARD OF DIRECTORS' PROFILE

**Rozahan Bin Osman**  
Independent Non-Executive  
Director



**Dato' Che Halin Bin  
Mohd Hashim**  
Independent  
Non-Executive Director



**Chee Jee Kong**  
Independent Non-Executive Director



## BOARD OF DIRECTORS' PROFILE

Datuk Seri Chiau Beng Teik, JP was appointed to the Board of Signature International Berhad as Non-Independent Non-Executive Chairman on 28 April 2021.

He finished his primary education at SJK (C) Pei Min, Padang Setar in Alor Setar, Kedah in December 1974. Datuk Seri Chiau has more than 45 years of working experience, beginning from the family's modest hardware business which he subsequently led and grew to include building materials trading and cement transportation. Later, he started a cement distributor trading company and played an instrumental role in the growth of Chin Hin Group Berhad and its subsidiaries, expanding the business from a single office in Alor Setar, Kedah to a group of companies with an expansive network of branch offices and factories throughout Peninsular Malaysia.

He is currently the Executive Chairman of Chin Hin Group Berhad and Ajiya Berhad. He is also the Non-Independent Non-Executive Chairman of Chin Hin Group Property Berhad and Fiamma Holdings Berhad.

He is the father of Datuk Wira Chiau Haw Choon (the Managing Director and major shareholder of the Company) and Shelly Chiau Yee Wern (the Executive Director of the Company). Save for the related party transactions disclosed in this Annual Report, he has no other conflict of interest with the Company. He has no conviction for any offences within the past five years (other than traffic offences, if any), nor has he been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



### Datuk Seri Chiau Beng Teik, JP

Non-Independent Non-Executive Chairman  
64 | Male | Malaysian

Board meetings attendance  
in FY2025



## BOARD OF DIRECTORS’ PROFILE



### Datuk Wira Chiau Haw Choon

Managing Director  
42 | Male | Malaysian

#### Board meetings attendance in FY2025



Datuk Wira Chiau Haw Choon was appointed to the Board of Signature International Berhad as Executive Director on 8 March 2021. Subsequently, he was redesignated as Managing Director on 18 May 2022.

He graduated from Deakin University, Australia with a Bachelor’s Degree in Finance and Marketing in April 2009. He has more than 15 years of experience in the building materials and property development industries.

As Managing Director, his responsibilities include ensuring Board decisions and directions are implemented, providing strong leadership, communicating the Company’s vision, management, philosophy and business strategies, and keeping the Board fully informed of all important aspects of the Group’s operations while ensuring material information is disseminated to the Board.

He is currently the Group Managing Director of Chin Hin Group Berhad and Executive Director of Chin Hin Group Property Berhad, Ajiya Berhad and Fiamma Holdings Berhad.

He is the son of Datuk Seri Chiau Beng Teik, JP (the Non-Independent Non-Executive Chairman and major shareholder of the Company) and brother of Shelly Chiau Yee Wern (the Executive Director of the Company). Save for the related party transactions disclosed in this Annual Report, he has no other conflict of interest with the Company. He has no conviction for any offences within the past five years (other than traffic offences, if any), nor has he been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

## BOARD OF DIRECTORS' PROFILE

Shelly Chiau Yee Wern was appointed to the Board of Signature International Berhad as Executive Director on 1 March 2022.

She graduated from Les Roches International School of Hotel Management Bluche, Switzerland with a Bachelor's Degree in Business Administration (Entrepreneurship) in December 2013. She has more than 12 years of working experience in the hotel management and property development industries.

She began her career with Alora Hotel in Penang and Grand Alora Hotel in Alor Setar, Kedah as Hotel General Manager in January 2014. In January 2016, she joined Aera Property Group Sdn. Bhd. as Sales & Marketing Manager where she is responsible for strategy planning in marketing and sales for a development project, namely Aera Residence in Petaling Jaya. She resigned from Aera Property Group Sdn. Bhd. in May 2018 and was appointed as the Chief Operating Officer of BKG Development Sdn. Bhd., a wholly-owned subsidiary of Chin Hin Group Property Berhad in June 2018.

Other than Signature International Berhad, she is also the Executive Director of Chin Hin Group Property Berhad and Chin Hin Group Berhad.

She is the daughter of Datuk Seri Chiau Beng Teik, JP (the Non-Independent Non-Executive Chairman and major shareholder of the Company) and sister of Datuk Wira Chiau Haw Choon (the Managing Director and major shareholder of the Company). She has no conflict of interest with the Company. She has no conviction for any offences within the past five years (other than traffic offences, if any), nor has she been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



### Shelly Chiau Yee Wern

Executive Director  
35 | Female | Malaysian

Board meetings attendance  
in FY2025



## BOARD OF DIRECTORS' PROFILE



### Rozahan Bin Osman

Independent Non-Executive Director  
61 | Male | Malaysian

Board meetings attendance  
in FY2025



Rozahan Bin Osman was appointed to the Board of Signature International Berhad as Independent Non-Executive Director on 8 June 2021. He also serves as Chairman of the Audit and Risk Management Committee and a member of the Nomination Committee and Remuneration Committee of the Company.

He is a member of the Association of Chartered Certified Accountants (ACCA) and a Chartered Accountant of the Malaysian Institute of Accountants (MIA). He is also a Certified Management Accountant (CMA), Chartered Financial Analyst (CFA) and Certified SAP Consultant – Controlling.

He has more than 33 years of working experience in areas including financial management, corporate finance, corporate planning and corporate services. Throughout his career, he has served various industries, including manufacturing, oil and gas engineering, property development and the services sector. His most recent positions were as Group Chief Financial Officer for Perak SEDC Group from 2013 to 2019, and Chief Financial Officer of Cement Industries of Malaysia from 2007 to 2012. Prior to these appointments, he served in several companies, including Malaysia Marine and Heavy Engineering Berhad, Magna Prima Berhad, Malakoff Berhad, Zalik Securities Berhad, and Ernst and Young.

Other than Signature International Berhad, he does not hold any directorships in other public companies or listed issuers in Malaysia.

He has no family relationship with any Director and/or major shareholder of the Company and does not hold any shares in the Company and its subsidiary companies. He has not entered into any transaction, whether directly or indirectly, that has a conflict of interest with the Company. He has no conviction for any offences within the past five years (other than traffic offences, if any), nor has he been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

## BOARD OF DIRECTORS' PROFILE

Dato' Che Halin Bin Mohd Hashim was appointed to the Board of Signature International Berhad as Independent Non-Executive Director on 28 April 2021. He is also a member of the Audit and Risk Management Committee and Chairman of the Nomination Committee and Remuneration Committee of the Company.

He graduated from the University of Leeds, United Kingdom with a Bachelor's Degree in Mechanical Engineering in 1979. He subsequently obtained a Master's Degree in Business Administration from Ohio University, the United States of America in 1986.

He has more than 45 years of working experience in manufacturing, telecommunications, insurance, merchant banking, corporate banking, investment and portfolio management, mergers and acquisitions, industrial development financing and general management. He began his career as a Technical Officer with Malaysian Industrial Development Finance Berhad from 1980 to 1982. Prior to his retirement in 2012, he has held roles as Manager in Permata Chartered Merchant Bank Berhad (now known as Affin Hwang Investment Bank Berhad), Senior Manager in Sime AXA Assurance Berhad, Chief Operating Officer in a subsidiary of Time Engineering Berhad, and as Group Managing Director of Cement Industries of Malaysia Berhad.

Other than Signature International Berhad, he is also the Independent Non-Executive Chairman of Solarvest Holdings Berhad.

He has no family relationship with any Director and/or major shareholder of the Company. He holds 6,000,000 ordinary shares in the Company but has no shareholdings in the subsidiary companies. He has not entered into any transaction, whether directly or indirectly, that has a conflict of interest with the Company. He has no conviction for any offences within the past five years (other than traffic offences, if any), nor has he been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



### Dato' Che Halin Bin Mohd Hashim

Independent Non-Executive Director  
70 | Male | Malaysian

Board meetings attendance  
in FY2025



# BOARD OF DIRECTORS' PROFILE



## Chee Jee Kong

Independent Non-Executive Director

42 | Male | Malaysian

### Board meetings attendance in FY2025



Chee Jee Kong, also known as Joescher, was appointed to the Board of Signature International Berhad as Independent Non-Executive Director on 8 June 2021. He is also a member of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee of the Company.

He holds a diploma from LimKokWing University and a professional certification from A.W.A.R.D School (Australasian Writers and Art Directors). He began his entrepreneurial journey at the age of 23 when he founded Global Strategy Advisory. With over 20 years of experience, he has worked with more than 200 brands across 23 industries, including national security, building materials manufacturing, entertainment, insurance, telecommunications, fashion, retail, property development, food and beverage, animal welfare, and baby wellness.

He is the Founder of 10X Strategy Coach, a global business coaching platform with over 120 strategy coaches across 6 countries spanning Southeast Asia to the Middle East. He is also the Founder of 10X Valley, Malaysia's first IPO-Ready Transformation Platform, focused on guiding entrepreneurs towards corporatisation, IPO readiness, and global expansion.

He is also an international speaker on strategy, branding, leadership and entrepreneurship. He has been invited to speak at various global platforms, universities and Chief Executive Officer ("CEO") forums including the Global Leadership Summit, World Marketing Congress India and World Brand Congress Dubai.

In 2010, he began his mentorship journey with Karthik Siva, a world-renowned strategist and founder of Global Brand Forum and Global Entrepreneur Xchange, as a Business, Brand & Leadership Strategy Master. He is also the author of the *John 10:10 L.I.F.E. Wheel* book, with a vision to impact 1,000,000 lives, and the *10X Strategy Wheel* book, developed from insights derived from over 4,000 Business Health Checks, representing one of Asia's largest face-to-face primary research efforts with entrepreneurs across 6 continents.

He actively mentors multiple listed company CEOs and entrepreneurs, and has successfully helped companies achieve exponential growth, including scaling businesses from millions to billions in valuation. Other than Signature International Berhad, he does not hold any directorships in other public companies or listed issuers in Malaysia.

He has no family relationship with any Director and/or major shareholder of the Company and does not hold any shares in the Company and its subsidiary companies. He has not entered into any transaction, whether directly or indirectly, that has a conflict of interest with the Company. He has no conviction for any offences within the past five years (other than traffic offences, if any), nor has he been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

## KEY SENIOR MANAGEMENT'S PROFILE

### Lau Kock Sang

Group Chief Executive Officer

55 | Male | Malaysian

Lau Kock Sang joined Signature Group on 1 November 2012 as Director of Retail Sales where he is responsible for leading the retail sales team and developing Signature Kitchen showroom locally and internationally. He was further assigned to group marketing and operational roles in 2017 and redesignated as Chief Executive Officer – Local Projects on 1 July 2021. He assumed the position of Group Chief Executive Officer on 10 February 2023.

He holds a Bachelor's Degree in Business Administration with distinctions attained in 1997 from the University of Paisley, United Kingdom.

Since the age of 23, he has had a vast and varied working experience with industries as diverse as payment cards, fast-moving consumer goods (FMCG), and industrial lubricants. After attaining his degree in 1997, he then focused on the furniture industry starting with export sales for several furniture manufacturers in Batu Pahat and Muar, Johor.

Throughout 2011 till 2012, he expanded his career with a new venture in the United Kingdom, principally involved in furniture business encompassing both wholesale and retail markets, as well as being appointed as General Manager of a Malaysian flooring company.

He is the Non-Independent Non-Executive Director of Signature Alliance Group Berhad. He has no family relationship with any Director and/or major shareholder of the Company. He holds 8,000 ordinary shares in the Company but has no shareholdings in the subsidiary companies. He has not entered into any transaction, whether directly or indirectly, that has a conflict of interest with the Company. He has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor has he been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## KEY SENIOR MANAGEMENT'S PROFILE

### Lim Mee Ding

Group Chief Financial Officer

56 | Female | Malaysian

Lim Mee Ding was appointed as Director of Finance on 30 April 2015 and redesignated as Group Chief Financial Officer on 1 April 2023.

She holds a Master of Business Administration from Edith Cowan in 2004 and a Bachelor's Degree in Accounting from University of Malaya in 1994. She is a Chartered Accountant of the Malaysian Institute of Accountants as well as Certified Financial Planner and is also recognised as a Certified Master Trainer by Open University Malaysia and LW Master Trainers Academy.

She has about 32 years of experience in multinational corporations and listed companies. Her acumen is further honed by an exposure to a wide range of disciplines including accounting, taxation, investment feasibility studies, procurement, human resource management, administration, warehousing, and general business operations.

Prior to her appointment as Director of Finance of the Signature Group of Companies, she was the Financial Controller for the EPMB Group of Companies for 11 years. In her previous roles, she was also the Chief Financial Officer of a multinational corporation as well as the Country Manager for a software solution provider.

She is not a director of any public companies or listed issuers in Malaysia. She has no family relationship with any Director and/or major shareholder of the Company. She has not entered into any transaction, whether directly or indirectly, that has a conflict of interest with the Company. She has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor has she been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## KEY SENIOR MANAGEMENT'S PROFILE

### Lee Ngai Khoon

Chief Executive Officer

43 | Male | Malaysian

Lee Ngai Khoon was appointed as the Chief Executive Officer – Local Project for Signature Cabinet Sdn. Bhd. in February 2023.

He graduated with a Bachelor of Science in Construction Management and Economics from Herriot Watt University, Scotland, in 2002. He has a total of 24 years of working experience in the building construction, furniture manufacturing and interior design fit-out works industry.

Prior to his appointment to Signature Cabinet Sdn. Bhd., he was the Chief Operating Officer of a hotel interior design fit-out company for 4 years and was in charge of overall organisation operations.

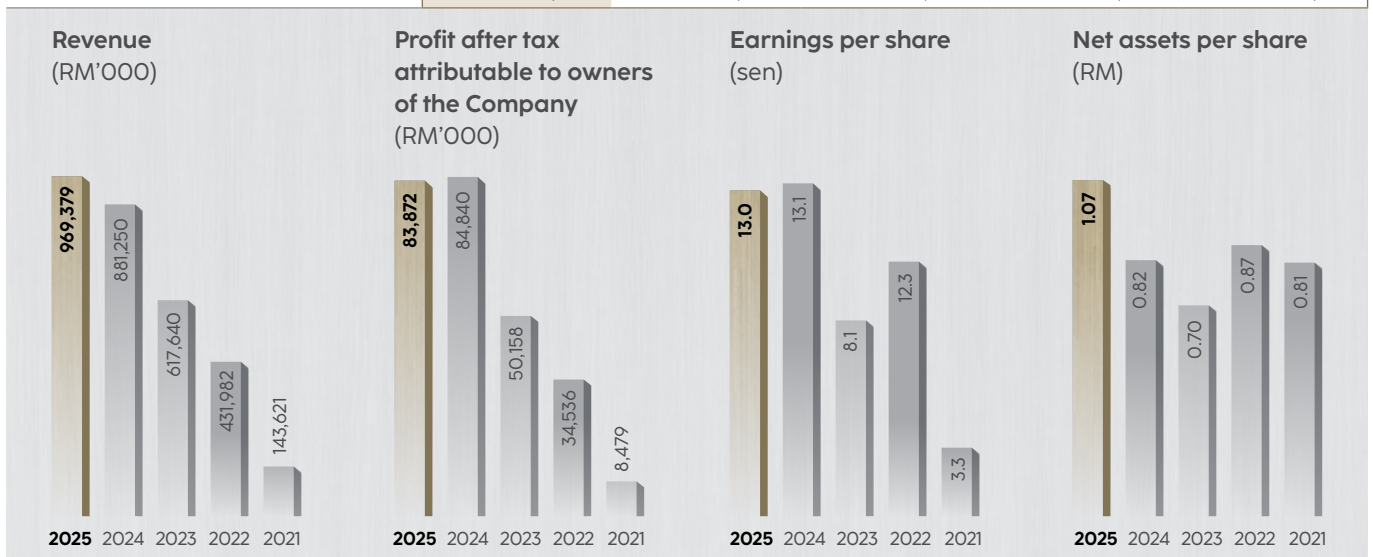
He is not a director of any public companies or listed issuers in Malaysia. He has no family relationship with any Director and/or major shareholder of the Company. He has not entered into any transaction, whether directly or indirectly, that has a conflict of interest with the Company. He has no conviction for any offences within the past 5 years (other than traffic offences, if any), nor has he been subject to any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## GROUP FINANCIAL HIGHLIGHTS

RESULTS	31 Dec 2025	31 Dec 2024	Restated 31 Dec 2023	(18 months) 31 Dec 2022	30 Jun 2021
	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue	969,379	881,250	617,640	431,982	143,621
Profit after tax attributable to owners of the Company	83,872	84,840	50,158	34,536	8,479
Total assets	1,311,693	1,184,407	1,021,886	636,887	320,034
Earnings per share (sen)	13.0	13.1	8.1	12.3	3.3
Net assets per share (RM)	1.07	0.82	0.70	0.87	0.81

REVENUE ANALYSIS	31 Dec 2025	31 Dec 2024	31 Dec 2023	31 Dec 2022	30 Jun 2021
	RM'000	RM'000	RM'000	RM'000	RM'000
Retail	105,398	87,562	63,513	75,563	43,963
Project	863,909	793,611	553,969	356,189	99,463
	<b>969,307</b>	<b>881,173</b>	<b>617,482</b>	<b>431,752</b>	<b>143,426</b>
Local	690,457	602,611	338,386	421,471	136,562
Export	278,850	278,562	279,096	10,281	6,864
	<b>969,307</b>	<b>881,173</b>	<b>617,482</b>	<b>431,752</b>	<b>143,426</b>
Kitchen and wardrobe systems - Signature brand	210,600	217,385	136,419	171,849	82,838
Kitchen and wardrobe systems - Corten brand	276,250	275,962	273,873	-	-
White goods and built-in kitchen appliances	-	-	-	-	4,110
Aluminium and glass products	-	-	32,734	143,176	56,478
Interior fit-out works and others	482,457	387,826	174,456	116,727	-
<b>Sub Total</b>	<b>969,307</b>	<b>881,173</b>	<b>617,482</b>	<b>431,752</b>	<b>143,426</b>
Revenue from other sources - Rental income	72	77	158	230	195
<b>Total</b>	<b>969,379</b>	<b>881,250</b>	<b>617,640</b>	<b>431,982</b>	<b>143,621</b>



# MANAGEMENT DISCUSSION & ANALYSIS



A comprehensive analysis of the Group's results and strategic direction is available on our website.



## Built on Insight, Driven by Execution

### BUSINESS OVERVIEW

Founded in 1994, Signature International Berhad (“Signature” or “the Company”) and its subsidiaries (collectively, “the Group”) began as a distributor and retailer of modular kitchen systems. Over more than three decades, the Group has grown into a vertically integrated living space solutions provider, with capabilities spanning manufacturing, retail, project business, and interior fit-out works across residential, commercial, and hospitality segments.

Through continuous innovation, targeted acquisitions, and measured expansion, Signature has established itself as one of the region’s most recognised integrated kitchen and home living brands, supported by strong production infrastructure and international project credentials.

# MANAGEMENT DISCUSSION & ANALYSIS

## Integrated Business Model

### A Vertically Integrated Platform Driving Scale, Control and Margin Rigour

Signature operates a vertically integrated business model that enables the Group to capture value across the entire built-in furniture and interior solutions value chain — from manufacturing and retail distribution to large-scale project supply and commercial fit-out delivery.

The structure is fully aligned with the Group’s four reported operating segments.

#### Financial Reporting Segment

##### ► Design, Manufacture and Retail of Kitchen and Wardrobe Systems



##### What It Does:

Manufactures and sells built-in kitchen and wardrobe systems primarily for the Malaysian residential market, including retail showrooms, project supply, and dealer network distribution.

##### ► Design, Manufacture and Retail of Kitchen and Wardrobe Systems



##### What It Does:

Supplies kitchen and wardrobe systems mainly for large-scale property development projects, including Housing & Development Board (HDB) in Singapore and regional hospitality projects.

##### ► Interior Fit-Out Works



##### What It Does:

Provides customised interior fit-out solutions for commercial offices, hospitality developments, and large mixed-use projects through Signature Alliance Group Berhad (“SAG”) and its subsidiaries (“SAG Group”).

##### ► Others

##### What It Does:

Investment holding and property-related activities.

The Group’s integrated structure enables it to:

- Control production and installation processes
- Serve both retail homeowners and property developers
- Deliver large commercial fit-out projects
- Generate revenue across multiple segments of the built-in furniture and interior solutions market

This multi-segment approach supports revenue diversification while building delivery capability across project cycles.



# MANAGEMENT DISCUSSION & ANALYSIS

## Brand Portfolio

Signature serves multiple market segments through a diversified brand strategy:



# MANAGEMENT DISCUSSION & ANALYSIS

**1994**

Incorporated as distributor & retailer of kitchen cabinets



**1996**

Ventured into project market

**1998**

Established manufacturing arm

**1999**

Completed KLCC Twin Towers project



**2003**

Ventured into overseas market; completed first overseas project: Hyde Park Residence in Colombo, Sri Lanka

**2008**

Listed on Bursa Malaysia Securities Berhad ("Bursa Securities"); completed first prestigious international project: Marina Bay Sands, Singapore

**2009**

Acquired additional 4 acres of land for new factory; launched KubiQ for mass-market segment



**2010**

Unveiled new brand identity for Signature

**2012**

First Malaysian kitchen brand to participate in iSaloni exhibition in Milan



**2014**

Launched the Installers Apprentice Programme under Signature Academy Sdn Bhd

**2019**

Started a new joint venture business in glass & aluminium total façade solutions; launched Signature Kitchen Premium

**2020**

Signed JV business with Singer in Sri Lanka; launched Signature customised built-in-home furniture globally

**2023**

Launched Signature Living home furniture collection and Signature Obicorp, featuring home appliances



Listing of SAG on ACE Market of Bursa Securities

**2025**

# MANAGEMENT DISCUSSION & ANALYSIS

## Operational Footprint & Network

Signature's infrastructure supports its regional growth ambitions

### Manufacturing & Operations



# MANAGEMENT DISCUSSION & ANALYSIS



## Retail & Distribution Network

The Group operates 50 showrooms across Malaysia (Klang Valley, Northern, Southern, East Coast, East Malaysia) and maintains an international presence in Singapore, Sri Lanka, Thailand, the United Arab Emirates (UAE), Vietnam, Indonesia, India, Cambodia, Bahrain, and the United States.

The Group exports to over 15 countries and has delivered projects across Asia and the Middle East, underscoring its regional credentials.

## Governance & Certifications

Signature operates under an Integrated Management System framework with certifications including:

- ▶ ISO 9001:2015 (Quality Management)
- ▶ ISO 14001:2015 (Environmental Management)
- ▶ ISO 45001:2018 (Occupational Health & Safety)
- ▶ Green Label certifications
- ▶ PEFC Chain of Custody certification

These standards reflect the Group's commitment to quality, sustainability, and international compliance.



# MANAGEMENT DISCUSSION & ANALYSIS

## OPERATING ENVIRONMENT

### Global Economic Environment

In 2025, the global economy expanded at a cautious pace amid geopolitical tensions, evolving trade policies, and shifting monetary conditions. While inflation generally eased across major economies, cost pressures remained uneven, particularly in sectors linked to energy, logistics, and advanced manufacturing.

Global construction activity was mixed: residential and traditional commercial segments softened in parts of Europe and China, but demand tied to infrastructure, data centres, and sustainability projects held firm. Strong global investment in data centres and Artificial Intelligence (AI) infrastructure also supported demand for materials, though it contributed to selective input cost pressures.

Higher interest rates in many economies earlier in the year dampened financing activity, but easing inflationary pressures and monetary policy adjustments in late 2025 helped support investment in building and renovation projects, which underpin demand for interior systems and finishings.

### Malaysia's Economy

Malaysia's economy remained firm in 2025, expanding 5.2% for the full year, supported by domestic demand, steady investment activity, and improving exports. Growth gathered pace into the fourth quarter, with Gross Domestic Product (GDP) rising 6.3% (3Q: 5.4%), driven by healthy private consumption, firm Gross Fixed Capital Formation ("GFCF"), and continued momentum in E&E exports and tourism-related services.

Inflation conditions stayed manageable, with headline inflation stable at 1.3% in 4th quarter of 2025 and core inflation at 2.3%, reflecting contained underlying price pressures. Labour market conditions remained supportive, as unemployment improved to 2.9% alongside steady private sector wage growth.

Source: TradingEconomics, BNM



## MANAGEMENT DISCUSSION & ANALYSIS

### Property Market

▶ In the first half of 2025, Malaysia's property market maintained steady footing amid persistent global uncertainties, supported by domestic demand. A total of 196,232 transactions worth RM107.68 billion were recorded, representing a slight 1.3% dip in volume but a 1.9% increase in value year-on-year, emphasising firm pricing conditions despite more measured activity.

The residential segment remained the backbone of the market, accounting for 61.3% of total transactions, although volumes eased marginally. In contrast, industrial and development land segments posted growth, reflecting continued capital deployment and expansion-driven demand.

Affordable homes priced below RM300,000 continued to anchor transaction activity, while targeted government measures, particularly incentives for first-time buyers and affordable housing initiatives, provided an important buffer to overall sentiment.

*Source: National Property Information Centre (NAPIC)*

### Relevance to Signature

▶ Demand for kitchen systems, wardrobes, built-in cabinetry, and interior solutions is inherently linked to conditions in both the property and construction markets. The relative firmness of the Malaysian economy and property sector supports housing transactions, renovation activity, and project pipeline continuity — all of which contribute to Signature's core operating markets.

Globally, slower construction activity in some regions underscores the importance of production efficiency and focus, particularly in markets exposed to cyclical downturns. For Signature, this highlights the value of diversification (geographic and segmental), premium branding, and cost control in navigating market variability.

Domestically, the construction sector's continued expansion, even amid moderation, underpins ongoing renovation and refurbishment demand, which aligns with Signature's growth priorities in retail surfaces, project supply, and interior fit-out activities.

# MANAGEMENT DISCUSSION & ANALYSIS

## REVIEW OF FINANCIAL PERFORMANCE

# Scaling to Record Revenue while Rebalancing Margins and Strengthening Capital

FY2025 marked a year of revenue expansion and structural progress, as the Group delivered record turnover, navigated business mix rebalancing and margin normalisation, improved its balance sheet, and positioned itself for sustained regional growth supported by a RM1.28 billion order book.



### Key Highlights

Revenue expanded to a record  
**RM969.4 million**

Interior Fit-Out emerged as the **largest revenue** contributor

Earnings held **steady** despite margin moderation

Capital base significantly **improved** during the year

### Record Revenue and Steady Earnings

#### Revenue

FY2025 (RM'000)

**969,379**

FY2024: 881,250 YoY +10.0%

#### Profit Before Tax ("PBT")

FY2025 (RM'000)

**150,233**

FY2024: 155,975 YoY -3.7%

#### Profit After Tax ("PAT")

FY2025 (RM'000)

**116,133**

FY2024: 122,536 YoY -5.2%

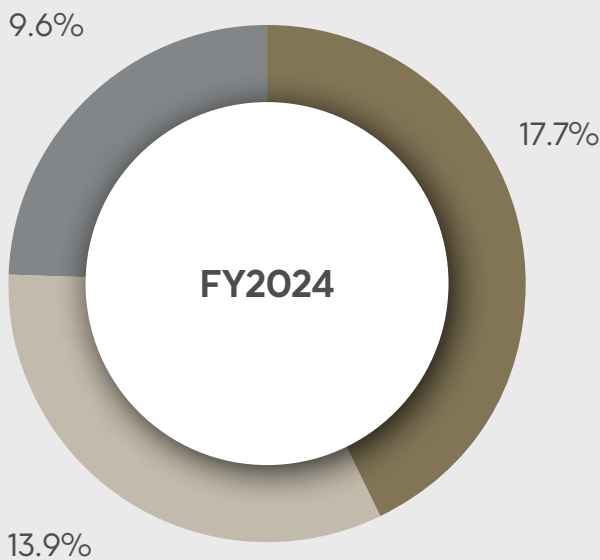
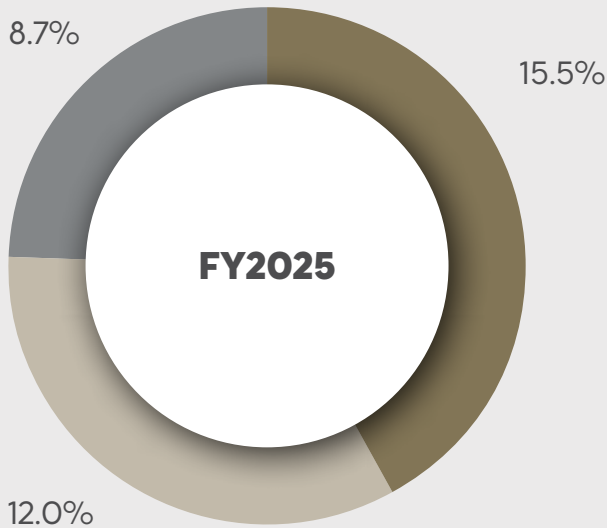
#### Profit After Tax Attributable to Owners ("PATAMI")

FY2025 (RM'000)

**83,872**

FY2024: 84,840 YoY -1.1%

# MANAGEMENT DISCUSSION & ANALYSIS



PBT Margin
  Group PAT Margin
  PATAMI Margin

The Group recorded RM969.4 million in revenue in FY2025 (FY2024: RM881.3 million), representing 10.0% year-on-year growth. This represents the Group’s highest-ever revenue figure, approaching the RM1 billion mark.

**Growth was primarily driven by:**

- ▶ Strong delivery of interior fit-out works across major commercial and hospitality projects
- ▶ Stable performance from the Corten brand in Singapore
- ▶ Continued project-based contributions from the Signature brand

The revenue base is now meaningfully diversified across business segments, reducing concentration risk.

**While revenue reached a new high, margins moderated due to:**

- ▶ Higher contribution from interior fit-out works, which typically carries larger volume but tighter margins
- ▶ Increased finance costs
- ▶ Higher marketing and intercompany management charges in certain segments
- ▶ Asset utilisation and project-related costs

PBT margin narrowed from 17.7% to 15.5%, and Group PAT margin from 13.9% to 12.0%. On a PATAMI basis, margin was 8.7% (FY2024: 9.6%), reflecting the enlarged non-controlling interest base following SAG’s listing. Importantly, absolute earnings remained solid, reflecting careful cost management and consistent project delivery.



## MANAGEMENT DISCUSSION & ANALYSIS

### Segment Performance

#### Revenue (External Revenue) (RM'000)

Segment	FY2025	% of Total	FY2024	% of Total	YoY
Signature Brand	210,600	21.7%	217,385	24.7%	-3.1%
Corten Brand	276,250	28.5%	275,962	31.3%	+0.1%
Interior Fit-Out Works	482,457	49.8%	387,826	44.0%	+24.4%
Others	72	0.0%	77	0.0%	-6.5%
<b>Total Revenue</b>	<b>969,379</b>	<b>100%</b>	<b>881,250</b>	<b>100%</b>	<b>+10.0%</b>

#### Profit Before Tax (RM'000)

Segment	FY2025	% of PBT	FY2024	% of PBT	YoY
Signature Brand	2,569	1.7%	11,034	7.1%	-76.7%
Corten Brand	73,687	49.0%	88,456	56.7%	-16.7%
Interior Fit-Out Works	60,264	40.1%	55,854	35.8%	+7.9%
Others	64,197	42.7%	50,708	32.5%	+26.6%
Adjustments & Elimination	(50,484)	(33.5%)	(50,077)	(32.1%)	+0.8%
<b>Total PBT</b>	<b>150,233</b>	<b>100%</b>	<b>155,975</b>	<b>100%</b>	<b>-3.7%</b>



## MANAGEMENT DISCUSSION & ANALYSIS

In FY2025, the Interior Fit-Out Works segment cemented its position as the largest contributor. Revenue from this segment rose to RM482.5 million, accounting for 49.8% of total revenue (FY2024: RM387.8 million; 44.0%), driven by stronger project delivery and higher site activity.

The Corten brand recorded a marginal increase in revenue to RM276.3 million (28.5% of total revenue), compared with RM276.0 million (31.3%) in FY2024, while the Signature brand registered RM210.6 million (21.7%), slightly lower than RM217.4 million (24.7%) previously.

At the profitability level, segmental PBT dynamics reflected margin normalisation and consolidation effects. The Corten brand remained the largest core earnings contributor at RM73.7 million in PBT (49.0% of total PBT), although this was lower than RM88.5 million (56.7%) in FY2024.

Interior Fit-Out Works improved its contribution to RM60.3 million (40.1%), up from RM55.9 million (35.8%), in line with higher revenue recognition. The Signature brand recorded lower PBT of RM2.6 million (1.7%) compared with RM11.0 million (7.1%) previously, reflecting margin compression from higher marketing, management fee, and asset utilisation costs.

### Interior Fit-Out Works

Interior Fit-Out Works remained the Group's largest revenue contributor in FY2025, with revenue increasing 24.4% year-on-year to RM482.5 million (FY2024: RM387.8 million).

The strong growth was underpinned by the delivery of several large-scale projects, notably the Presint Merdeka 118 commercial office project, which contributed RM73.9 million, and the Bandar Baru Sri Petaling commercial mixed development, which added RM59.1 million.

The segment delivered PBT of RM60.3 million, reflecting solid delivery capabilities, improved operating leverage from larger contract values, and effective project cost management.

Performance was further supported by the completion and progression of major hospitality, corporate office, and residential projects, alongside expanding contributions from SAG Group and the Group's regional portfolio.

### Design, Manufacture and Retail of Kitchen and Wardrobe Systems – Corten Brand

The Corten brand recorded stable revenue of RM276.3 million in FY2025, maintaining its position as a key earnings pillar. PBT stood at RM73.7 million, supported by its niche market positioning, selective project approach, and relatively stronger project margins.

The segment continued to benefit from a firm pipeline in Singapore, particularly within the residential and hospitality segments, as well as longstanding relationships with recurring developer clients. Its ability to sustain margins despite a competitive environment underscores the brand's premium positioning and effective cost controls.

### Design, Manufacture and Retail of Kitchen and Wardrobe Systems – Signature Brand

Revenue for the Signature brand moderated slightly to RM210.6 million in FY2025, reflecting more competitive conditions in the domestic market. PBT declined to RM2.6 million (FY2024: RM11.0 million), primarily due to higher marketing expenditure, increased intercompany management fees, higher asset utilisation costs, and impairment losses on trade receivables and contract assets.

Despite these headwinds, the brand continued to build its retail presence through network expansion and premium product launches. Cost optimisation initiatives, including staff-related savings, provided partial mitigation against margin pressures. While profitability was affected during the year, the investments undertaken are intended to improve brand positioning and support longer-term growth.

## MANAGEMENT DISCUSSION & ANALYSIS

### Balance Sheet & Financial Position

FY2025 was a year of meaningful improvement for the Group's capital structure.

	FY2025 (RM'000)	% of FY2025	FY2024 (RM'000)	% of FY2024	YoY
Non-current assets	457,209	34.9%	490,961	41.5%	-6.9%
Current assets	854,484	65.1%	693,446	58.5%	+23.2%
Total assets	1,311,693	100%	1,184,407	100%	+10.7%
Non-current liabilities	132,643	21.3%	175,856	26.8%	-24.6%
Current liabilities	490,781	78.7%	481,131	73.2%	+2.0%
Total liabilities	623,424	100%	656,987	100%	-5.1%
Net assets / Total equity	688,269		527,420		+30.5%
NA per share (sen)	1.07*		0.82		
Current ratio (times)	1.74		1.44		
Gearing ratio (times)	0.21x		0.37x		

As at 31 December 2025, the Group's total assets increased by RM127.3 million or 10.8% to RM1.31 billion, compared to RM1.18 billion in the previous financial year, reflecting business expansion and improved liquidity.

Non-current assets recorded a modest decline during the year, primarily attributable to depreciation of property, plant and equipment and amortisation of right-of-use assets, partially offset by an increase in investment in associates. Certain non-current assets were reclassified as assets held for sale and presented under current assets.

Current assets expanded significantly in FY2025, underpinned by stronger working capital positioning. Fixed deposits with licensed banks increased by RM64.4 million, while contract assets rose by RM60.0 million, reflecting higher progress billings and ongoing project delivery. Inventories also increased by RM12.4 million in line with order book activity.

These increases were partially offset by a RM38.3 million reduction in trade receivables, indicating improved collection efforts, and a RM10.5 million decrease in short-term investments in quoted shares. Overall, cash and cash equivalents grew by RM50.5 million during the year.

Total liabilities decreased by RM33.6 million or 5.1%, from RM657.0 million in FY2024 to RM624.1 million in FY2025. The reduction was mainly driven by repayment of term loans, revolving credits amounting to RM48.8 million and settlement of deferred consideration payable of RM11.9 million, partially offset by higher lease liabilities and bankers' acceptances in line with project financing requirements.

The Group's liquidity position improved during the year, with the current ratio rising from 1.44x to 1.74x, reflecting enhanced short-term solvency and working capital management. On a total borrowings-to-equity basis, gearing remained stable at approximately 0.21x, supported by the enlarged equity base arising from profit retention and issuance of shares to non-controlling interests.

As at 31 December 2025, net assets per share stood at RM1.07 compared to RM0.82 in FY2024. The movement reflects the enlarged share base and changes in ownership structure during the financial year, including the increase in non-controlling interests following corporate restructuring.

Overall, the Group closed FY2025 with an improved balance sheet, better liquidity metrics, and a stronger capital base to support ongoing project delivery and regional growth initiatives.

# MANAGEMENT DISCUSSION & ANALYSIS



## Cash Flow Performance

Item	FY2025 (RM'000)	FY2024 (RM'000)
Net Operating Cash Flow	<b>50,628</b>	108,860
Net Investing Cash Flow	<b>164,584</b>	(26,270)
Net Financing Cash Flow	<b>(162,417)</b>	(88,470)
Effect of exchange translation differences on cash and cash equivalents	<b>(2,303)</b>	(4,209)
Net Increase / (Decrease) in Cash	<b>52,795</b>	(5,880)

### Key Drivers



#### Operating Activities

Remained positive despite increased working capital tied to contract assets. The decline from RM108.9 million to RM50.6 million primarily reflects the RM80.0 million build-up in contract assets — work completed but not yet billed across the Group's expanding project pipeline.

This is typical for a growing fit-out business and is expected to reverse as projects are progressively billed and completed.



#### Investing Activities

Net positive at RM164.6 million, The improvement was mainly driven by cash inflows from the changes in equity interest of subsidiaries of RM133.5 million, disposal of other investments amounting to RM46.2 million, and disposal of assets held for sale of RM25.7 million.

These were partially offset by a net changes in other investments of RM30.3 million, and capital expenditure on property, plant and equipment of RM14.0 million.



#### Financing Activities

Net outflow of RM162.4 million, reflecting loan repayments and dividend distributions offset by a significant capital injection from non-controlling interests that materially improved the balance sheet.

The Group ended FY2025 with a materially stronger cash position, with net cash increasing by RM52.8 million during the year.

## MANAGEMENT DISCUSSION & ANALYSIS

### Capital Structure & Reserves

As at 31 December 2025, the Company's issued and paid-up share capital remained unchanged at RM160.7 million.

Retained earnings increased to RM295.5 million, reflecting profit retention during the financial year after dividend distributions. The Group's total equity grew significantly during FY2025, supported by:

- ▶ Profit generated during the year
- ▶ Issuance of shares to non-controlling interests amounting to RM158.5 million

The enlarged equity base enhances the Group's funding flexibility and provides capacity to support ongoing requirements and growth initiatives, including:

- ▶ Delivery of the RM1.28 billion order book as at 31 December 2025
- ▶ Regional growth initiatives outlined in the Group's roadmap, including potential expansion into Vietnam and the Philippines
- ▶ Working capital demands associated with large-scale project delivery

Overall, the Group maintains a balanced capital structure, with adequate reserves to support sustainable growth while preserving financial prudence.

### Capital Expenditure

Total capital expenditure for FY2025 amounted to approximately RM15.8 million, primarily relating to additions to property, plant and equipment. These investments were directed towards production capacity enhancement, manufacturing improvements, and maintenance and upgrading of facilities to support scalability.

Capital expenditure during the year remained measured, aligned with efficiency and project delivery requirements rather than large-scale expansion. The approach reflects management's focus on optimising existing infrastructure and supporting growth in a capital-efficient manner.

### Dividend

In respect of FY2025, the Board has approved first interim single-tier dividend of 3.0 sen per ordinary share with entitlement date on 28 November 2025 and paid to shareholders on 12 December 2025.

The Board has subsequently approved second interim single-tier dividend of 1.75 sen per ordinary share with entitlement date on 31 March 2026 and paid to shareholders on 15 April 2026. This brings the total dividend declared for FY2025 to 4.75 sen, amounted to approximately RM45.2 million including distributions to non-controlling interests. This translates to a payout ratio of approximately 53.9% of PATAMI.

The dividend reflects the Group's continued earnings capacity and confidence in its cash flow generation, while maintaining a balanced capital allocation approach to support working capital requirements, order book delivery, and ongoing regional expansion initiatives.

# MANAGEMENT DISCUSSION & ANALYSIS

## OPERATIONAL REVIEW

In FY2025, Signature continued advancing its aspiration to be the thought leader in integrated living space solutions, guided by its vision to create exceptional experiences for customers worldwide. The Group's mission — to deliver the "Signature Experience" through innovation, quality, and customer-centricity — remained the foundation of its approach.

FY2025 progress was aligned with four pillars: Financial Performance, Customer Engagement, Operational Excellence, and Organisational Development, supported by stronger ecosystem collaboration and regional positioning.

### Driving Financial Growth

FY2025 marked a year of structural scale-up, with revenue reaching a new record high of RM969.4 million, supported by a RM1.28 billion order book as at 31 December 2025.

A key driver during the year was the continued expansion of the Group's Total Home & Living Solutions ecosystem, which integrates:

- ▶ Manufacturing capabilities (SMART factory operations)
- ▶ Retail showroom network (50 showrooms nationwide)
- ▶ Project supply and installation network
- ▶ Interior fit-out delivery under SAG Group

## MANAGEMENT DISCUSSION & ANALYSIS

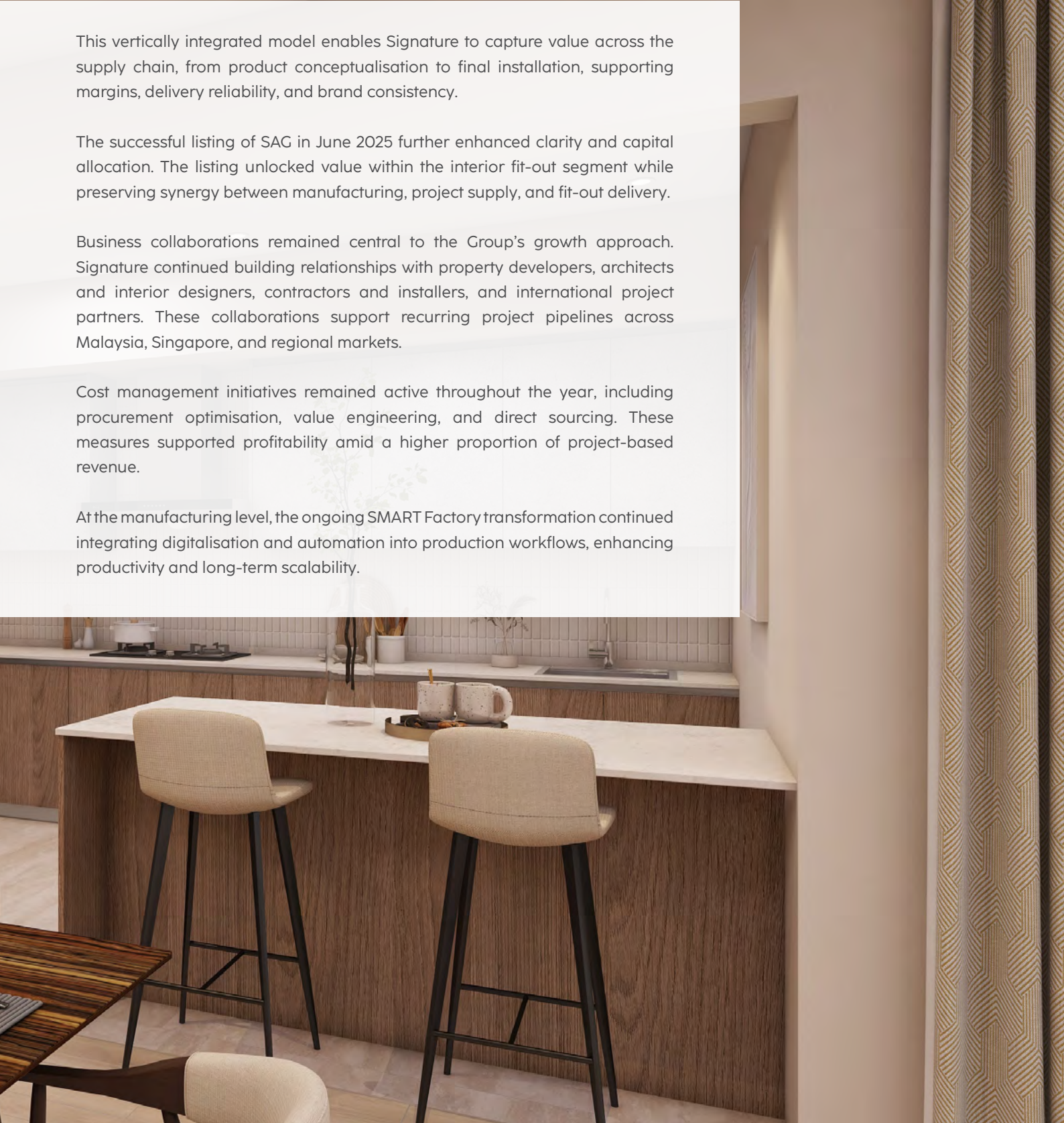
This vertically integrated model enables Signature to capture value across the supply chain, from product conceptualisation to final installation, supporting margins, delivery reliability, and brand consistency.

The successful listing of SAC in June 2025 further enhanced clarity and capital allocation. The listing unlocked value within the interior fit-out segment while preserving synergy between manufacturing, project supply, and fit-out delivery.

Business collaborations remained central to the Group's growth approach. Signature continued building relationships with property developers, architects and interior designers, contractors and installers, and international project partners. These collaborations support recurring project pipelines across Malaysia, Singapore, and regional markets.

Cost management initiatives remained active throughout the year, including procurement optimisation, value engineering, and direct sourcing. These measures supported profitability amid a higher proportion of project-based revenue.

At the manufacturing level, the ongoing SMART Factory transformation continued integrating digitalisation and automation into production workflows, enhancing productivity and long-term scalability.



## MANAGEMENT DISCUSSION & ANALYSIS

### Customer Focus

The Group's mission to deliver a seamless "Signature Experience" is rooted in customer trust, product quality, and service standards.

In FY2025, Signature continued enhancing customer lifecycle engagement through structured Product Lifecycle Management systems, zero-defect installation aspirations, on-time project delivery commitments, and a 30-day service promise.

The Defect Management System continued to enable systematic tracking and rectification across installations, ensuring accountability throughout the project lifecycle.

Digitalisation initiatives supported the Group's omnichannel engagement model. The Signature App, Contractor App, and SFM-Dealer App improved coordination between customers, dealers, installers, and internal teams, enhancing transparency and workflow efficiency.

### Pursuing Operational Excellence

The Group's operations are guided by internationally recognised standards including ISO 9001 (Quality Management), ISO 14001 (Environmental Management), ISO 45001 (Occupational Health & Safety), and Green Label Singapore.

In FY2025, continued deployment of digital systems — including ERP, Manufacturing Execution Systems (MES), SFM 2.0, and Plan Radar — enhanced real-time tracking of production, delivery, and installation workflows.

The adoption of Just-in-Time ("JIT") systems further optimised inventory planning, reducing storage costs and improving resource allocation. These initiatives were particularly important in supporting the delivery of larger and more complex fit-out projects, where workflow coordination and cost control directly influence margin outcomes.

### Nurturing a High-Performing Organisation

The Group recognises that sustained performance depends on a capable and motivated workforce.

In FY2025, structured training programmes remained aligned with business needs, covering product and technical expertise, site delivery competencies, regulatory and compliance requirements, and technology adoption.

The Annual Training Calendar ensures systematic development across departments, while Key Performance Indicator (KPI) based performance frameworks support accountability and alignment with corporate objectives.

Talent acquisition efforts continued to support the scaling of project and fit-out operations, particularly following the structural separation and listing of SAG.

Beyond performance metrics, Signature remains committed to fostering a safe, inclusive, and growth-oriented work culture. The Group continues investing in employee development and workplace safety, ensuring that organisational capabilities evolve in tandem with business expansion.

### Alignment with Vision & Ecosystem

**FY2025 initiatives reflect alignment with Signature's broader vision:**

- ▶ Expanding from a kitchen specialist to a holistic living space solutions provider
- ▶ Tightening upstream-downstream integration
- ▶ Building on partnerships within the property and construction ecosystem
- ▶ Enhancing regional scalability

The integration of manufacturing, retail, project supply, and interior fit-out capabilities creates structural synergy across the Group. This ecosystem approach positions Signature not merely as a product supplier, but as an integrated solutions partner across Southeast Asia.

# MANAGEMENT DISCUSSION & ANALYSIS

## ANTICIPATED OR KNOWN RISKS

The Group recognises that operating within the home and living solutions industry exposes it to several risks. In FY2025, amid project scaling and regional expansion, proactive risk management remained integral to safeguarding revenue growth, profitability, and continuity.

### Key Risks and Mitigation Measures

Type of Risk	Risk Description & Mitigation
▶ <b>Raw Material Availability &amp; Cost Volatility</b>	The Group procures raw materials without long-term fixed supply contracts. Disruptions in supply chains, rising commodity prices, or foreign currency movements could affect production costs and margins. The Group mitigates this through diversified supplier relationships, procurement planning, and periodic price review mechanisms with key clients.
▶ <b>Credit Risk</b>	Exposure arises primarily from trade receivables and contract assets, especially within large project-based engagements. The Group manages this through credit assessment frameworks, progress billing structures, and active receivables monitoring.
▶ <b>Industry Competition Risk</b>	The home furnishing and interior fit-out industry remains highly competitive, with established local and international players. Signature mitigates this through brand differentiation, vertically integrated capabilities, and a diversified customer base spanning retail and project channels.
▶ <b>Project Delivery &amp; Completion Risk</b>	Delay in completion of projects due to labour shortages, supply chain disruptions, regulatory changes, or contractor performance could affect revenue recognition and client relationships. The Group mitigates this through project management frameworks, milestone tracking systems, and contingency planning.
▶ <b>Retail Revenue Volatility Risk</b>	The retail segment does not operate on long-term contracts, resulting in revenue visibility limitations. The Group addresses this through showroom network expansion, product diversification, and digital customer engagement initiatives.
▶ <b>Regulatory &amp; Labour Cost Risk</b>	Changes in minimum wage policies, EPF contributions for foreign workers, and compliance requirements may increase operating costs. The Group monitors regulatory developments closely and invests in automation and productivity improvements to offset cost pressures.

The Group continuously reviews its risk exposure profile and enhances internal controls to maintain resilience across its operations.

# MANAGEMENT DISCUSSION & ANALYSIS

## PROSPECTS AND OUTLOOK

### Navigating Macro Uncertainty with Structural Strength

Global economic growth in 2026 is expected to remain moderate amid lingering geopolitical tensions, cautious monetary policies, and evolving supply chain dynamics. While easing inflationary pressures in certain economies may support demand recovery, structural uncertainties continue to weigh on investment decisions globally.

Malaysia's economy is projected to expand steadily, supported by domestic consumption, infrastructure spending, and regional trade flows.

Government-led initiatives in digital transformation, industrial upgrading, and housing development are expected to provide underlying support to the construction and property sectors, which directly underpin demand for kitchen systems, wardrobes, and interior fit-out services.

However, cost pressures arising from wage adjustments, regulatory changes, and potential material price volatility may continue to influence margin dynamics across the industry.



### Group Positioning for FY2026

Against this backdrop, Signature enters FY2026 with improved structural foundations:

**RM1.28 billion**  
order book providing  
earnings visibility

**Enlarged**  
equity base following  
SAG listing

**Expanded**  
interior fit-out delivery  
capacity

**Integrated**  
manufacturing and  
retail ecosystem

**Improved liquidity**  
and working capital position

# MANAGEMENT DISCUSSION & ANALYSIS

The Group will continue focusing on:

### Order Book Delivery & Margin Rigour

Priority will be placed on timely delivery of backlog projects while maintaining cost controls and workflow efficiency to protect profitability.

### Regional Expansion

The Group will continue building its presence in Southeast Asia through partnerships, dealer recruitment, and potential acquisitions aligned with its home and living solutions ecosystem.

### Total Home & Living Ecosystem Expansion

Integration of crownlivin' and related offerings enhances cross-selling opportunities across retail and project channels. By broadening product categories, the Group aims to increase customer wallet share and lifetime value.

### Digital & Automation Enhancement

Continued digitalisation of factory operations and project management systems will support productivity gains and help offset rising labour costs.

### Collaborations

The Group will continue collaborating with developers, architects, designers, and estate agents, particularly in vacant possession projects and large-scale residential developments, supporting recurring revenue pipelines.



# MANAGEMENT DISCUSSION & ANALYSIS



## Outlook

With an improved capital structure, diversified revenue mix, and solid order book visibility, the Group is cautiously optimistic about its performance in the coming financial year.

While macroeconomic uncertainties and cost pressures remain key considerations, Signature's vertically integrated business model — spanning manufacturing, retail, project supply, and interior fit-out — provides structural advantages.

The Board believes that careful delivery, ecosystem expansion, and continued improvements will position the Group to deliver sustainable growth and long-term shareholder value, as it advances towards becoming one of Southeast Asia's leading integrated kitchen and home living solution providers.

# CORPORATE AND MARKETING EVENTS



## Showroom Openings

Throughout 2025, Signature continued its strategic nationwide expansion with the opening of over ten **new showrooms** across high-growth markets in Malaysia, strengthening our presence in both urban and regional locations including the Klang Valley, Johor, Ipoh, and East Malaysia. From high-traffic retail destinations such as Pavilion Bukit Jalil to established residential hubs like Cheras Traders Square, each new location enhances our accessibility within thriving communities.

Each showroom is thoughtfully curated to deliver immersive design experiences, enabling homeowners to explore our comprehensive range of built-in cabinetry, furniture, home furnishings, and renovation solutions under one roof. This expansion reflects our continued commitment to making premium home transformation more accessible, convenient, and inspiring nationwide.

## Exhibitions & Roadshow

Signature reinforced its market presence through active participation in major industry exhibitions and strategic roadshows nationwide. Our presence at HOMEDEC KLCC, HOMES Sunway Pyramid, HomeFair Johor, HOMEX Ipoh, and the Plaza Arkadia & MyTown Roadshow provided valuable platforms to engage directly with homeowners and property investors.

These exhibitions strengthened brand visibility, generated high-quality leads, and enabled meaningful face-to-face consultations. Through curated showcases of our built-in cabinetry, furniture, and total home solutions, Signature continues to position itself as a trusted and comprehensive home transformation partner.



## HomeFest

**HomeFest 2025** represented one of Signature's most comprehensive nationwide campaigns, integrating showroom promotions, warehouse sales, brand days, canopy events, and strategic exhibition participations into a unified platform. The campaign was officially recognised by the Malaysia Book of Records for the Biggest Home & Living Showcase Campaign, marking a significant milestone for the brand.

Beyond driving sales momentum, HomeFest strengthened brand visibility, increased showroom traffic, and reinforced Signature's position as a leading Total Home & Living Solutions provider. The campaign reflects our capability to execute large-scale, coordinated marketing initiatives that connect directly with homeowners across diverse markets.

## CORPORATE AND MARKETING EVENTS

### 31<sup>st</sup> Anniversary Celebration

Celebrating 31 years of industry leadership, Signature commemorated this milestone with a coordinated nationwide campaign encompassing product launches, showroom activations, major exhibitions, and exclusive sales events, uniting innovation, customer engagement, and brand appreciation under one integrated platform.

More than a celebratory initiative, the 31st Anniversary Celebration reflected Signature's continued evolution, market leadership, and unwavering commitment to delivering quality craftsmanship and comprehensive home solutions to Malaysian homeowners.



### Design Concept & Product Experience Innovation

As part of our continued design evolution, Signature introduced two distinctive design concepts that reflect our continued evolution in home living innovation. **Soft Minima** which received recognition at the Atap Product Design Awards (APDA) redefines minimalism through nature-inspired elements, warm neutrals, and organic textures, creating serene and flexible living environments. Complementing this, **Anggun Heritage**, a proudly homegrown collection, celebrates Malaysian cultural influences through refined craftsmanship and modern sophistication.

Complementing these launches, Signature enhanced its Product Experience Zone (PEZ) to create a more immersive environment that goes beyond a traditional showroom, enabling homeowners to see, touch, and experience living solutions in real scale.

### Strategic Financial Partnership

Signature strengthened its **collaboration with RHB** to introduce flexible renovation loan solutions that support homeowners in planning and executing their home transformation journeys. The partnership enhances purchasing accessibility through structured repayment options tailored to evolving lifestyle needs.

During the campaign period, exclusive privileges were extended to RHB customers, further adding value and encouraging seamless integration between financing and renovation planning. This collaboration reflects Signature's commitment to delivering holistic home solutions that combine design expertise with financial practicality.



## CORPORATE AND MARKETING EVENTS



### Lifestyle Brand Activation

Expanding our presence within the lifestyle and creative space, Signature participated in **KL Fashion Week**, positioning the brand within a dynamic and design-forward environment. The activation enhanced brand visibility among trend-conscious audiences and strengthened engagement beyond traditional retail platforms.

Through curated brand showcases and audience interaction initiatives, Signature reinforced its positioning as a contemporary home and living brand aligned with modern lifestyle aspirations.

### Industry Engagement & Network Development

To strengthen collaboration within the industry, Signature engaged professionals through structured dealer recruitment programmes and curated platforms such as the **Atap Design Voyage**, alongside participation in **Franchise International Malaysia (FIM)** organised by the Malaysian Franchise Association (MFA). These initiatives foster meaningful collaboration with aspiring business partners and interior designers while expanding referral networks and strategic alliances.

Through continuous industry engagement, we reinforce our position as a trusted partner within Malaysia's home and living ecosystem and support sustainable network growth nationwide.



### Trade-in & Upgrade Initiative

Enhancing customers' home upgrade opportunities, Signature continued to drive customer engagement through its Trade-In programme, designed to facilitate seamless home transformations with greater convenience and efficiency. The programme encourages homeowners to upgrade their existing spaces while simplifying the home upgrade process through an integrated and customer-focused approach.

By combining operational coordination with added value incentives, the initiative strengthens purchasing confidence, supports sustainable upgrade practices, and reinforces Signature's commitment to delivering practical, end-to-end home solutions nationwide.

# AWARD & RECOGNITION 2025

## Singapore Green Label

Demonstrating our commitment to sustainable manufacturing, Signature was **awarded the Singapore Green Label certification** for its EO Grade Melamine Faced Chipboard under the Environmentally Preferred Panel Boards category. This certification, granted by the Singapore Environment Council (SEC), affirms our commitment to environmentally responsible manufacturing and low-emission material standards.

The recognition reinforces Signature's dedication to sustainable product development, ensuring healthier indoor environments while upholding stringent regional environmental benchmarks.



## ATAP Product Design Awards (APDA)

Recognising our commitment to excellence in product design and forward-looking innovation, **Signature's Soft Minima concept received recognition** at the **Atap Product Design Awards (APDA)**. The award highlights Soft Minima's distinctive approach to minimalism, blending natural elements, warm textures, and functional elegance to create serene and contemporary living environments.

This recognition reflects Signature's continued leadership in design excellence and reinforces our dedication to developing concepts that resonate with evolving lifestyle aspirations.



## Putra Aria Brand Awards

Reflecting strong consumer trust and brand preference, Signature was recognised with the **Bronze award at the Putra Aria Brand Awards** in the **Home Improvement Products & Stores category**. As an award determined through public voting, this recognition underscores the confidence that homeowners place in the Signature brand.

The accolade reinforces our sustained brand equity, market leadership, and continued commitment to delivering quality, reliability, and innovation across our Total Home & Living Solutions.



## AWARD & RECOGNITION 2025

### 4-Star ESG Rating under FTSE4Good Bursa Malaysia

Signature International Berhad **attained a 4-Star ESG Rating under FTSE4Good Bursa Malaysia**, reflecting our strong performance in Environmental, Social, and Governance practices and our role as a responsible and sustainable business leader.



FTSE4Good

### The Malaysia Book of Records

Signature HomeFest 2025 was officially recognised by the **Malaysia Book of Records** as the **Biggest Home and Living Showcase Campaign in Malaysia**, establishing a new national benchmark in scale, impact, and customer engagement



### HR Asia's Best Companies To Work For in Asia 2025

Signature International Berhad has been officially recognised as one of **HR Asia's Best Companies to Work For In Asia 2025**



# PROJECT BUSINESS

## Time Square 2



<b>Stage</b>	On-going
<b>Developer</b>	Berjaya Property Berhad
<b>Scope</b>	Kitchen Cabinet, Vanity Cabinet
<b>No. of Units</b>	629 units

## The Hype



<b>Stage</b>	On-going
<b>Developer</b>	Sime Darby
<b>Scope</b>	Kitchen Cabinet, Wardrobe, Loose Furniture, ID Fit Out
<b>No. of Units</b>	721 units

## Skyline One Sentosa



<b>Stage</b>	To start in 2028
<b>Developer</b>	TSLAW Land
<b>Scope</b>	Kitchen Cabinet
<b>No. of Units</b>	1623 units

## Skylon



<b>Stage</b>	On-going
<b>Developer</b>	GBD Land
<b>Scope</b>	Kitchen Cabinet, Wardrobe, ID Fit Out
<b>No. of Units</b>	629 units

## Senze @PICC - Penang



<b>Stage</b>	On-going
<b>Developer</b>	Hunza Properties
<b>Scope</b>	Fully Furnish
<b>No. of Units</b>	127 units

# PROJECT BUSINESS

## Astoria @KK



<b>Stage</b>	To start in 2028
<b>Developer</b>	KTI Landmark
<b>Scope</b>	Kitchen, Wardrobe, Shoe Cabinet, TV Cabinet
<b>No. of Units</b>	223 units

## 111 Menerung



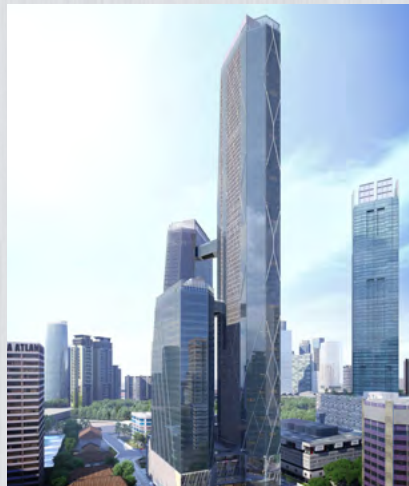
<b>Stage</b>	To start in 2028
<b>Developer</b>	KTI Landmark
<b>Scope</b>	Kitchen, Wardrobe, Shoe Cabinet, Vanity Cabinet
<b>No. of Units</b>	111 units

## KL Wellness



<b>Stage</b>	On Going
<b>Developer</b>	KL Wellness City Sdn Bhd
<b>Scope</b>	Fully Furnish & ID Fit Out
<b>No. of Units</b>	469 units

## Oxley



<b>Stage</b>	On Going
<b>Developer</b>	Oxley Rising Sdn Bhd
<b>Scope</b>	Fully Furnish & ID Fit Out
<b>No. of Units</b>	359 units

## EST 8



<b>Stage</b>	On Going
<b>Developer</b>	Eupe
<b>Scope</b>	Kitchen, Wardrobe & ID Fit Out
<b>No. of Units</b>	821 units

# SUSTAINABILITY STATEMENT



## ABOUT THIS REPORT

This Sustainability Statement 2025 (“SS2025” or “Statement”) of Signature International Berhad (“Signature” or “the Company”) and its subsidiaries (“the Group”) reflects its continued commitment to embedding sustainability across its business and creating long-term value for stakeholders. This Statement highlights how we integrate economic, environmental, social and governance (“EESG”) considerations into our strategy and operations, while diligently pursuing our sustainability goals.

The Board of Directors of Signature (“the Board”) presents this SS2025 for the financial year ended 31 December 2025 (“FY2025”), covering the Group’s performance, progress and strategies in managing material sustainability risks and opportunities across its EESG pillars, in accordance with applicable reporting frameworks and standards.

## REPORTING SCOPE AND BOUNDARY

Prepared on an annual basis, this Statement covers the sustainability strategies, practices, and performance of the Group for the period from 1 January 2025 to 31 December 2025. All performance figures and data are consolidated from the subsidiaries listed under the Group’s corporate structure, unless otherwise specified.

## BASIS, GUIDELINE AND REFERENCE

This Statement was prepared based on all available internal information in accordance with Paragraph 29, Part A of Appendix 9C and Practice Note 9 of Bursa Malaysia Securities Berhad’s (“Bursa Securities”) Main Market Listing Requirements (“MMLR”) relating to the sustainability statement and its Sustainability Reporting Guide 3<sup>rd</sup> Edition, and other international sustainability frameworks or standards as follows:

# SUSTAINABILITY STATEMENT

## INTERNATIONAL FRAMEWORKS



Sustainability Accounting  
Standards Board (“SASB”)  
Sector-Specific Disclosures



International Financial  
Reporting Standard



GRI Sustainability  
Reporting Standards



United Nations  
Sustainable Development  
Goals (“UNSDGs”)

## MALAYSIA-SPECIFIC FRAMEWORKS AND REGULATIONS

- Bursa Malaysia Sustainability Reporting Guide (3<sup>rd</sup> Edition)
- FTSE4Good Bursa Malaysia (“F4GBM”) Index

## CLIMATE AND ENVIRONMENTAL STANDARDS

- Task Force on Climate-Related Financial Disclosures (“TCFD”)

## MEMBER OF ASSOCIATIONS

The Group is a member of the following associations/professional bodies:

- Malaysian Wood Industries Association (MWIA)
- Malaysian Timber Industries Board (MTIB)
- Malaysian Interior Industry Partners Association (MIIP)
- Malaysian Institute of Interior Designers (MIID)
- Master Builders Association Malaysia (MBAM)

## EXCLUSIONS, LIMITATIONS AND DISCLAIMERS

Signature adopts a ‘local-where-we-operate’ approach; unless otherwise stated, the SS2025 excludes all outsourced activities and operations. Nevertheless, the Group acknowledges the possibility of significant sustainability impacts arising from its value chain and will continue engaging with its business partners to promote sustainable practices.

This Statement contains forward-looking statements regarding the future performance of the Group. These statements and forecasts are based on current circumstances and assumptions, and actual outcomes may differ materially due to changes in internal and external factors.

## DATA QUALITY

The Statement’s content and quality are guided by GRI principles as well as emerging trends and opportunities within the Group’s operating environment. Performance data reported in SS2025 was internally sourced, verified, and validated by the respective business divisions and information owners. Where possible, disclosures are presented over a three-year timeframe on a rolling basis to identify performance trends. Signature remains committed to continually improving its data collection and analysis processes to enhance data accuracy and quality, as well as to strengthen its disclosures.

As the highest decision-making body at Signature, the Board acknowledges its responsibility for the information presented in this report and granted its approval on 8 April 2026.

# SUSTAINABILITY STATEMENT

## REPORT AVAILABILITY AND FEEDBACK

A digital version of SS2025 and previous statements can be accessed at <https://signatureinternational.com.my/annual-reports/> as well as on the Bursa Securities website. We welcome feedback from all stakeholders; comments or enquiries may be directed to [sustainability@signaturegroup.com.my](mailto:sustainability@signaturegroup.com.my).

## SUSTAINABILITY FRAMEWORK AT A GLANCE

Guided by the Group's vision, mission and core values, we have developed a sustainability framework encompassing our sustainability objectives, sustainability agenda, and the key stakeholder groups identified as relevant to us, as follows:

### VISION

To be the thought leader in living space solutions, inspiring and delighting our customers all over the world

### MISSION

We strive towards operational excellence in delivering the 'Signature Experience' to all our customers





### CORE VALUES

 Teamwork  Customer Passion  Excellence

### SUSTAINABILITY OBJECTIVES

- Deliver sustainable growth
- Foster innovation and integrate technological breakthroughs
- Ensuring a safe workplace for our employees
- Continuously providing learning and development opportunities for our people to develop their skills and competencies
- Minimise environmental impact
- Enhancing responsibilities to society and the community

### SUSTAINABILITY AGENDA

 Economic  Environmental  
 Social  Governance

### STAKEHOLDERS

 Shareholders  Customers  
 Employees  Local Communities  
 Suppliers/Contractors  Government / Authorities  
 Media / Analyst  Bankers / Financiers

# SUSTAINABILITY STATEMENT



A comprehensive analysis of the Group's results and strategic direction is available on our website.



## MESSAGE FROM THE MANAGEMENT

### DEAR STAKEHOLDERS,

At Signature International Berhad, we remain committed to integrating EESG principles across our operations as we build on the momentum achieved and advance towards our long-term target of net zero carbon by 2050. Guided by our material sustainability priorities and informed by evolving climate-related risks and opportunities, we continue to strengthen our approach to managing and disclosing sustainable performance.

In FY2025, the Board approved the Group's emissions baseline year, establishing a reference point for tracking decarbonisation progress against defined targets and KPIs. We continued expanding our solar photovoltaic installations to support the transition to renewable energy, alongside energy efficiency initiatives to reduce operational emissions.

Our people remain central to delivering sustainable outcomes. We are committed to fostering a diverse and inclusive workplace, supported by ongoing investment in

talent development to build capability and accountability. Health and safety remain a priority across all operations, with zero injuries and fatalities recorded in FY2025.

We recognise that sustainability extends beyond our organisation. The transition towards a low-carbon economy presents material risks and opportunities that influence industry practices and customer decisions. We engage with our stakeholders, including customers, suppliers, contractors and communities, to promote alignment and shared responsibility, and are committed to ensuring the benefits of this transition are equitably accessible.

We will continue to strengthen governance, enhance disclosure transparency, and monitor performance against established targets as we embed sustainability into our core business practices.

Thank you for your continued trust and support.

Sincerely,

**The Management of Signature International Berhad**

# SUSTAINABILITY STATEMENT

## STAKEHOLDER ENGAGEMENT

In our sustainability management efforts, we prioritise continuous engagement with our stakeholders to better understand their concerns and expectations, enabling us to develop our sustainability strategies and priorities effectively. In FY2025, we identified seven key stakeholder groups and engaged with them through a variety of approaches, as detailed below:

Risk Area	Areas of Concern	Engagement Approaches	Material Topics
▶ <b>Stakeholder</b>	<ul style="list-style-type: none"> <li>• Business strategy and performance</li> <li>• Sustainable financial returns</li> <li>• Corporate governance and regulatory compliance</li> <li>• Share price performance</li> </ul>	<ul style="list-style-type: none"> <li>• Business strategy and performance</li> <li>• Sustainable financial returns</li> <li>• Corporate governance and regulatory compliance</li> <li>• Share price performance</li> </ul>	<ul style="list-style-type: none"> <li>• Economic value generated</li> <li>• Corporate governance and ethical business</li> </ul>
▶ <b>Customer</b>	<ul style="list-style-type: none"> <li>• Product quality and workmanship</li> <li>• Product design and innovation</li> <li>• Product safety and defects rectification</li> <li>• Customer service and experience</li> <li>• Timely project</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys</li> <li>• Company website and social media platforms</li> <li>• Roadshows and exhibitions</li> <li>• After-sales service and product warranty</li> </ul>	<ul style="list-style-type: none"> <li>• Quality assurance</li> <li>• Customer satisfaction</li> <li>• Responsible marketing and labelling</li> </ul>
▶ <b>Suppliers/ Contractors</b>	<ul style="list-style-type: none"> <li>• Fair and transparent procurement practices</li> <li>• Payment terms and conditions</li> <li>• Long-term business relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier audit and evaluation</li> <li>• Supply contract negotiation</li> <li>• Email and physical communications</li> <li>• Periodic review of new products</li> </ul>	<ul style="list-style-type: none"> <li>• Supply chain management</li> <li>• Resource and material consumption</li> </ul>
▶ <b>Employees</b>	<ul style="list-style-type: none"> <li>• Career development and advancement</li> <li>• Competitive remuneration and benefits</li> <li>• Occupational health and safety</li> <li>• Employee welfare and work-life balance</li> <li>• Corporate culture</li> <li>• Training and development</li> <li>• Performance management</li> <li>• Employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly employee onboarding programmes</li> <li>• Annual training needs analysis</li> <li>• Annual performance appraisal</li> <li>• Career progression plan</li> <li>• Townhall sessions</li> <li>• Employee satisfaction survey</li> <li>• Company memos and Intranet</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational safety and health</li> <li>• Human rights and labour practices</li> <li>• Talent management and development</li> <li>• Diversity, equality and inclusivity</li> </ul>

# SUSTAINABILITY STATEMENT

Risk Area	Areas of Concern	Engagement Approaches	Material Topics
▶ <b>Local Communities</b>	<ul style="list-style-type: none"> <li>• Community care and support</li> <li>• Domestic job opportunities</li> <li>• Environmental impact from business operations</li> <li>• Local economic support</li> </ul>	<ul style="list-style-type: none"> <li>• Community outreach activities</li> <li>• Company website and social media platforms</li> <li>• Environmental audit and inspection</li> </ul>	<ul style="list-style-type: none"> <li>• Community development</li> <li>• Water management</li> <li>• energy and emissions management</li> <li>• Waste management and effluents</li> </ul>
▶ <b>Government/ Authorities</b>	<ul style="list-style-type: none"> <li>• Regulatory compliance</li> <li>• Corporate governance</li> <li>• Labour practices</li> <li>• Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Inspections by local authorities</li> <li>• Compliance audits</li> <li>• Meetings and visits</li> <li>• Bursa announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory compliance</li> <li>• Data privacy and security</li> <li>• Anti-corruption</li> </ul>
▶ <b>Media/Analyst</b>	<ul style="list-style-type: none"> <li>• Share price performance</li> <li>• Financial and operational performance</li> <li>• Business development and expansion</li> <li>• Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly financial reports</li> <li>• Annual reports</li> <li>• Bursa announcements</li> <li>• Press releases and interviews</li> <li>• Company website and social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation and technology</li> <li>• Corporate governance and ethical business</li> </ul>
▶ <b>Bankers/ Financiers</b>	<ul style="list-style-type: none"> <li>• Business strategy and performance</li> <li>• Sustainable financial returns</li> <li>• Share price performance</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly financial reports</li> <li>• Annual reports</li> <li>• Bursa announcements</li> <li>• Press releases</li> <li>• Company website and social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Economic value generated</li> <li>• Climate change</li> <li>• Energy and emissions management</li> <li>• Corporate governance and ethical business</li> </ul>

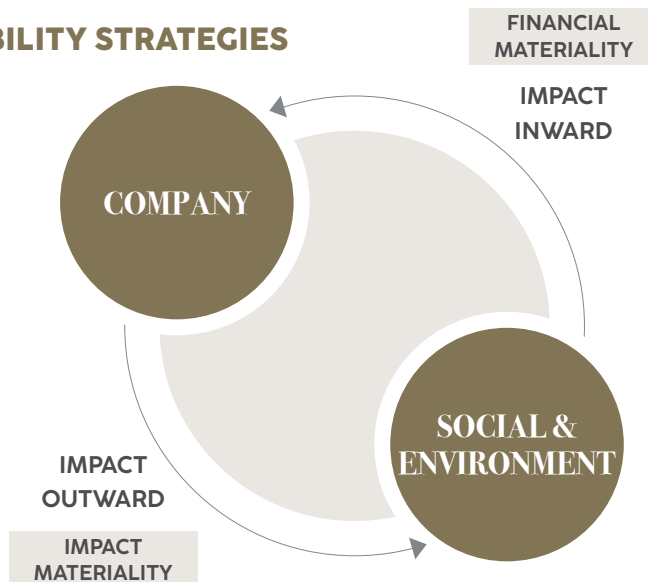
# SUSTAINABILITY STATEMENT

## MATERIALITY ASSESSMENT AND SUSTAINABILITY STRATEGIES

### MATERIALITY ASSESSMENT PROCESS

The Board recognises materiality assessment as a critical process for identifying, evaluating, and prioritising key sustainability risks and opportunities that are most relevant to the Group and its stakeholders.

In FY2024, Signature undertook its inaugural double materiality assessment, representing a significant shift from the traditional focus on impact materiality to a dual perspective that also considers financial materiality. This approach evaluates both how the Group impacts the environment and society, and how ESG topics influence enterprise value creation.



The process for this double materiality assessment involved five key stages:

	<p><b>STEP 1:</b> <b>Identification of Topics</b></p>	<p>Relevant sustainability matters were identified based on stakeholder concerns, established frameworks, historical topics, risks and opportunities within the Group’s operating context, and industry benchmarking against peers.</p>
	<p><b>STEP 2:</b> <b>Assessment</b></p>	<p>Development and launch of an online survey to assess and prioritise the 20 shortlisted topics across 4 sustainability pillars, with feedback solicited from internal and external stakeholders. A total of 131 responses were received.</p>
	<p><b>STEP 3:</b> <b>Prioritisation</b></p>	<p>Stakeholder prioritisation assigned weightage to stakeholder groups, enabling the ranking of material matters based on their degree of impact on the Group and stakeholders.</p>
	<p><b>STEP 4:</b> <b>Deliberation</b></p>	<p>The SWG and SSC deliberated on the assessment outcomes and adjusted them to align with Signature’s strategic priorities.</p>
	<p><b>STEP 5:</b> <b>Approval</b></p>	<p>The final materiality matrix and key findings from the assessment were presented to the Board for review and formal approval. The Board approved and endorsed the outcomes on 16 April 2025.</p>

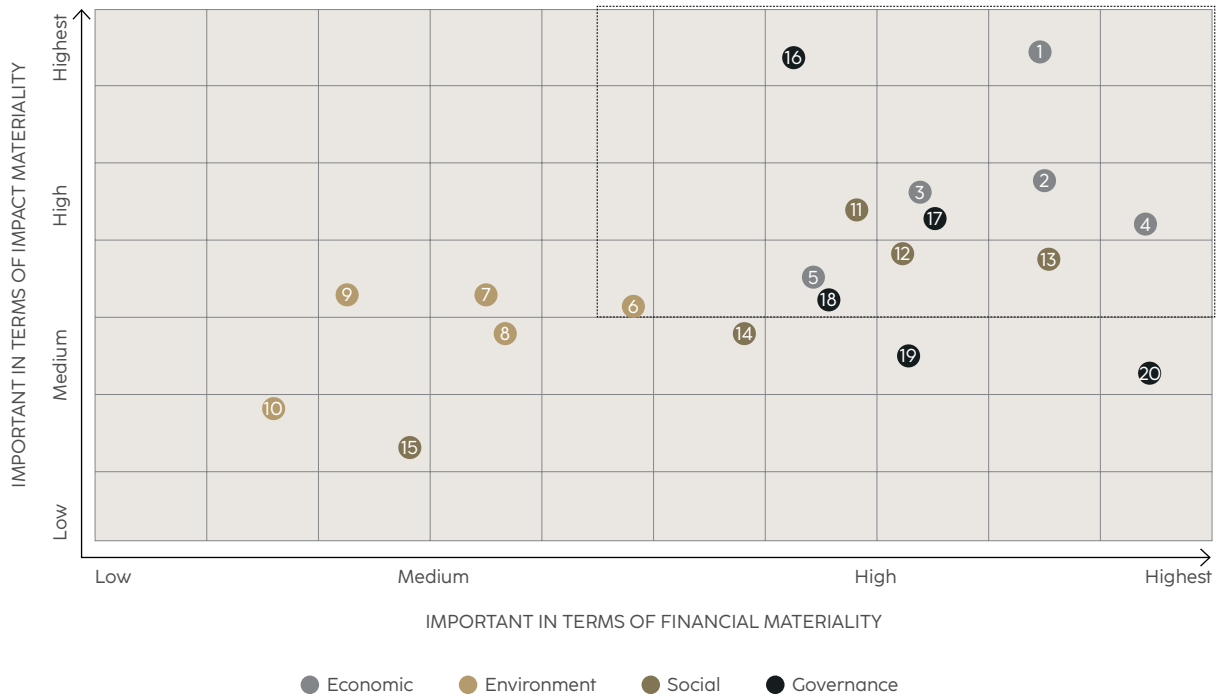
# SUSTAINABILITY STATEMENT

This structured process ensures that the Group’s materiality assessment remains an evidence-based foundation for aligning sustainability strategies with stakeholder expectations, and for identifying and responding to risks and opportunities material to the Group’s long-term value creation.

Following a review in FY2025, the Group determined that a new materiality assessment was not required, as the material topics identified in FY2024 remain relevant to the Group’s current operating context and stakeholder priorities. The FY2024 materiality outcomes, therefore, continue to guide the Group’s sustainability strategies and disclosures for FY2025.

## MATERIALITY MATRIX

The Materiality Matrix visually represents the relative importance of each identified matter, serving as a strategic tool to assess the significance of sustainability issues



- 1 Economic Value Generated
- 2 Quality Assurance
- 3 Innovation and Technology
- 4 Customer Satisfaction
- 5 Responsible Marketing and Labelling
- 6 Resource and Material Consumption
- 7 Energy and Emissions Management
- 8 Waste Management and Effluents
- 9 Climate Change
- 10 Water Management
- 11 Occupational Safety and Health
- 12 Human Rights and Labour Practices
- 13 Talent Management and Development
- 14 Diversity, Equality and Inclusivity
- 15 Community Development
- 16 Corporate Governance and Ethical Business
- 17 Supply Chain Management
- 18 Regulatory Compliance
- 19 Data Privacy and Security
- 20 Anti-Bribery and Anti-Corruption







# SUSTAINABILITY STATEMENT

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (“UNSDGs”)

### ► ECONOMIC

UNSDGs	Material Matters	Our Strategies
   	<ul style="list-style-type: none"> <li>• Economic Value Generated</li> <li>• Quality Assurance</li> <li>• Innovation and Technology</li> <li>• Customer Satisfaction</li> <li>• Responsible Marketing and Labelling</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake business expansion via acquisitions or strategic partnerships with both local and overseas affiliates</li> <li>• Develop robust financial strategies to enhance shareholder returns while fostering inclusive and sustainable economic growth</li> <li>• Implement rigorous quality control measures to maintain high standards in products and services</li> <li>• Leverage technological advancement for operational efficiency</li> <li>• Conduct regular customer surveys to understand expectations and adapt offerings accordingly</li> <li>• Provide comprehensive services, including design plans, samples, and display sets, coupled with a product knowledge zone set up in our flagship store to help consumers make informed decisions</li> </ul>

### ► ENVIRONMENT

UNSDGs	Material Matters	Our Strategies
     	<ul style="list-style-type: none"> <li>• Resource and Material Consumption</li> <li>• Energy and Emissions Management</li> <li>• Waste Management and Effluents</li> <li>• Climate Change</li> <li>• Water Management</li> </ul>	<ul style="list-style-type: none"> <li>• Optimise resource utilisation by adopting circular economy principles</li> <li>• Enhance energy efficiency across operations</li> <li>• Establish emission reduction targets via progressive transition to renewable energy sources</li> <li>• Manage air emissions and waste disposal in accordance with environmental regulations</li> <li>• Conduct climate risk assessments and integrate mitigation strategies into operations</li> <li>• Monitor water usage and adopt water conservation measures</li> </ul>

# SUSTAINABILITY STATEMENT

## ► SOCIAL

UNSDGs	Material Matters	Our Strategies
    	<ul style="list-style-type: none"> <li>Occupational Safety and Health</li> <li>Human Rights and Labour Practices</li> <li>Talent Management and Development</li> <li>Diversity, Equality and Inclusivity</li> <li>Community Development</li> </ul>	<ul style="list-style-type: none"> <li>Conduct regular safety training to achieve zero-injury at workplace</li> <li>Uphold ethical labour practices and human rights across operations and supply chains</li> <li>Invest in employee training and leadership development</li> <li>Promote workforce equality and diversity for sustainable talent management</li> <li>Support community well-being through Corporate Social Responsibility (CSR) initiatives</li> </ul>

## ► GOVERNANCE

UNSDGs	Material Matters	Our Strategies
 	<ul style="list-style-type: none"> <li>Corporate Governance and Ethical Business</li> <li>Supply Chain Management</li> <li>Regulatory Compliance</li> <li>Data Privacy and Security</li> <li>Anti-Bribery and Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Uphold good corporate governance, ethical business practices and adhere to all applicable laws and regulations</li> <li>Conduct rigorous supplier assessments and adopt sustainable procurement practices</li> <li>Ensure robust cybersecurity measures to protect stakeholder data</li> <li>Maintain a corruption and bribery-free business environment</li> </ul>

## SUSTAINABILITY STATEMENT

### KPIS AND TARGETS

Building on the foundation established in FY2024, the Group continues to advance its sustainability journey by applying defined Key Performance Indicators (“KPIs”) and targets aligned with its material EESG priorities. These metrics provide a transparent framework for tracking progress and maintaining a clear direction towards the Group’s long-term sustainability objectives.

In FY2025, the Group deepened its commitment to embedding measurable KPIs across its operations, supporting evidence-based decision-making, optimising resource allocation, and sustaining its focus on delivering meaningful outcomes. This continued approach reinforces a culture of accountability at every level of the organisation, ensuring that actions remain aligned with the Group’s overarching sustainability commitments.

Notably, the Group achieved 48.4% of its defined KPI targets in FY2025, with a further 38.7% in progress, while 12.9% were categorised as not started or delayed, demonstrating steady progress in executing its sustainability commitments.

ECONOMIC		
KPIs	Targets	Progress
Annual supplier assessments	Evaluate top 10% supplier based on procurement spending per ISO procedure annually, starting in FY2025	▶
Implementation of procurement policies based on ISO procedures	Maintain 100% implementation of established procurement policies based on ISO procedures for certified subsidiaries annually	●
Number of incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of products and services	Zero incidents of non-compliance annually	▶
Number of product units recalled for health and safety reasons	Zero units recalled for health and safety reasons annually	●
Timely resolution of customer complaints and defects for project businesses	Resolve 100% of customer complaints and defects within two weeks for project business from receipt of notification	▶
Integration of digitalisation in work processes	100% adoption of AI Design Inspiration Library, Microsoft 365 CoPilot, and MES across all relevant departments by FY2025	▶

**Our Progress:** ● Achieved ▶ In progress ■ Not started / Delayed

## SUSTAINABILITY STATEMENT

ENVIRONMENTAL		
KPIs	Targets	Progress
Adoption of climate-related disclosures	Identification of climate-related physical and transition risks by FY2024	●
Reduction in operational emissions	Establish emission baselines for Scopes 1 and 2 by FY2024	▶
	Reduce 10% of Scope 2 emissions by FY2025, using baseline in FY2024	▶
Reduction in energy consumption	Reduce 10% of energy consumption by FY2025 via adoption of solar panels, using baseline consumption of FY2024	▶
Reduction in water consumption	Establish water consumption baseline by FY2025	●
Reduction in waste generation	Reclaim at least 30% of solvent waste by FY2025	●
Use of environmental-friendly material	Acquire Green Label certificate for E1 board by FY2025 and E0 board by FY2026	▶
Reduction in resource and material use	Establish material wastage (saw dust & off cut) baseline by FY2025	■
Resource efficiency	Achieve at least 70% of Overall Equipment Effectiveness by FY2025	■
SOCIAL		
KPIs	Targets	Progress
Percentage of employees receiving performance appraisals	Achieve 100% of employees to receive performance appraisals annually, starting in FY2025	●
Average number of training hours per employee	Achieve and maintain a minimum of 8 average training hours per employee per annum, starting in FY2025	▶
Number of employee engagement activities	Conduct a minimum of 3 employee engagements annually, starting in FY2025.	●
Employee satisfaction scores	Initiate and conduct employee satisfaction surveys at least once a year, starting in FY2025	●

**Our Progress:** ● Achieved ▶ In progress ■ Not started / Delayed

## SUSTAINABILITY STATEMENT

SOCIAL		
KPIs	Targets	Progress
Number of human right violation cases	Zero incidents of human rights violations annually	●
Number of incidents of discrimination in the workplace	Zero substantiated incidents of workplace discrimination annually.	●
	Investigate any reports of workplace discrimination.	
Women representation in total workforce and leadership roles	Achieve 35% of female representation in the total workforce annually, starting in FY2025.	▶
	Increase 10% of female representation in leadership roles by FY2026, using baseline data in FY2024.	▶
Number of work-related fatalities	Zero work-related fatalities annually	●
Number of cases of non-adherence to OSH regulations and standards	Zero cases of non-compliance of OSH regulations and standards	▶
Lost Time Incident Rate ("LTIR")	Zero LTIR per annum	●
Number of safety training hours	Achieve a minimum of 8 training hours per employee in the manufacturing division on OSH per annum, starting in FY2025	■
GOVERNANCE		
KPIs	Targets	Progress
Number of whistleblowing cases investigated	100% of reported whistleblowing cases are to be investigated, in accordance with the established SOP in Whistleblowing Policy and Guidelines	●
Percentage of Suppliers/ Vendors to sign off on Declaration Form on Anti-Bribery and Anti-Corruption ("ABAC") Policy and Guidelines and Declaration of Conflict of Interest	Ensure Top 50 suppliers/vendors sign off on the Declaration Form on ABAC Policy and Guidelines and Declaration of Conflict of Interest in accordance with the established SOP annually starting in FY2025	■
Number of confirmed cases of corruption	Maintain zero confirmed incidents of bribery and corruption annually	●
Percentage of employees' sign-off on the employee ABAC Declaration Form and Acknowledgement of ABAC Policy and Guidelines	Ensure 100% of employees sign off on the Employee ABAC Declaration Form and Acknowledgement of ABAC Policy and Guidelines annually starting in FY2025	●

**Our Progress:** ● Achieved ▶ In progress ■ Not started / Delayed

# SUSTAINABILITY STATEMENT

## Economic

### Economic Value Generated



#### WHY THIS IS IMPORTANT

The management of economic value is a material aspect of Signature's EESG performance. The Group recognises that the economic value it generates and distributes extends beyond financial returns to shareholders, encompassing its contribution to employees' livelihoods, the well-being of the communities in which it operates, and the broader domestic economy.

Board-level oversight of economic performance is integral to the Group's governance framework. The Board and Executive Management are responsible for ensuring that the Group's financial management and capital allocation decisions reflect its ESG commitments and the long-term interests of all stakeholders.

#### OUR APPROACH

Signature manages its exposure to economic risks and opportunities through internal policies, governance frameworks and established guidelines, including Board-approved financial controls and annual budgeting and planning processes. These are designed to ensure prudent capital management, cost efficiency and sustainable profitability.

The Group adopts a disciplined approach to financial growth, balancing expansion with prudent cost management through strategic initiatives and cost optimisation measures. Performance is monitored through key financial indicators, including project order book and revenue generation, which are linked to executive remuneration to ensure alignment between performance and long-term value creation.

In managing its economic performance during the reporting period, the Group implemented the following initiatives:

##### Enhanced Financial Planning and Cost Controls

Implemented structured budgeting processes, cost monitoring and variance analysis to optimise resource allocation and improve cost efficiency.

##### Revenue and Project Portfolio Optimisation

Focused on securing higher-margin projects, strengthening contract management and improving project execution to enhance profitability and cash flow.

##### Governance and Risk Management Enhancement

Enhanced internal controls, approval processes and financial oversight to ensure regulatory compliance and mitigate identified financial and operational risks.

## SUSTAINABILITY STATEMENT

### PERFORMANCE

The initiatives implemented during the financial year yielded measurable improvements in profitability and operating cash flow, achieved through disciplined cost management, project cost savings and improved receivables collection from customers and related parties.

Liquidity management and working capital controls were strengthened, supporting the Group's capacity to meet its operational and financing obligations.

Transparent financial reporting and consistent financial discipline supported stakeholder confidence among shareholders, business partners and other key stakeholders.

### DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

Category	FY2023 (RM'000)	FY2024 (RM'000)	FY2025 (RM'000)
<b>Economic Value Generated</b>	<b>617,640</b>	<b>881,250</b>	<b>969,379</b>
<b>Economic Value Distributed</b>			
Total Procurement Spending (Raw Materials)	(285,307)	(378,660)	<b>289,029</b>
Total Payout to Employees	(135,988)	(122,182)	<b>138,540</b>
Taxes Paid to Government	(21,129)	(40,039)	<b>36,549</b>
Repayments to Financiers	(46,595)	(49,778)	<b>(61,004)</b>
Dividend Returns to Shareholders	-	(44,514)	<b>(45,184)</b>
<b>Economic Value Retained</b>	<b>28,621</b>	<b>246,077</b>	<b>399,073</b>

### INDIRECT ECONOMIC CONTRIBUTIONS

During the reporting period, Signature organised beach cleaning activities, which contribute to environmental preservation and enhance the cleanliness and attractiveness of public coastal areas. No significant negative indirect economic impacts were identified from these activities. These activities are aligned with national environmental sustainability agendas and policies that promote coastal conservation and responsible waste management.

### WAY FORWARD

Signature will continue to strengthen its economic performance through disciplined financial management, with a focus on prudent capital allocation, cost optimisation and efficient resource utilisation to support sustainable profitability.

The Group will maintain robust governance and internal control frameworks to enhance financial oversight, mitigate risks, and ensure continued alignment between operational performance and long-term value creation.

Ongoing emphasis will be placed on liquidity management and working capital efficiency to support operational stability and the Group's ability to meet its financial obligations.

In reinforcing stakeholder confidence, the Group will continue to uphold transparency and financial discipline, ensuring consistent and responsible management of economic value generated and distributed.

The Group will also continue its existing approach to indirect economic contributions through community engagement and environmentally focused initiatives, aligned with national sustainability priorities.

# SUSTAINABILITY STATEMENT

## Procurement and Supply Chain



### WHY THIS IS IMPORTANT

Procurement practices play a critical role in supporting the Group's operational requirements and economic value creation. By sourcing goods and services across our markets of operation, we support broader economic activity while ensuring the continuity of our business operations.

Effective supply chain management also supports operational consistency and responsible sourcing, ensuring that supplier-related considerations are aligned with the Group's standards and practices.

### OUR APPROACH

Signature defines "local" as goods and services procured from suppliers, manufacturers, or service providers operating in the same country as the Group's respective operating entity for example Malaysia or Singapore. Significant locations of operation refer to locations where the Group conducts core business activities and maintains a material operational presence.

The Group monitors procurement spending across local and foreign suppliers as part of its supply chain management practices.

The Group's approach to supply chain management is guided by established frameworks to support responsible sourcing and operational consistency. Supply chain practices are embedded within ISO-certified systems, including ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health & Safety), reinforcing the Group's commitment to quality assurance, environmental responsibility, and safe working conditions.

Procurement policies aligned with ISO procedures are implemented across certified subsidiaries, supporting a structured approach to supplier management. Supplier-related considerations are incorporated into procurement and operational processes, including, where applicable, screening as part of onboarding and evaluation.

Suppliers may be required to comply with relevant policies and guidelines, including those relating to business conduct and ethical practices. These requirements are embedded within supplier agreements and registration processes, supporting integrity across the value chain.

The Group communicates its policies and expectations to suppliers through established channels, including operational and project-level engagements, to support consistent application of procurement and supply chain practices.

# SUSTAINABILITY STATEMENT

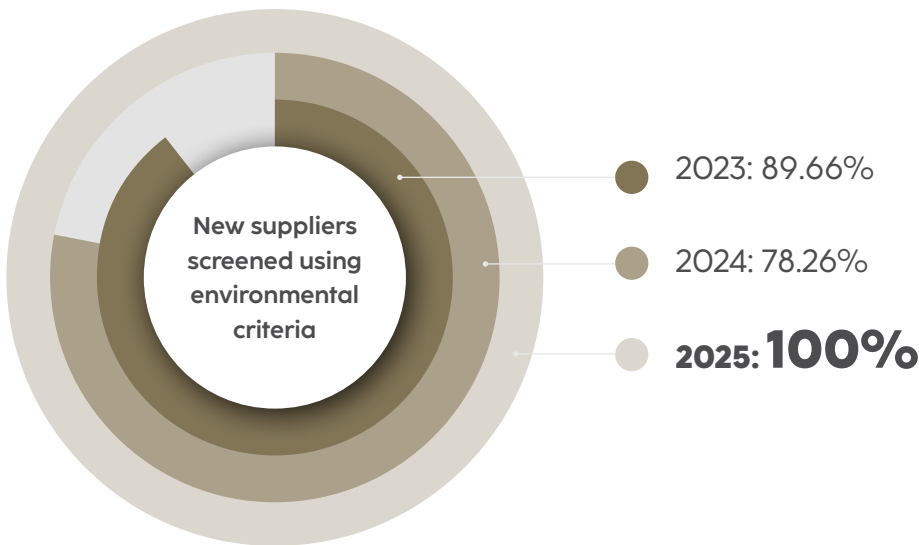
## PERFORMANCE

### PROCUREMENT PERFORMANCE

Category	FY2023 (RM'000)	FY2024 (RM'000)	FY2025 (RM'000)
Total Procurement Spending	285,307	378,660	795,884
Total Local Procurement Spending	277,581	220,638	440,156
Total Foreign Procurement Spending	7,726	158,022	355,728
Percentage of Local Procurement (%)	97.29%	58.27%	55.30%

In FY2025, total procurement spending increased significantly, driven primarily by higher procurement from foreign suppliers. This was partly attributable to the inclusion of the Group's Singapore operations in the reporting scope, which increased the proportion of foreign procurement relative to prior years.

### SUPPLIER ENVIRONMENTAL ASSESSMENT



In FY2025, 100% of new suppliers were screened using environmental criteria, reflecting strengthened due diligence processes and supporting the Group's commitment to responsible sourcing.

## WAY FORWARD

Signature will continue to monitor procurement spending across local and foreign suppliers in line with its operational requirements. The Group will maintain its current definitions of local sourcing and significant locations of operation, and continue to apply its existing supply chain management frameworks and processes.

Given the increased proportion of foreign procurement in FY2025, the Group will continue to strengthen supplier oversight and engagement practices to ensure alignment with its procurement standards and expectations across both local and international suppliers.

Supplier environmental and social assessments will continue to be monitored based on available data and internal processes.

# SUSTAINABILITY STATEMENT

## Quality Assurance and Customer Satisfaction



### WHY THIS IS IMPORTANT

Quality Assurance and Customer Satisfaction are highly important to Signature as they support consistent service delivery, regulatory compliance, and customer trust. These practices contribute to operational reliability, customer retention, and long-term business sustainability.

### OUR APPROACH

Signature manages Quality Assurance and Customer Satisfaction through its ISO 9001-certified Quality Management System. This framework provides structured policies, procedures and work instructions to ensure consistent project execution, quality control and compliance with customer and regulatory requirements.

Management oversight and periodic audits are conducted to support continuous improvement and customer satisfaction. This structured approach supports consistent service delivery, risk management, and continuous improvement across operations.

### PERFORMANCE

During the reporting period, the Group continued to implement its ISO 9001-certified Quality Management System to manage quality assurance and customer satisfaction. Key initiatives included adherence to standard operating procedures, regular quality inspections, internal audits, and corrective action processes to address non-conformities. These initiatives support consistent project delivery, compliance with requirements, and supporting consistent delivery outcomes and improved responsiveness to customer requirements.

Improved customer support was achieved through better coordination, standardised ISO 9001 procedures, and structured issue tracking using existing digital tools, resulting in clearer communication and more timely responses to customers and business partners.

Most notices, statements, and certification-related documents were issued in digital format in 2025, improving accessibility, reducing processing time, and enhancing overall customer convenience and satisfaction.

ESG considerations were incorporated into daily operations through quality assurance practices, compliance with ISO 9001 requirements, and responsible operational practices, supporting customer expectations for reliable and responsible service delivery.

No new products were introduced in 2025 specifically to integrate ESG factors. However, ESG considerations continued to be applied through ongoing product and service enhancements, including compliance with quality standards, responsible material selection where applicable, and efficient project delivery practices aligned with customer and regulatory expectations.

Customer-centric initiatives were monitored through existing operational processes and ISO 9001 practices in 2025. Monitoring was based on project coordination, issue resolution, and management oversight during project execution.

Communication with customers was conducted through established channels, including email and digital collaboration tools, enabling timely information sharing and supporting transparency throughout project delivery.

Customer data protection was maintained through controlled access to internal systems and responsible handling of customer information as part of standard operational practices.

# SUSTAINABILITY STATEMENT

## PERFORMANCE OUTCOMES

Quality assurance and customer satisfaction contribute to greater confidence among customers, business partners, and other stakeholders through consistent service quality, reliable project delivery, and clear compliance with agreed requirements. This supports trust, transparency, and long-term business relationships.

Strong quality assurance practices help the Group minimise rework, manage operational risks, and maintain its reputation for reliable delivery. This supports repeat business, strengthens client relationships, and enhances overall operational efficiency and competitiveness.

## WAY FORWARD

Signature will continue to strengthen its quality assurance and customer satisfaction practices through consistent implementation of the ISO 9001 Quality Management System. This includes mitigating potential risks such as project delays, rework, customer dissatisfaction and operational inefficiencies that may arise from inadequate quality control or failure to meet customer requirements.

Key action plans include ongoing adherence to standard operating procedures, regular internal audits, timely corrective actions, and continued management oversight to ensure consistent project delivery and compliance with customer requirements. Where appropriate, process improvements will be made to minimise rework, manage risks, and enhance customer confidence.



## SUSTAINABILITY STATEMENT

# Environment

### Environmental Risks Considered

### 2025 Environmental Highlights

**Scope 1**  
baseline  
established

Solar PV contributed  
**728 MWh**  
of renewable energy

Achieved  
**30% solvent**  
waste recovery

As a key player in the home and living solutions industry, Signature recognises that its operations contribute to environmental and climate-related impacts across its value chain, particularly through manufacturing activities, the use of timber-based and other raw materials, and installation works, which drive energy consumption, greenhouse gas (“GHG”) emissions from fuel and electricity use, and waste generation. These impacts, in turn, may affect the Group’s operations, supply chain and business resilience. In response, the Group continues to strengthen its approach by progressively enhancing the measurement, monitoring and management of emissions across Scope 1, Scope 2, and selected Scope 3 categories, and by adopting more sustainable materials and operational practices. These efforts are guided by the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”) and the requirements of the International Financial Reporting Standard S2 Climate-related Financial Disclosures (“IFRS S2”) under the National Sustainability Reporting Framework (“NSRF”).

## RISKS AND OPPORTUNITIES

Signature integrates climate-related risks and opportunities into its enterprise risk management (“ERM”) framework, where risks are identified, assessed for likelihood and impact, and managed in line with the Group’s overall risk appetite. Climate-related considerations, including regulatory, energy-related and physical risks, are incorporated into existing risk management processes and monitored alongside other business risks, with escalation to Management where necessary. These risks are reflected across key environmental risk areas identified by the Group, namely climate change, waste and pollution, deforestation, energy use and carbon footprint.

Climate-related risks include regulatory risks arising from environmental requirements and energy costs, physical risks such as extreme weather disruptions, and operational risks linked with energy consumption. These may increase operating costs, disrupt operations and affect margins. Risks and opportunities are assessed using metrics such as energy consumption, energy intensity and energy cost trends, which are integrated into risk management and strategic planning processes.

## SUSTAINABILITY STATEMENT

The Group manages these risks through operational controls, energy efficiency initiatives, regulatory compliance and continuity planning, supported by targeted actions. These initiatives may require capital and operating expenditure, including investments in energy-efficient technologies and solar installations, which are expected to be offset by long-term energy cost savings.

Additionally, the Group recognises opportunities arising from the transition to a low-carbon economy, including cost savings, improved operational efficiency and enhanced long-term business resilience through energy efficiency improvements and renewable energy adoption, which are reflected in the Group’s decarbonisation strategy and action plans.

### ENVIRONMENTAL RISKS CONSIDERED

Risk Area	Potential Impact	Mitigation/Action Plan
▶ <b>Climate Change</b>	Exposure to physical risks such as floods, drought, heat stress and extreme weather events that may disrupt operations; transition risks including regulatory changes, carbon pricing and increased compliance costs.	Conduct CRA to identify and assess risks; integrate climate considerations into operational planning and project evaluation; progressively implement decarbonisation strategies.
▶ <b>Waste and Pollution</b>	Improper handling of wood scraps, chemicals and packaging materials may lead to air, water and soil contamination, resulting in regulatory penalties and environmental harm.	Implement waste management practices and operational controls, utilise digital systems to reduce waste and optimise resource use.
▶ <b>Deforestation</b>	Supply chain disruption due to timber shortages; reputational risks from unsustainable sourcing; increased costs from regulatory requirements and customer expectations.	Prioritising sourcing of materials with reduced environmental impact; integrating sustainability considerations into procurement practices.
▶ <b>Energy Use</b>	High or inefficient energy consumption leads to increased operational costs and higher GHG emissions.	Conduct energy audits; implement energy-efficient technologies such as LED lighting and motion sensors; transition towards renewable energy where feasible.
▶ <b>Carbon Footprint</b>	GHG emissions from fuel use, electricity consumption, transportation and material sourcing contribute to climate-related risks and regulatory exposure.	Measure and manage emissions across Scope 1, Scope 2 and selected Scope 3 categories; adopt lower-carbon materials and less carbon-intensive processes.

# SUSTAINABILITY STATEMENT

## GOVERNANCE

The Board oversees climate-related risks and opportunities as part of its responsibility for the Group’s overall risk management and strategic direction, with support from Key Senior Management (“KSM”). Climate-related matters are treated as a material topic and are subject to ongoing oversight, including the identification and management of inherent and emerging risks.

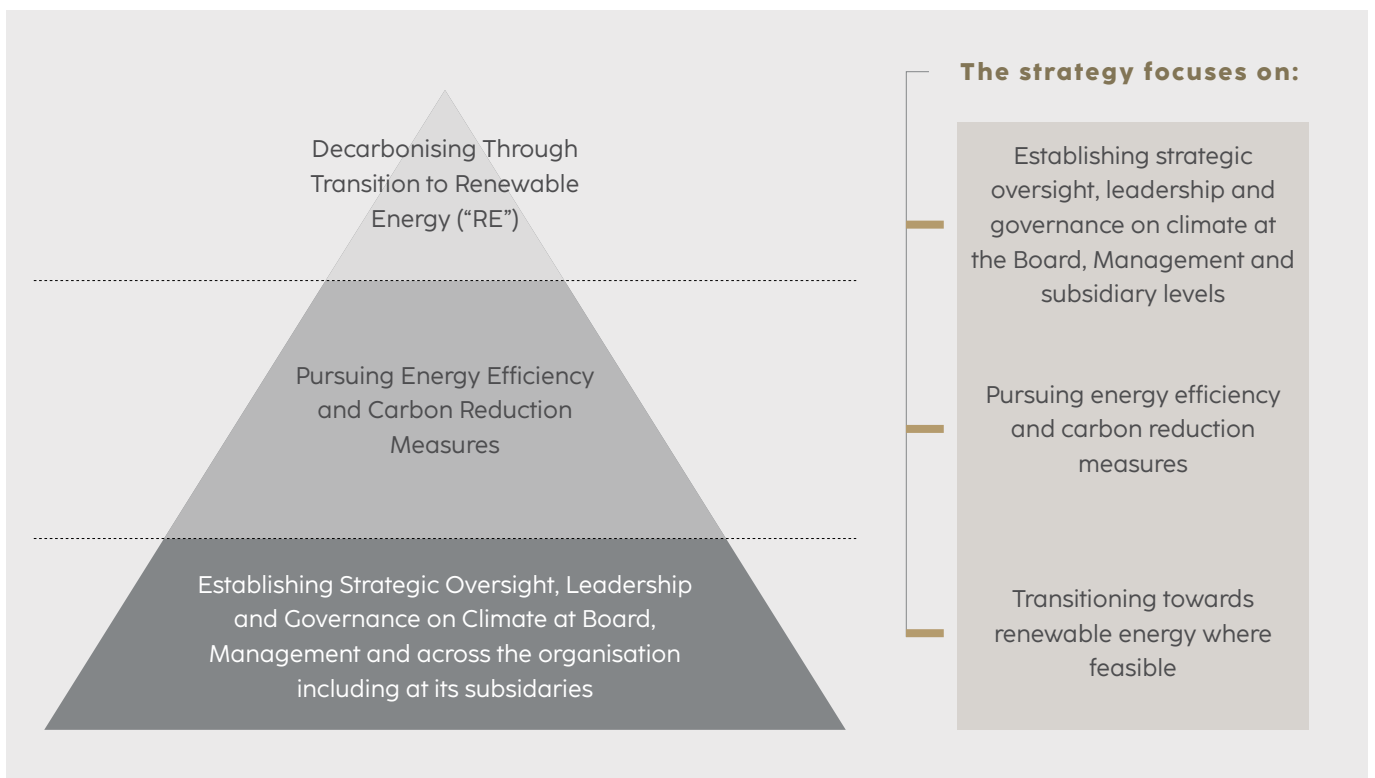
The Board is supported by KSM and the Sustainability Steering Committee (“SSC”), which drives the development of sustainability priorities, targets, and policies, while the Sustainability Working Group (“SWG”) is responsible for the execution, monitoring, and reporting on sustainability initiatives and performance indicators. This governance structure enables the escalation of climate-related matters from operational to management and Board levels.

 Further details on the Group’s sustainability governance structure, please go to page 106.

## STRATEGY

We have established a Board-approved Net Zero Carbon (“NZC”) by 2050 target, taking into consideration national and international developments, including Malaysia’s net zero carbon 2050 aspirations and global decarbonisation commitments driven by the United Nations and the Conference of the Parties (“COP”). The target underpins the Group’s climate strategy, with further details on interim targets and performance indicators set out in the Materiality chapter of this Sustainability Statement.

In supporting this ambition, we adopt a tiered decarbonisation strategy.



## SUSTAINABILITY STATEMENT

We have also established our Scope 1 emissions baseline in FY2025 and are progressing efforts to measure, manage and reduce emissions across Scope 1, Scope 2, and where applicable, selected Scope 3 categories. The initial focus is on Scope 1 and Scope 2 emissions, with a phased approach to incorporating relevant Scope 3 categories, including supply chain, logistics, waste management and embodied carbon in products and materials.

### To operationalise this strategy, we implement the following action plans:

- ▶ Integrating climate considerations into project feasibility and cost benefit assessments
- ▶ Prioritising low-carbon materials, designs and operational methods
- ▶ Evaluating investments based on cost efficiency, climate resilience and long-term asset value
- ▶ Conducting energy audits at high-consumption facilities and projects
- ▶ Replacing fossil fuel-powered machinery and equipment with hybrid or electric alternatives where feasible
- ▶ Implementing digital operational technologies to optimise resource use and reduce waste
- ▶ Installing energy-efficient solutions such as motion sensors, LED lighting and solar-powered lighting at facilities and site offices.

### METRICS AND TARGETS

The Group tracks climate-related performance through key indicators covering GHG emissions, energy consumption, waste reduction and resource efficiency. Emissions are measured across Scope 1 (fuel and machinery use), Scope 2 (electricity consumption), and where applicable, selected Scope 3 categories.

### BOUNDARY AND CONSOLIDATE APPROACH

GHG emissions are reported at the Group level, covering principal operating entities, sites and operations in Malaysia, as well as selected international locations, including Singapore, based on data availability for the reporting year. Emissions are compiled from internal sources, including financial records and operational data and reported using an operational control approach, whereby emissions from entities and operations under its control are included within the reporting boundary. The boundary reflects the availability and reliability of data, with ongoing efforts to enhance data collection and progressively improve reporting coverage across operations.

### Base Year and Performance Tracking

The Group has established FY2025 as its Scope 1 emissions base year, representing the first year with complete and reliable activity data for direct fuel use, including company vehicles and generators. Emissions are measured in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), based on diesel and petrol consumption.

This baseline serves as the reference point for tracking emissions performance and monitoring progress against the Group's Net Zero Carbon by 2050 target, with current focus on Scope 1 and Scope 2 emissions and a phased inclusion of relevant Scope 3 categories.

#### Scope 1 emissions

**287.1**  
tCO<sub>2</sub>e

#### Scope 2 (location based) emissions

**2,299.65** tCO<sub>2</sub>e

based on total electricity consumption of 3,937,759.50 kWh and the Malaysia grid emission factor

#### Scope 3 emissions

**1,522.77** tCO<sub>2</sub>e

covering categories such as employee travel, purchased goods and services, and waste in operations

#### Energy intensity KPI

**5,246.03**  
kWh/ Unit or kWh/  
RM revenue

# SUSTAINABILITY STATEMENT

## Energy and Emissions Management



### WHY THIS IS IMPORTANT

Energy and emissions management is a key material matter for Signature as its manufacturing operations are energy-intensive and contribute to GHG emissions, exposing us to climate-related regulatory and cost risks. As a provider of home and living solutions, we also recognise growing customer expectations for sustainable products and responsible manufacturing practices. By managing and tracking our energy use and emissions, we can reduce our environmental footprint, comply with regulatory requirements, manage cost pressures and respond to stakeholder expectations. At the same time, this supports awareness, informed decision-making, continuous improvement and long-term business resilience.

### OUR APPROACH

We manage energy use and emissions through our internal environmental and energy efficiency policy and guidelines, supported by an ISO 14001-certified Environmental Management System (“EMS”). This framework provides a structured approach to identifying, monitoring and managing energy consumption and emissions, in line with applicable environmental regulations.

In FY2025, we enhanced visibility of energy consumption and emissions across our operations through improved data tracking and monitoring practices, supporting more informed decision-making and operational control.

Scope 1 emissions have been established as a baseline for ongoing performance tracking, while Scope 2 emissions reflect electricity usage across operational facilities.

Scope 3 emissions currently include key operational categories such as waste, employee commuting and business travel, representing priority areas where reliable data is available, and management actions can be applied.

### INITIATIVES

In FY2025, our energy and emissions management initiatives focused on strengthening data tracking, improving operational efficiency, and promoting energy conservation practices across our operations.

# SUSTAINABILITY STATEMENT

## We implemented the following key initiatives

Initiated tracking and monitoring of energy consumption across selected operations to establish baseline data for energy use and emissions. Data collection was implemented for energy-related activities, including electricity and fuel usage, to improve visibility of key energy and emissions sources.

### Energy monitoring and data collection

### Operational efficiency and equipment optimisation

Installed a main fan motor inverter for the dust collector to reduce energy usage and conducted preventive maintenance of machinery to improve operational efficiency and minimise energy wastage.

Conducted air quality monitoring (stack monitoring) to ensure compliance with environmental requirements and support emissions management.

### Environmental and air quality monitoring

### Energy conservation and awareness

Reinforce employee awareness on energy conservation through internal communications, including reminders to switch off lights and air-conditioning systems when not in use, promoting responsible energy use in daily operations.

Incorporate energy-efficient considerations into selected projects in line with client requirements, including energy-efficient system specifications, for example, HVAC systems, where applicable. This aligns with our efforts to support more sustainable outcomes in our home and living solutions offerings.

### Integration of energy-efficient considerations in product and project design implementation

## ENERGY MANAGEMENT

In FY2025, we strengthened our energy management approach by enhancing data tracking and improving visibility of energy consumption across our operations. Total energy consumption was 5,085,392,04 kWh, comprising electricity, fuel and renewable energy sources. Electricity consumption was 3,937,759.50 kWh, based on utility invoices and meter readings.

Energy use remains highly concentrated in our manufacturing operations, which account for approximately 61% of total electricity consumption, guiding our prioritisation of energy efficiency initiatives at these sites. During the year, efforts focused on improving operational efficiency through preventive maintenance and energy-conservation practices across the workforce.

We advanced our transition to cleaner energy by adopting solar power. Renewable energy generated from solar PV contributed 728,020 kWh, forming part of total electricity consumption, supported by installed capacity of 775.2 kWp, reducing reliance on grid electricity and supporting lower-carbon operations.

Fuel consumption, including diesel, petrol and LPG, contributed 1,145,053.00 kWh to total energy consumption.

## SUSTAINABILITY STATEMENT

These efforts were complemented by energy efficiency initiatives, including the installation of inverter-controlled systems and ongoing optimisation of operational processes. Collectively, these measures contributed to an estimated energy reduction of 1,556,431 kWh, reflecting the Group’s focus on improving energy performance while supporting operational requirements.

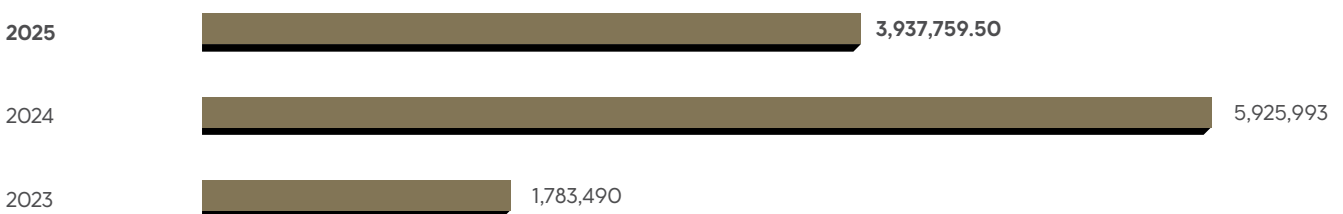
To support ongoing monitoring and performance management, we track energy intensity, which stood at 5,246.03 kWh per RM million of revenue in FY2025. This provides a baseline for future performance comparison as we continue to enhance our energy management practices.

Key Energy Metrics (FY2025)		
<b>Total electricity consumption</b> 3,937,759.50 kWh	<b>Renewable energy (solar)</b> 728,020 kWh	<b>Solar PV installed capacity</b> 775.2 kWp
<b>Total energy consumption</b> 5,085,392.04 kWh	<b>Energy intensity</b> 5,246.03M kWh/RM million	<b>Energy reduction achieved</b> 1,556,431 kWh

Energy Consumption by Source (FY2025)			
<b>Electricity</b> 3,937,759.50 kWh	<b>Renewable energy (solar)</b> 728,020 kWh	<b>Non-renewable energy</b> 4,357,372.04 kWh	<b>Total energy consumption</b> 5,085,392.04 kWh

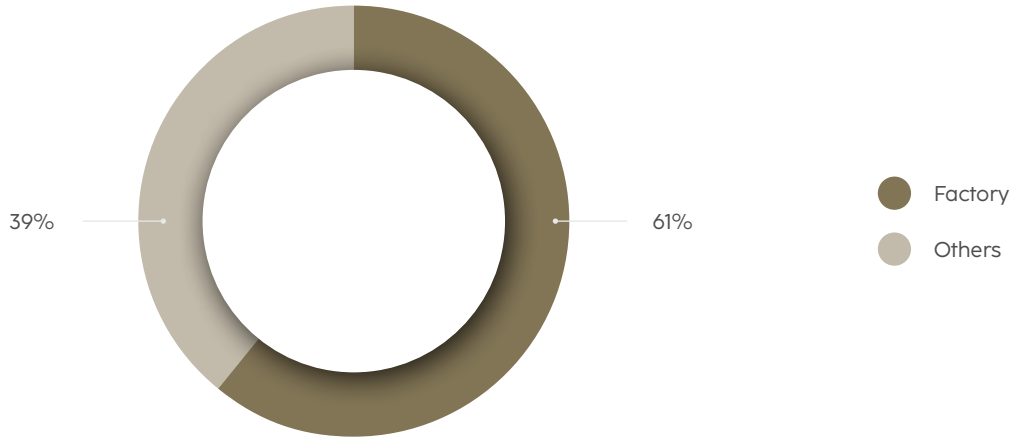
*\*non-renewable energy includes diesel, petrol and LPG*

### Electricity Consumption Trend (kWh)



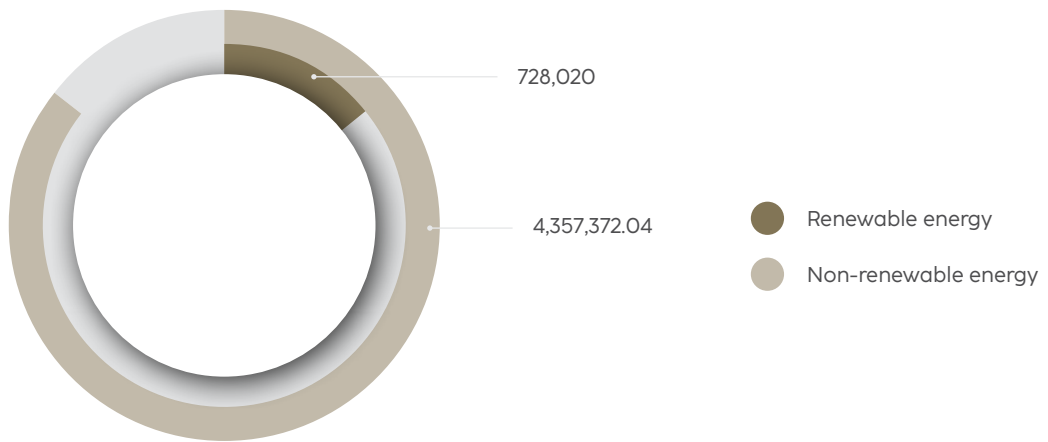
# SUSTAINABILITY STATEMENT

## Energy Consumption by Operations (FY2025)



Insights: Energy consumption is primarily driven by manufacturing operations.

## Energy Mix



Insight: Energy use over the year reflects a balanced mix of renewable and non-renewable energy, supported by solar PV generation.

## Fuel Consumption

Fuel Type/ litres	FY2023	FY2024	FY2025
Diesel	7,540.00	79,262.46	59,884.78
Petrol	27,581.31	66,591.92	54,813.68
LPG	-	8,149.68	6,360.00

## SUSTAINABILITY STATEMENT

### EMISSIONS MANAGEMENT

In FY2025, we strengthened our approach to emissions management by enhancing data tracking and improving visibility of GHG emissions across Scope 1, Scope 2 and selected Scope 3 emission sources. Total GHG emissions amounted to 4,109.52 tCO<sub>2</sub>e, comprising direct emissions from fuel use, indirect emissions from purchased electricity and other indirect emissions from operational activities.

Emissions are primarily driven by electricity consumption in manufacturing operations, which accounts for the largest share of our overall emissions profile. This reinforces our focus on improving energy efficiency and increasing the use of renewable energy to manage emissions.

Scope 1 emissions, arising from fuel consumption including diesel, petrol and LPG, totalled 287.1 tCO<sub>2</sub>e. FY2025 has been established as the base year for Scope 1 emissions, representing the first year with complete and reliable activity data for direct fuel use. The baseline will serve as the reference point for tracking performance over time.

Scope 2 emissions, derived from purchased electricity, amounted to 2,299.65 tCO<sub>2</sub>e, based on electricity consumption of 3,937,759.50 kWh and the applicable grid emission factor. These emissions reflect the Group's reliance on electricity for manufacturing operations and are monitored to support ongoing energy efficiency improvements.

We expanded our Scope 3 emissions boundary during the year to include key operational categories, particularly waste generated in operations. Scope 3 emissions totalled 1,522.77 tCO<sub>2</sub>e, with waste-related emissions contributing the majority, reflecting the material-intensive nature of our production processes. Scope 3 emissions currently include categories where reliable activity data is available, namely employee commuting, business travel (land), waste generated in operations, water and packaging-related waste streams. Categories such as purchased goods and services and upstream supply chain emissions are not yet included and will be progressively incorporated as data collection processes mature.

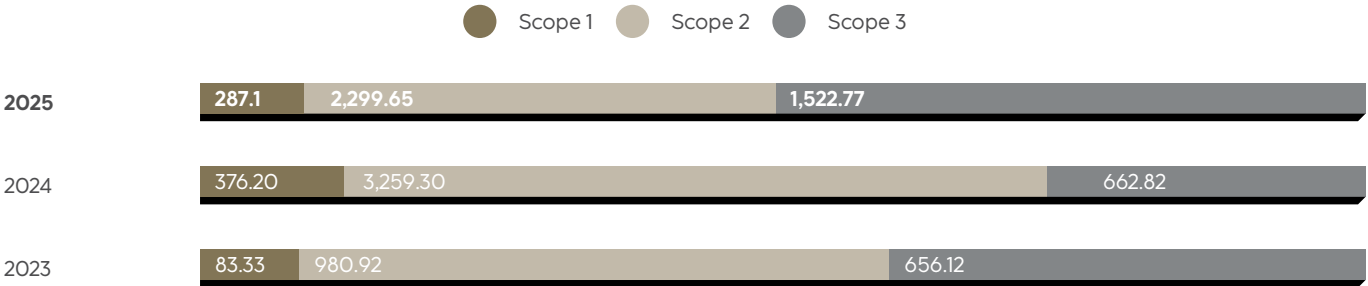
FY2025 has been established as the base year for Scope 1 emissions, representing the first year with complete and reliable activity data. The Group will continue to enhance data consistency and comparability across the entire emissions scope as part of its ongoing improvements in emissions measurement and reporting.

To support ongoing monitoring, we track emissions intensity, which stood at 2.67 tCO<sub>2</sub>e per RM million revenue in FY2025, providing a reference point for future comparison.

# SUSTAINABILITY STATEMENT

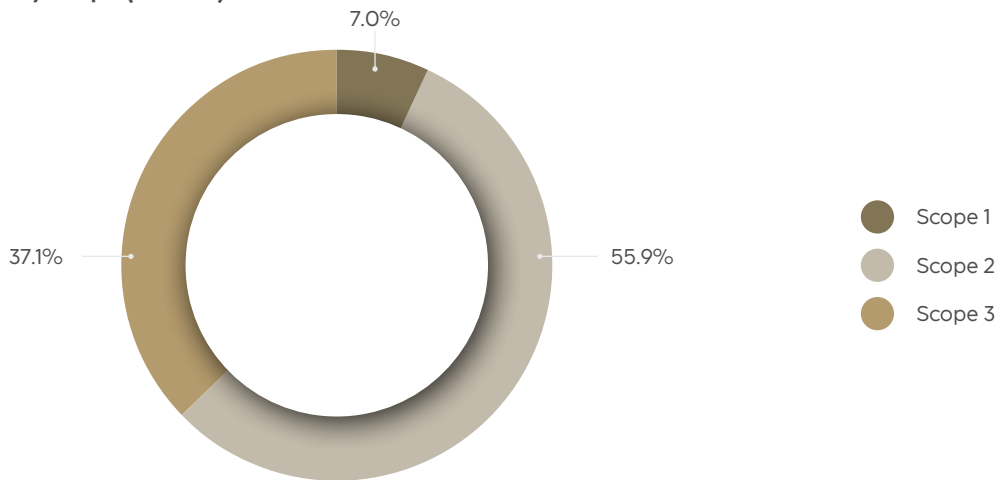
Key Emissions Metrics (FY2025)			
<b>Total GHG emissions</b> 4,109.52 tCO <sub>2</sub> e	<b>Scope 1 emissions</b> 287.1 tCO <sub>2</sub> e	<b>Scope 2 emissions</b> 2,299.65 tCO <sub>2</sub> e	<b>Scope 3 emissions</b> 1,522.77 tCO <sub>2</sub> e
<b>Electricity consumption (Scope 2 driver)</b> 3,937,759.50 kWh	<b>Emissions intensity</b> 2.67 tCO <sub>2</sub> e/RM million		

## GHG Emissions Profile (tCO<sub>2</sub>e)



Emissions in FY2025 are primarily driven by electricity consumption (Scope 2) and waste-related emissions (Scope 3), with Scope 1 remaining relatively low.

## Emissions by Scope (FY2025)



Scope 2 and Scope 3 emissions account for the majority of total emissions, highlighting the importance of energy management and waste reduction initiatives.

## SUSTAINABILITY STATEMENT

### Scope 3 Breakdown (FY2025)

Waste generated in operations	Employee commuting	Business travel (land)	Other (water, etc):
1,441.81 tCO <sub>2</sub> e	48.64 tCO <sub>2</sub> e	15.14 tCO <sub>2</sub> e	12.16 tCO <sub>2</sub> e

Scope 3 emissions are predominantly driven by waste generated in operations, indicating a key opportunity to improve material efficiency and reduce environmental impact.

### Emissions by Source (Scope 1 – Fuel Use)

Fuel type (litres)	FY2023	FY2024	FY2025	tCO <sub>2</sub> e for FY2025
Diesel	7,540	79,269.46	59,884.78	160.49
Petrol	27,581.31	66,591.92	54,813.68	126.62
LPG	-	8,149.68	6,360.00	9.60

### Emissions Measurement Methodology



Scope 1 emissions have been calculated in FY2025 based on fuel consumption data and standard emission factors.

### WAY FORWARD

We will focus on improving energy efficiency through the adoption of more efficient technologies, including the implementation of inverter-based air-conditioning systems to optimise energy consumption across operations. At the same time, we will continue to strengthen employee awareness programmes to support consistent energy conservation practices.

Additionally, we will maintain our approach of tracking and monitoring energy consumption to improve visibility of usage patterns. Insights from this process will be reviewed by management to identify practical, cost-effective opportunities to reduce unnecessary energy use and associated emissions, thereby supporting ongoing improvements in energy efficiency and emissions management.

# SUSTAINABILITY STATEMENT

## Waste Management and Effluents



### WHY THIS IS IMPORTANT

Waste management and environmental pollution monitoring are important to Signature as our manufacturing and installation activities generate various waste streams, including wood waste, dust, packaging materials and scheduled waste, which may contribute to environmental pollution if not properly managed. These activities are subject to regulatory requirements under the Environmental Quality Act 1974 and related guidelines enforced by the Department of Environment (“DOE”) Malaysia, where non-compliance may result in fines, operational disruptions, or licence suspension.

Effective waste management and pollution monitoring also support risk management by enabling early detection of abnormal emissions and environmental impacts across air, water, noise and waste. This helps minimise operational disruptions and ensure our activities are conducted safely and in a controlled manner.

### OUR APPROACH

We manage waste and environmental pollution through our ISO 14001:2015 Environmental Management System

(“EMS”), which provides a structured and risk-based approach to identifying, monitoring and controlling environmental aspects and impacts across our operations. This includes managing potential impacts across air, water, noise and waste, while supporting compliance with applicable environmental regulations.

This is supported by standard operating procedures covering waste handling, storage, and disposal, including corrective and preventive actions for noncompliance or abnormal results. Waste streams generated from operations, including timber and carpentry waste, metal, plastics and packaging materials, are managed through established processes and are stored in designated storage areas with proper labelling prior to collection by licensed contractors.

### INITIATIVES

In FY2025, our waste management initiatives focused on improving waste segregation, reducing waste generation at source, and strengthening recycling and reuse practices across our operations.

### We implemented the following key initiatives

Enhanced segregation practices through clearer labelling, improved placement of collection points and designated recycling areas to prevent cross-contamination between waste streams, supported by improved site housekeeping and 5S practices.

**Waste segregation and control**

**Scheduled waste management**

Reinforced proper handling, storage and record-keeping of scheduled waste, with disposal carried out through licensed contractors in accordance with regulatory requirements. Dust control and pollution prevention measures were also implemented across manufacturing and site operations

## SUSTAINABILITY STATEMENT



### OUR PERFORMANCE

In FY2025, total waste generated amounted to 853.89 tonnes. Of this, 39.42 tonnes were diverted from disposal through recycling and recovery efforts, while the remaining waste was disposed of in accordance with regulatory requirements. Improved segregation, material reuse and recycling practices contributed to increased waste diversion compared to prior years, supporting more efficient resource utilisation.

This performance establishes a baseline for tracking progress against the Group’s waste-related targets, including reclaiming at least 30% of solvent waste. Waste also represents a significant contributor to the Group’s Scope 3 emissions, reinforcing the importance of improving waste reduction, segregation and recycling practices as part of the Group’s broader emissions management efforts.

#### Waste Data (FY2023-FY2025)

Metric	FY2023	FY2024	FY2025
Total waste generated (t)	1,111.32	1,908.91	853.89
Waste directed to disposal (t)	1,108.06	1,873.41	814.48
Waste diverted from disposal (t)	3.26	35.50	39.42
Hazardous waste (t)	-	20.68	10.80
Recycled waste (t)	-	35.50	39.42
% Waste Diverted / Recycled	-	1.86%	4.62%

#### Waste Composition (FY2025)

Category	Generated (t)	Diverted (t)	Disposal (t)
Non-hazardous waste	843.09	38.99	804.10
Hazardous waste	10.80	0.43	10.37
<b>Total</b>	<b>853.89</b>	<b>39.42</b>	<b>814.48</b>

# SUSTAINABILITY STATEMENT

## WAY FORWARD

We will continue to strengthen our approach to pollution prevention by enhancing monitoring practices, improving waste management, reducing waste generation, promoting recycling and encouraging the use of environmentally friendly materials across our operations.

In addition, we plan to establish pollution monitoring policies, strengthen regulatory compliance and conduct periodic monitoring to improve oversight of environmental impacts. Efforts will also focus on raising awareness among employees, subcontractors and suppliers to support consistent implementation of pollution prevention and waste management practices, alongside ongoing efforts to strengthen data tracking, including the establishment of a material wastage baseline by FY2026 to support future performance monitoring.

## Water Management



### WHY THIS IS IMPORTANT

Water is used for our day-to-day operations, including sanitation, equipment and facility cleaning, and landscape maintenance across offices, manufacturing, and project sites. While water use is operational and relatively low in intensity, it is a shared resource, and as such, we manage it responsibly to minimise environmental impact and ensure compliance with local regulatory requirements, particularly regarding water use and discharge to municipal systems.

### OUR APPROACH

We manage water use through a practical, operations-driven approach aligned with regulatory requirements. Our approach focuses on three key areas:

#### Our approach focuses on three key areas

##### Water sourcing and efficiency

our water is primarily sourced from municipal supply and is supplemented with rainwater harvesting to support operational needs and reduce reliance on treated water.

##### Tracking and compliance monitoring

our water consumption is monitored through utility bill tracking and operational reviews to identify inefficiencies, manage usage and ensure compliance with applicable discharge requirements.

##### Responsible use and stakeholder engagement

we engage employees, contractors and relevant stakeholders through routine briefings and practices to promote responsible water use and minimise wastage. Meanwhile, we also work with suppliers and relevant authorities to ensure water use is managed in compliance with local guidelines and requirements.

# SUSTAINABILITY STATEMENT

## OUR PERFORMANCE

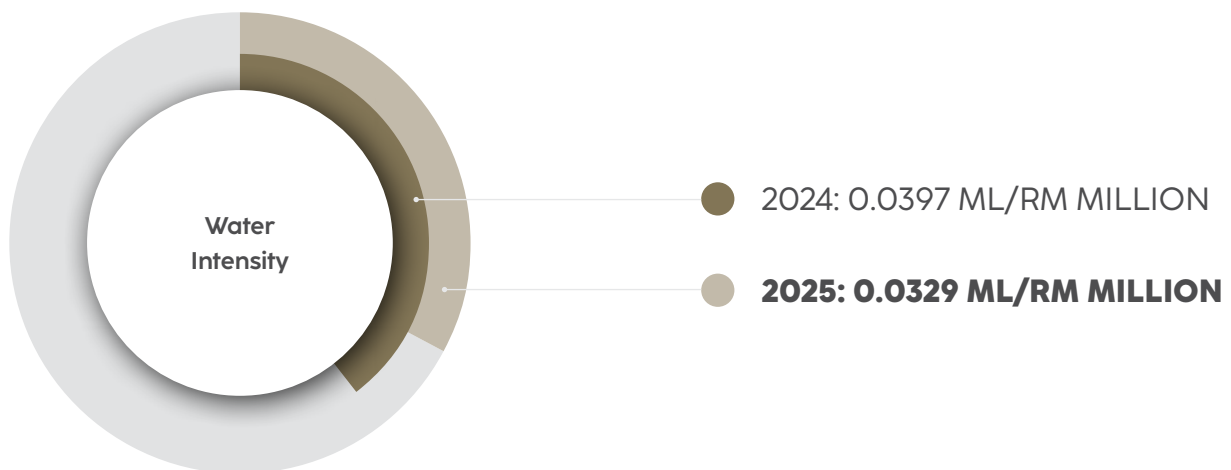
Water consumption for FY2025 totalled 31,925,500 litres (equivalent to 31.93 megalitres), sourced entirely from the municipal water supply. Water use remains operational in nature, with consumption primarily linked to facility maintenance and support activities.

Tracking water consumption is done through monthly utility data across facilities, enabling visibility into usage patterns and supporting the identification of inefficiencies. Meanwhile, rainwater harvesting systems are in place at selected facilities; however, quantitative tracking of harvested water is currently being progressively enhanced within the reporting scope.

No industrial effluent is generated from operations, and water discharge remains limited to domestic wastewater directed to municipal sewer systems in compliance with regulatory requirements. There were no reported incidents of non-compliance with water discharge requirements during the year.

### 3-Year Water Consumption Trend

Metric	FY2023	FY2024	FY2025
Total water consumption (litres)	11,890,000	34,550,000	<b>31,925,500</b>
Water source	Municipal	Municipal	<b>Municipal</b>
Water discharge	Domestic only	Domestic only	<b>Domestic only</b>
Industrial Effluent	None	None	<b>None</b>



## WAY FORWARD

We will continue to strengthen water management by monitoring water use across all facilities and promoting responsible consumption among employees, contractors and relevant stakeholders. Our focus will be on improving daily water use practices and identifying practical efficiency improvements to reduce unnecessary consumption.

Meanwhile, we will also maximise the use of existing rainwater harvesting systems at our headquarters and SAF, including the utilisation of rainwater harvesting tanks (SPAH).

# SUSTAINABILITY STATEMENT

## Materials and Resource Management



### WHY THIS IS IMPORTANT

We rely on raw materials, including wood-based panels, metals, glass, laminates and packaging materials, to support our operations. The efficient use of these materials directly influences production cost, product quality and environmental performance.

Inefficient material use can lead to increased waste generation, higher carbon emissions and unnecessary resource consumption. The proper use of materials is important for supporting operational efficiency and reducing environmental impact.

### OUR APPROACH

Our material use is governed by an internal Forest Stewardship Council (“FSC”) Company Policy which establishes requirements for sourcing responsibly certified materials and prohibits sourcing from unacceptable categories, including illegally harvested wood, wood from forests where traditional or civil rights are violated, forests with high conservation value under threat, genetically modified trees, areas converted from natural forests to plantations or non-forest use and activities that violate ILO Core Conventions. These requirements apply across our procurement and supplier selection processes.

This policy is supported by procurement and material specification controls, in which standardised specifications are applied to minimise over-consumption, as well as a preference for certified and compliant materials where applicable. We also work with suppliers that adhere to recognised environmental standards, supporting responsible sourcing practices across the value chain.

At the operational level, material use is managed through design and production optimisation practices, including modular and standard cabinet designs, optimisation of cutting layouts and control of edging thickness to reduce material wastage. We manage waste through segregation and monitoring practices. Wood waste, metal scrap and packaging waste are segregated, while material yield and scrap rates are monitored at the production level to support continuous improvement.

### Initiatives

#### Material tracking and planning

improved tracking of key raw materials used in cabinet production and packaging, supported by enhanced production planning to reduce off-cut waste and rework.

#### Use of recyclable materials

increased use of recyclable packaging materials, including cardboard and paper-based protection, as well as continued efforts to incorporate recyclable inputs into manufacturing processes.

#### Waste segregation and recovery

segregation of recoverable materials to support recycling and reuse, improving material recovery from production processes.

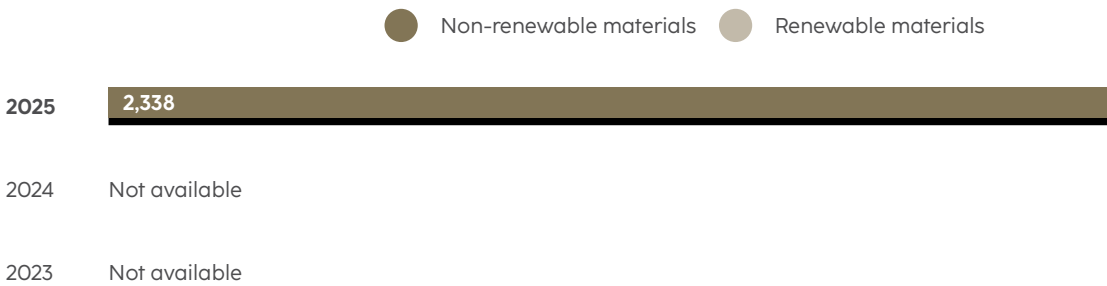
# SUSTAINABILITY STATEMENT

## OUR PERFORMANCE

In FY2025, total material consumption amounted to 2,338m<sup>3</sup>, comprising entirely non-renewable materials within the current reporting scope. Current disclosures reflect the Group’s focus on establishing a baseline for material use, with ongoing efforts to enhance data coverage and visibility of material composition and recovery practices.

The Group continued to support the use of certified and compliant materials where applicable, including through supplier requirements and existing certified products. This provides a basis for tracking future progress in responsible sourcing and environmentally preferred materials.

### 3-Year Material Consumption Trend (m<sup>3</sup>)



*Note: FY2025 represents the Group’s baseline year for material consumption, as comparable data for prior years was not available within the current reporting scope. The Group will progressively enhance data collection to enable trend analysis in future reporting periods.*

## Material Certifications

Material / Area	Certification/Standard	Status	Remarks
<b>Wood-based materials</b>	Forest Stewardship Council (FSC)	In practice	Governed by Internal FSC Policy
<b>Supplier (Nobilia)</b>	Programme for the Endorsement of Forest Certification (PEFC)	In place	Certified wood sourcing practices
<b>Supplier (Biefbi)</b>	EN 120, EN 13986	In practice	Recyclable material use and compliance with European standards
<b>Boards / Panels</b>	Singapore Green Labelling Scheme	In place	E1 Grade Melamin Faced Chipboard recognised
<b>Future materials target</b>	EO board	Planned by 2026	Next candidate for environmentally preferred materials

# SUSTAINABILITY STATEMENT

## WAY FORWARD

We will continue to strengthen material management by improving material data collection systems to support more accurate ESG reporting and enhanced visibility of material use.

Efforts will focus on further design optimisation to reduce material wastage, while exploring opportunities for product take-back or material recovery where feasible/ We will also continue to increase the use of sustainable and recyclable materials, strengthen supplier alignment with responsible sourcing requirements, and progress towards achieving certification for environmentally preferred materials, including the planned adoption of EO board by FY2026.

## Biodiversity Management



### WHY THIS IS IMPORTANT

Biodiversity is relevant to Signature mainly because of its use of wood-based materials. Responsible sourcing supports the preservation of forest ecosystems and helps maintain long-term resource availability. Effective biodiversity management also supports regulatory compliance, strengthens stakeholder confidence and contributes to our broader sustainability objectives.

### OUR APPROACH

Biodiversity considerations are mainly linked to the Group's use of wood-based materials. Responsible sourcing supports the preservation of forest ecosystems and ensures long-term resource availability.

We manage biodiversity through our FSC policy and supplier requirements, ensuring that wood-based materials are sourced from certified or equivalent sustainable forestry operations.

These practices are supported by our ISO 14001 Environmental Management System ("EMS"), which integrates environmental impact management into operational controls and regulatory compliance.

Our approach is preventive, focusing on responsible sourcing and pollution control to minimise potential impacts on surrounding ecosystems.

No incidents of non-compliance with environmental regulations were recorded during the year.

### OUR PERFORMANCE

The Group's biodiversity management approach is preventive and integrated within its sourcing and environmental management practices. No incidents of non-compliance with environmental regulations were reported during the year.

# SUSTAINABILITY STATEMENT

## WAY FORWARD

We will continue to enhance our responsible sourcing practices by working towards ensuring that wood and forest-based materials are sourced from FSC-certified or equivalent sustainable sources. Efforts will also focus on preventing pollution in the air, water and soil to minimise potential impacts on local biodiversity.

## ENVIRONMENTAL COMPLIANCE

Signature is committed to complying with applicable environmental laws and regulations, including the Environmental Quality Act 1974 and its related regulations.

Compliance is supported by the Group's environmental management practices, monitoring processes, and operational controls.

Air emissions are managed through installed control systems, including dust collectors and air monitoring systems, with regular monitoring conducted across operational sites.

Monitoring results indicate that emissions and exposure levels remain within permissible limits as required by the Environmental Quality (Clean Air) Regulations 2014, the Malaysian Ambient Air Quality Guidelines (MAAQG) and applicable regulatory requirements. These results demonstrate the effectiveness of the implemented controls.

During the reporting year, the Group recorded zero instances of non-compliance, with no fines or penalties imposed. The Group continues to strengthen its monitoring processes and controls to maintain compliance with evolving regulatory requirements.



## SUSTAINABILITY STATEMENT

# Social

**Zero**  
work-related fatalities and  
**Zero**  
employee recordable injuries

Over  
**1,000**  
training hours delivered

**48.3%**  
women in the workforce

## Occupational Safety and Health



### WHY THIS IS IMPORTANT

Occupational Safety and Health are a material matter for the Group, reflecting its commitment to safeguarding its people as its most valuable asset. The Group is focused on maintaining a safe working environment across its operations, including fit-out and interior design management. Strong safety practices support compliance with legal and regulatory requirements and contribute to operational efficiency and a strong safety record. Effective management of occupational safety and health also enhances the Group's reputation as a responsible organisation and strengthens stakeholder confidence in its business.

### OUR APPROACH

The Group's health and safety approach is underpinned by **ISO 45001: Occupational Safety and Health Management Systems** and the Group's Health and Safety Policy, which provide a structured framework to manage workplace risks across operations. The system is also guided by applicable legal and regulatory requirements, including the Occupational Safety and Health Act ("OSHA"), the Factory and Machinery Act ("FMA"), and related regulations. The Group adopts the Hazard Identification, Risk Assessment and Risk Control ("HIRARC") methodology to support systematic risk management. The occupational safety and health management system applies across the Group's activities, covering permanent employees, contract workers and relevant on-site contractors across manufacturing, warehousing, logistics, QAQC and office functions.

The Group adopts a risk-based approach to hazard identification, assessment and control, supported by internal and external audits to strengthen compliance and drive continuous improvement.

The Health and Safety Policy establishes the Group's principles and commitments for maintaining a safe working environment, defines responsibilities for employees and management, and reinforces compliance and consistent practices across Fit-Out and ID Management activities.

Operationally, the Group manages risk through scheduled site inspections, task-based risk assessments, and toolbox meetings covering routine and non-routine activities, including the application of HIRARC to new processes, equipment, or layout changes. Identified risks are addressed using the hierarchy of controls, prioritising elimination and substitution before engineering and administrative controls, and applying personal protective equipment where necessary. These processes are supported by five qualified Safety and Health Officers (OYK/SHO) to conduct risk assessments and oversee implementation, with effectiveness reviewed through internal and external audits. Findings are used to implement corrective and preventive actions, and to update standard operating procedures, training programmes and control measures.

## SUSTAINABILITY STATEMENT



The Group has established procedures for investigating work-related incidents, including identifying root causes, assessing associated risks, and implementing corrective actions in accordance with the hierarchy of controls. Lessons learned are incorporated into system improvements.

Workers are encouraged to report unsafe conditions, near misses and hazardous situations through supervisors, safety representatives or formal reporting channels. The Group maintains a no-retaliation policy to protect workers who report safety concerns in good faith. Workers may remove themselves from work situations they reasonably believe pose an imminent risk to health or safety, with such actions supported by management and protected from disciplinary action.

The Group further reinforces its health and safety management through safety committee meetings at work sites and at the internal level, facilitating communication, consultation, and monitoring of safety performance. Site safety committee meetings are typically held monthly, while internal safety committee meetings are held quarterly. Workers are equipped with competencies through induction training, toolbox sessions and on-the-job training tailored to specific activities, ensuring consistent health and safety practices. Training programmes include HIRARC, forklift operation and first aid. In FY2025, 148 employees were trained on safety and health standards, supporting safe work practices. This is complemented by Supervisor and Foreman Safety Coaching, which strengthens on-site leadership and safe work practices.

The Group also provides occupational health services, including first aid, emergency response, and medical assessment for work-related injuries, with access facilitated through qualified service providers. Employees are supported through medical benefits, panel clinics, and health screening programmes.

To manage health and safety risks associated with business relationships, the Group incorporates safety requirements into contractor agreements, conducts safety briefings for contractors and monitors contractor compliance during on-site activities.

## SUSTAINABILITY STATEMENT

### OUR PERFORMANCE

Over the three-year period, the Group recorded zero fatalities and zero recordable injuries among employees, reflecting a consistent safety performance. Total hours worked increased to 354,000 in FY2025 from 230,208 in FY2023, indicating higher operational activity while maintaining zero recorded employee injuries.

In FY2025, two recordable injuries were reported among contractors. The Group takes all workplace injuries seriously and remains committed to strengthening its safety practices to reduce and prevent work-related incidents. Overall, the Group maintained a stable safety performance, with no high-consequence injuries recorded across the reporting period.

All employees are covered by an occupational safety and health management system, which is internally audited and externally certified. Incident rates, including the Lost Time Injury Rate and Total Recordable Injury Rate, are calculated based on 1,000,000 hours worked.

No cases of work-related ill health were recorded for both employees and contractors during the reporting period.

#### INCIDENT REPORTING FOR EMPLOYEES

Indicator	FY2023 (RM'000)	FY2024 (RM'000)	FY2025 (RM'000)
Number of fatalities	0	0	0
Number of recordable injuries	0	0	0
Lost Time Injury Rate (LTIR)	0	0	0
Total Recordable Injury Rate (TRIR)	0	0	0
Total Hours Worked	230,208	323,136	354,000

#### INCIDENT REPORTING FOR CONTRACTORS

Indicator	FY2023 (RM'000)	FY2024 (RM'000)	FY2025 (RM'000)
Number of fatalities	0	0	0
Number of recordable injuries	0	0	2
Lost Time Injury Rate (LTIR)	0	0	0
Total Recordable Injury Rate (TRIR)	0	0	0

### WAY FORWARD

The Group will progress towards full implementation of ISO 45001, deepening its structured approach to health and safety governance and continual improvement. Focus will be placed on strengthening incident reporting, embedding a learning culture, and reinforcing on-site leadership through targeted safety coaching for supervisors and foremen. Together, these efforts aim to reduce workplace incidents and raise health and safety performance across all operations.

# SUSTAINABILITY STATEMENT

## Fair Labour Practices and Human Rights



### WHY THIS IS IMPORTANT

Respecting human rights is fundamental to Signature, as it ensures fair treatment, legal compliance, and safe working conditions for all employees and contractors. We are committed to supporting an inclusive and equitable workplace, promoting well-being, maintaining an engaged workforce, and minimising legal and operational risks across our operations.

### OUR APPROACH

The Group's approach to human rights and fair labour is grounded in its employment practices and compliance with Malaysian labour laws, covering minimum wages, working hours, safety, welfare and non-discrimination. Fair and lawful treatment of all workers is a guiding principle across the Group's operations, supported by proper HR documentation and onboarding processes.

The Group's commitment to human rights and fair labour is formalised through the Group's Labour and Human Rights Commitment Statement, which is publicly available on its website. This statement is supported by the Group's employment practices and procedures to ensure alignment with applicable labour laws and standards.

These principles are embedded in day-to-day operations through the provision of safe working conditions and appropriate welfare for both employees and contractors.

The Group also extends its oversight to contractors and suppliers through basic checks on compliance with labour requirements, worker welfare and legal documentation. This approach supports the identification of potential risks, particularly among vulnerable groups such as foreign, contract, and site workers.

Employees may raise concerns through supervisors, Human Resources or existing internal reporting channels. Awareness of workplace practices and expectations is supported through general HR and safety briefings provided to all employees. In relation to labour-management relations, the Group does not have a union or collective agreement in place. Employment matters are managed internally, and it is standard practice to provide reasonable notice through Human Resources prior to significant operational changes.

### OUR PERFORMANCE

The Group maintained compliance with applicable labour laws across its employment practices during the year. No human rights-related grievances were reported, reflecting continued adherence to established labour standards across operations.

Human Rights Performance Indicators				
<b>Human rights-related grievances reported</b> <b>0</b>	<b>Human rights training conducted</b> <b>No formal training</b>	<b>Grievance mechanism</b> Available through supervisors, human resource and internal channels		<b>Notice period for operational changes</b> <b>2 weeks</b>
<b>Freedom of association and collective bargaining risks identified</b> <b>N/A</b>	<b>Child labour risks identified</b> <b>N/A</b>	<b>Forced labour risks identified</b> <b>N/A</b>	<b>Incidents involving rights of indigenous people</b> <b>N/A</b>	<b>Substantiated Complaints Concerning Human Rights</b> <b>0</b>

# SUSTAINABILITY STATEMENT

## WAY FORWARD

We will continue to strengthen our human rights practices by enhancing awareness of worker rights, improving accessibility and effectiveness of grievance channels, and exploring the development of internal guidelines to support consistent and fair labour practices across operations and contractors.

## Talent Management



### WHY THIS IS IMPORTANT

Talent management is fundamental to Signature, given our reliance on a skilled and engaged workforce to deliver quality products and services, support business growth and operational performance. Our responsibility to attract, develop and retain talent is therefore central to our operations. Strong talent management practices strengthen operational continuity, build resilience, support employee engagement and succession planning, and enable us to maintain productivity and sustain long-term performance.

Effective talent management also supports business resilience by ensuring the Group can respond to evolving operational demands, manage workforce risks and sustain performance in a dynamic operating environment.

### OUR APPROACH

Our approach to talent management is structured around capability development and employee engagement to support a motivated, high-performing workforce.

Talent development is supported through internal and external training aligned with job requirements and compliance needs, including regulatory courses, skills development programmes and certification training to enhance competencies and ensure alignment with evolving operational requirements.

Employee engagement is promoted through regular activities designed to strengthen morale, teamwork and a positive work environment, contributing to overall workforce effectiveness.

We monitor progress through defined indicators, including training participation, employee feedback and performance outcomes, enabling ongoing evaluation of effectiveness and identification of areas for continual improvement.

#### Training and Development

Our approach to talent development and training is structured around building workforce capability and supporting operational performance. Training initiatives are led by the Human Resources function, in collaboration with management and departmental heads, under the oversight of senior leadership.

Internal and external training is provided to all employees, aligned with job requirements. This encompasses job-related training, skills development programmes and certification training, ensuring our people remain equipped with the competencies needed to perform effectively.

We maintain a structured approach to training investment and tracking, supporting transparency and alignment with workforce capability objectives. From FY2025 onwards, we aim to achieve an average of 8 training hours per employee annually.

## SUSTAINABILITY STATEMENT

These efforts are supported by investments in training and development, alongside ongoing monitoring of employee progress and evaluation of training outcomes to ensure alignment with operational priorities, support workforce productivity and drive continual improvement in long-term capability development.

### Total Training Hours and Investment

	FY2023	FY2024	FY2025
Total Training Hours	4,356.50	5,250.50	4,183
Average Training Hours Per Employee	7.54	4.95	5.42
Average Training Days per Employee	0.73	1.02	1.0
Training Investment (RM)	-	-	141,881

### Average Training Hours Per Employee (by Gender)

	FY2023	FY2024	FY2025
<b>Total Employees Attended Training</b>			
Male	113	107	430
Female	92	144	342
<b>Average Training Hours by Gender</b>			
Male	1.68	12.00	5.95
Female	1.87	12.99	4.75

### Training Hours by Employee Category

	FY2025
<b>Senior Management</b>	
Total Training Hours	94.5
Average Hours per Employee	Not available
<b>Management</b>	
Total Training Hours	479.5
Average Hours per Employee	Not available
<b>Manager</b>	
Total Training Hours	750
Average Hours per Employee	Not available
<b>Executive</b>	
Total Training Hours	2,410
Average Hours per Employee	Not available
<b>Non-Executive</b>	
Total Training Hours	449
Average Hours per Employee	Not available

Note: Certain metrics are not currently tracked. The Group is enhancing its data collection and reporting processes to improve completeness and comparability in future reporting periods.

# SUSTAINABILITY STATEMENT



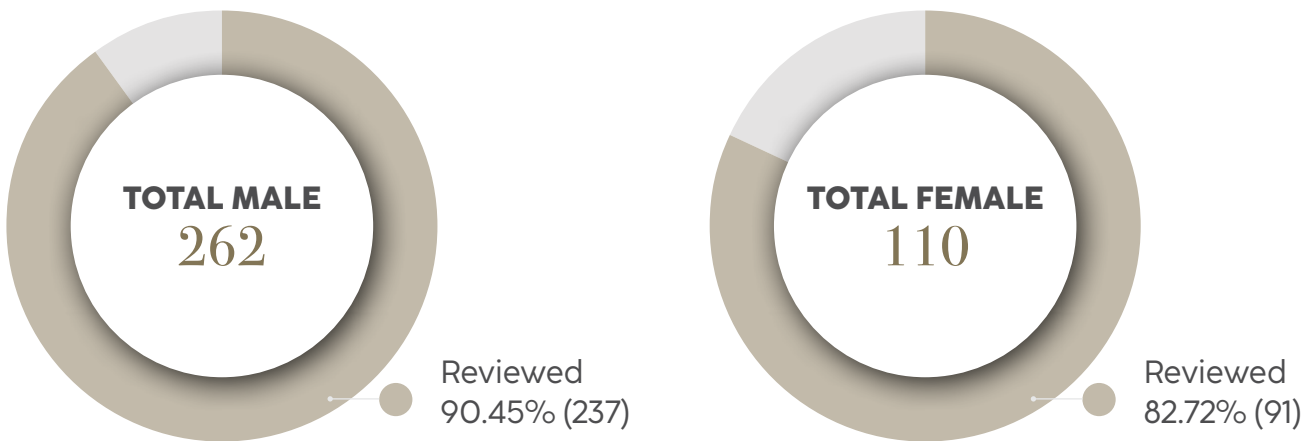
In FY2025, the Group recorded a total of **4,183** training hours and invested **RM141,881** in training and development. Training efforts remained focused on supporting workforce capability building and meeting operational requirements.

## Performance Management

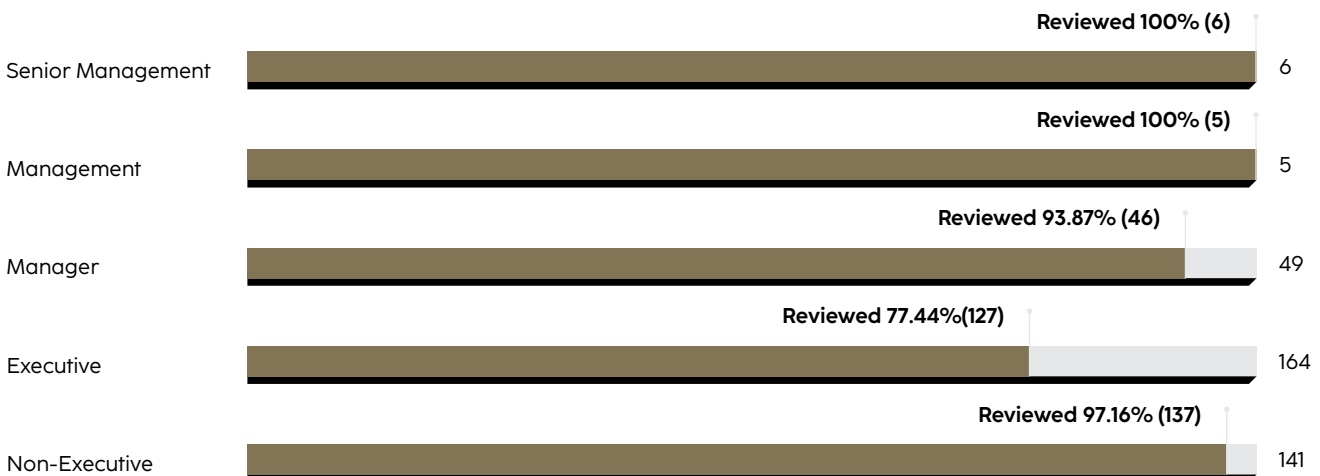
We manage employee performance through a structured, standardised process that sets clear expectations, provides regular feedback, and encourages career development discussions. This approach supports accountability, fair assessment, and employee development aligned with organisational priorities. Performance management is integrated into the Group's talent development framework, supporting succession planning and continuous capability enhancement.

We track performance and career development reviews and use this data to strengthen our talent pipeline. Performance outcomes are reviewed periodically to identify development needs and support informed workforce planning decisions.

## Performance Management Coverage by Gender



## By Employee Category



# SUSTAINABILITY STATEMENT

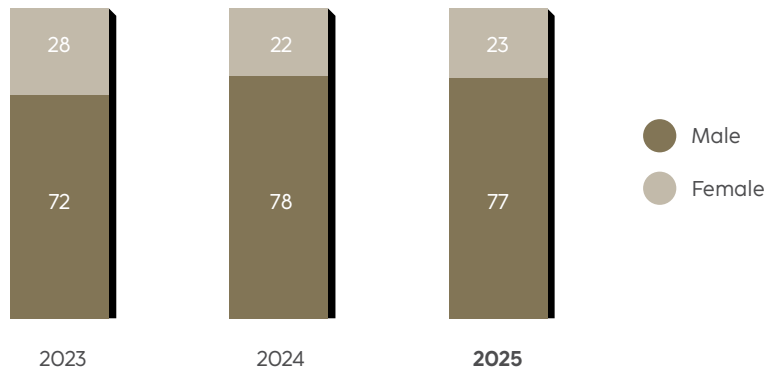
## Hiring and Attrition

Employee hiring and turnover are monitored to support workforce planning, maintain operational continuity and ensure alignment with business needs. Recruitment is focused on attracting talent across key operational and management levels. A total of 90 new hires were hired in the year of FY2025.

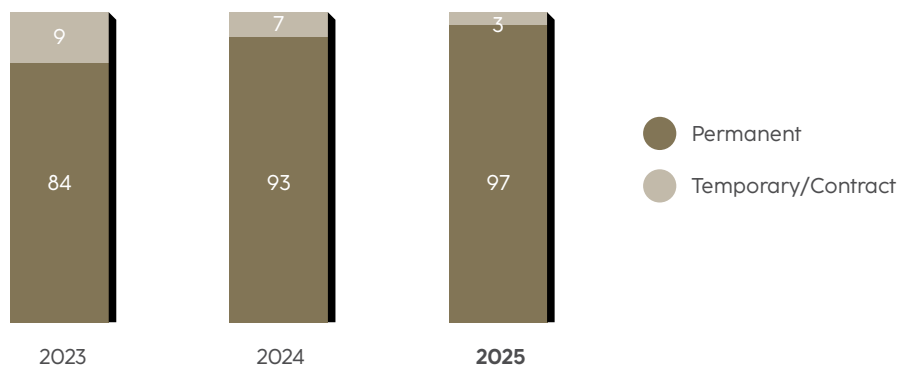
We apply a structured workforce planning approach, supported by monitoring of hiring trends, turnover rates, and workforce composition, to ensure alignment with strategic and operational requirements.

Turnover trends are reviewed to identify workforce dynamics and inform retention strategies. In FY2025, employees recorded a turnover of 121 employees, concentrated in the Executive level, reflecting workforce mobility at the operational level.

## Workforce Composition - Employees by Gender (%)



## Employment Type (FY2025) (%)



Note: FY2023 data reflects partial inconsistencies.

## Employment Status (FY2025)

Full-time 378

Note: Data on part-time employment is not available.

## SUSTAINABILITY STATEMENT

### Hiring and Turnover

#### New Employee Hires

	FY2023	FY2024	FY2025
Total New Hires	197	210	90
<b>Gender</b>			
Male	151	128	45
Female	46	82	45

#### Employee Turnover by Gender

	FY2023	FY2024	FY2025
Total Turnover	96	139	175
Full-Time Staff Voluntary Turnover Rate (%)	7.95	10.94	11.61
<b>Gender</b>			
Male	58	87	119
Female	38	52	56

#### Turnover by Employee Category

	FY2023	FY2024	FY2025
Senior Management	1 (0.28%)	4 (0.86%)	2 (15.38%)
Management	9 (2.50%)	6 (1.29%)	6 (11.11%)
Manager	10 (9.15%)	17 (7.65%)	10 (8.55%)
Executive	71 (31.09%)	99 (29.66%)	76 (19.14%)
Non-Executive	5 (1.39%)	13 (2.80%)	27 (5.70%)

Note: The Group continues to strengthen the granularity of workforce data to support more detailed disclosures in the future.

## SUSTAINABILITY STATEMENT

### Employee Benefits and Rewards

We provide a range of benefits to full-time employees to support employee well-being, welfare and overall job satisfaction. These benefits are designed to meet regulatory requirements, enhance the overall employee value proposition, and support workforce retention.

Full-time employees are entitled to the following benefits	
▶ Annual leave	▶ Replacement leave
▶ Sick leave	▶ Hospitalisation leave
▶ Compassionate leave	▶ Marriage leave
▶ Maternity and paternity leave	▶ Group personal accident insurance
▶ Accommodation, travelling claims and meal allowance	

In FY2025, 28 employees utilised parental leave, with a 100% return-to-work rate reflecting continued workforce participation following caregiving responsibilities.

The return-to-work rate is reported based on employees whose parental leave ended and who were due to return within FY2025. Of the 28 (the total employees who took parental leave in FY2025) employees who utilised parental leave in FY2025, 6 employees (1 man and 5 women) were due to return only in FY2026 and are therefore excluded from the FY2025 rate.

### Parental Leave

	FY2023	FY2024	FY2025
Number of employees entitled to Parental Leave	524	572	378
Number of employees who utilised Paternity Leave	14	17	16
Number of employees who utilised Maternity Leave	11	5	12

Post-Parental Leave	FY2023	FY2024	FY2025
<b>Return To Work Rates</b>			
Male	100%	100%	100%
Female	100%	100%	100%
<b>Retention Rates</b>			
Male	57.1%	11.8%	93.3%
Female	27.3%	0%	57.1%

# SUSTAINABILITY STATEMENT

Retirement and Economic Benefits		
<b>Retirement Provision</b>	<b>Defined Benefit Plan</b>	<b>Employee Participation</b>
Provided through statutory contributions	Not applicable	All eligible employees participate in statutory retirement schemes

## Employee Engagement

Employee engagement is central to fostering a connected, collaborative and positive work environment. In FY2025, we supported this through a range of initiatives, including team-building activities, corporate social responsibility (“CSR”) programmes and company-wide events. Key highlights included our Company Engagement Event held in Port Dickson, which brought our people together through team-building activities, a townhall session and CSR initiatives, as well as the Signature Annual Convention 2025, which reinforced shared values, recognised achievements and aligned teams towards delivering excellence. These initiatives provided opportunities to strengthen teamwork and communication across the organisation. Looking ahead, we will continue to build on these efforts by introducing further initiatives to support employee well-being and strengthen our workplace culture.



Employees from across the Group gathered for the Signature Annual Convention 2025, centred on the theme Embrace Excellence. Deliver Exceptional.

Employee Engagement and Participation	
<b>Employee Satisfaction (%)</b>	<b>Total Spend on Employee Engagement Activities (RM)</b>
<b>43%</b>	<b>56,295</b>
<b>2024: 76%</b>	<b>2024: 20,000</b>

## WAY FORWARD

We will broaden participation in training to ensure employees at all levels have access to development opportunities, strengthening workforce capabilities and supporting long-term operational performance. Engagement activities will also be enhanced to promote a cohesive and collaborative workplace. Both efforts will be supported by consistent monitoring to ensure alignment with workforce needs and business priorities, driving continual improvement in workforce capability and employee well-being.

# SUSTAINABILITY STATEMENT

## Diversity, Equality and Inclusion



### WHY THIS IS IMPORTANT

Diversity, equality and inclusion (“DEI”) are integral to our operations, as our people form the foundation of the organisation. A diverse workforce across age, gender, ethnicity, nationality and culture brings varied perspectives that strengthen decision-making, innovation, and collaboration. An inclusive workplace enhances employee engagement, supports talent attraction and retention, and enables individuals to contribute effectively, supporting the Group’s long-term sustainability.

### OUR APPROACH

Our diversity, equality and inclusion is guided by our Diversity Policy, overseen by the Board and Executive Management. We are committed to an inclusive workplace that ensures fairness and equal opportunity in all employment practices.

We apply inclusive, merit-based practices in recruitment, training, remuneration and career progression. Employment decisions are based on skills, experience and competencies, regardless of age, gender, or other personal traits.

We ensure equitable treatment in recruitment, development and advancement, with no preference based on gender or background. At the Board and Senior Management levels, diversity is considered alongside merit and competence, with the Nomination Committee overseeing appointments.

Training and development are aligned with business and role requirements, and all employees have equal access. We monitor workforce diversity through key indicators such as gender and demographics to support transparency and ongoing evaluation.

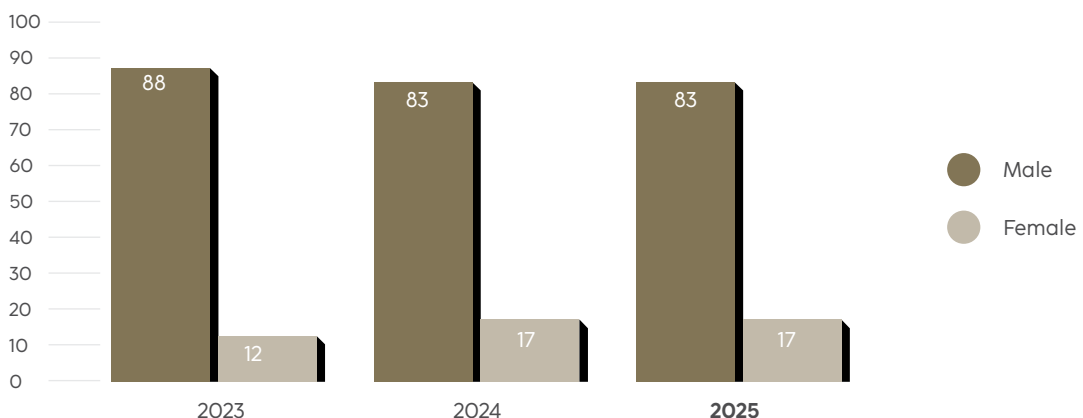
No discrimination incidents were reported during the year. The workforce remains diverse across gender, age, and background, with ongoing efforts to improve gender balance over time.

### OUR PERFORMANCE

The Group continues to monitor diversity indicators as its approach to diversity, equality and inclusion continues to evolve.

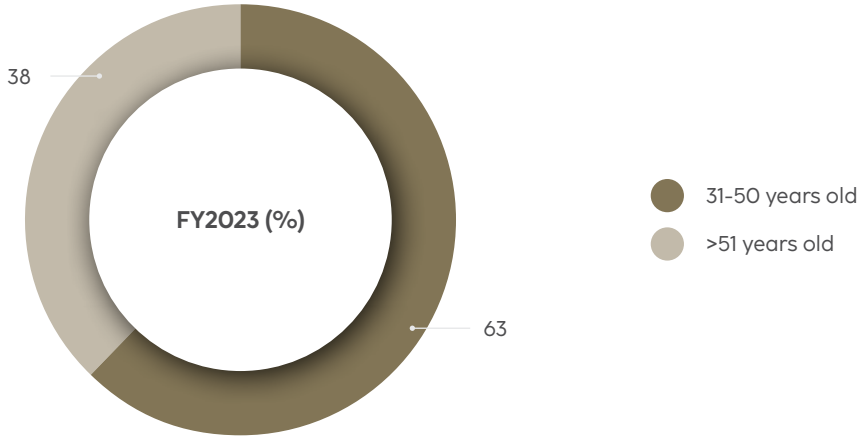
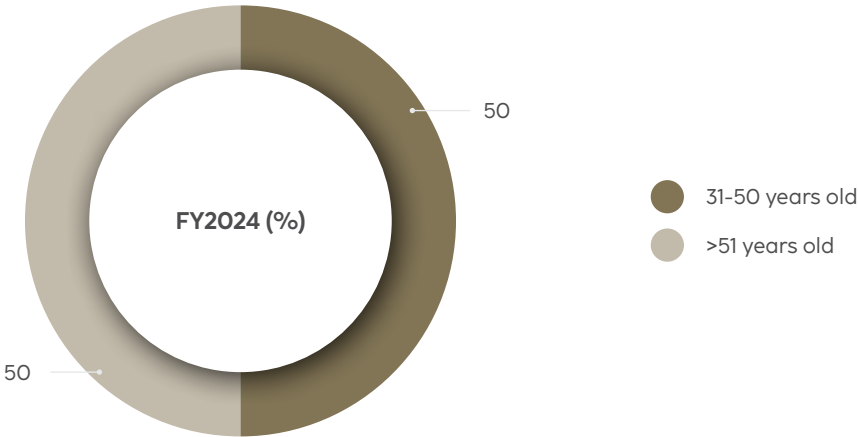
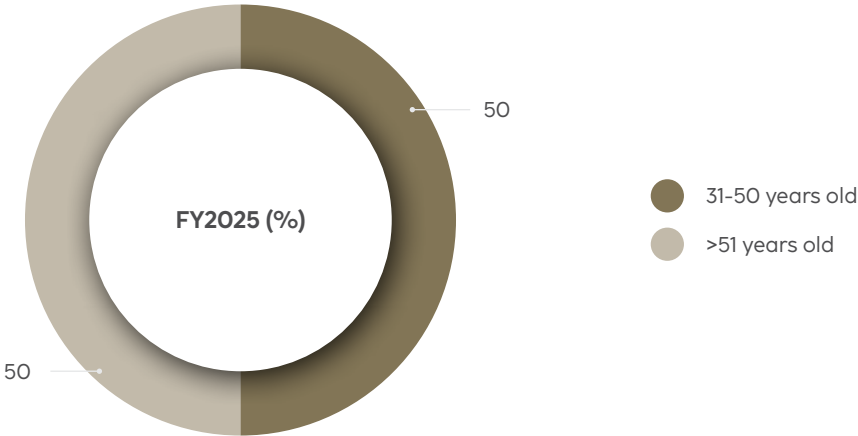
#### BOARD DIVERSITY

Gender Composition (%)



# SUSTAINABILITY STATEMENT

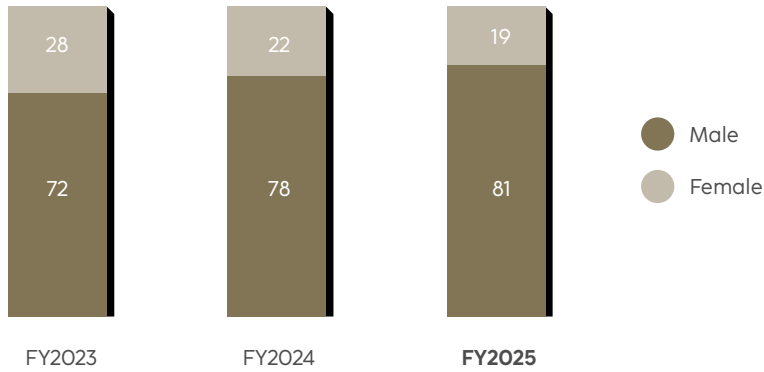
## Directors by Age Group



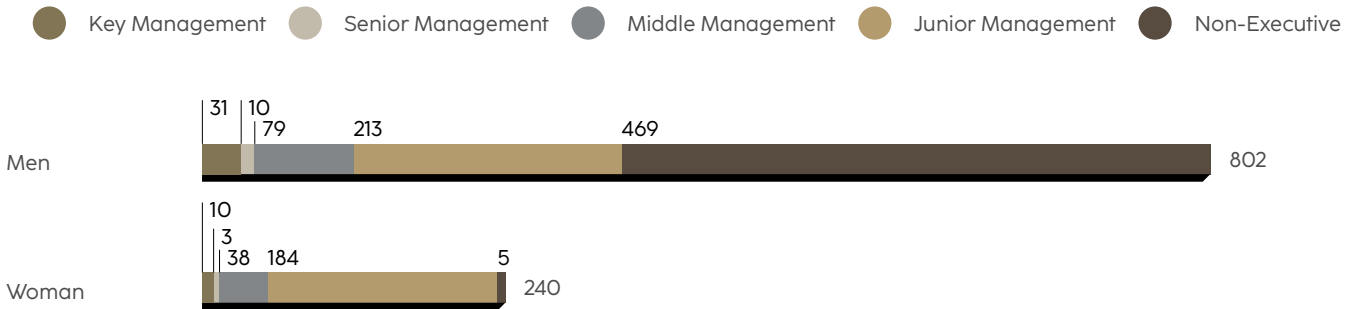
# SUSTAINABILITY STATEMENT

## EMPLOYEE DIVERSITY

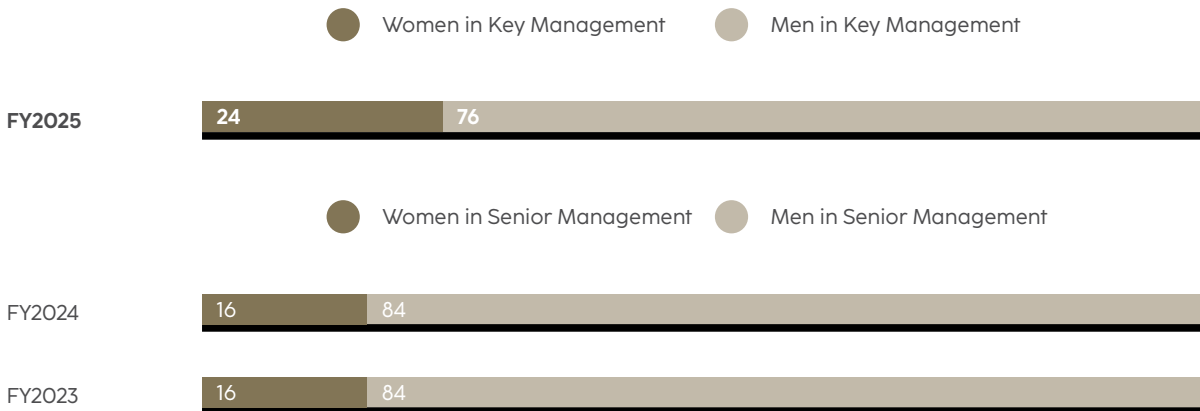
Employee Composition by Gender (%)



Employee Composition by Category (Headcount, FY2025)



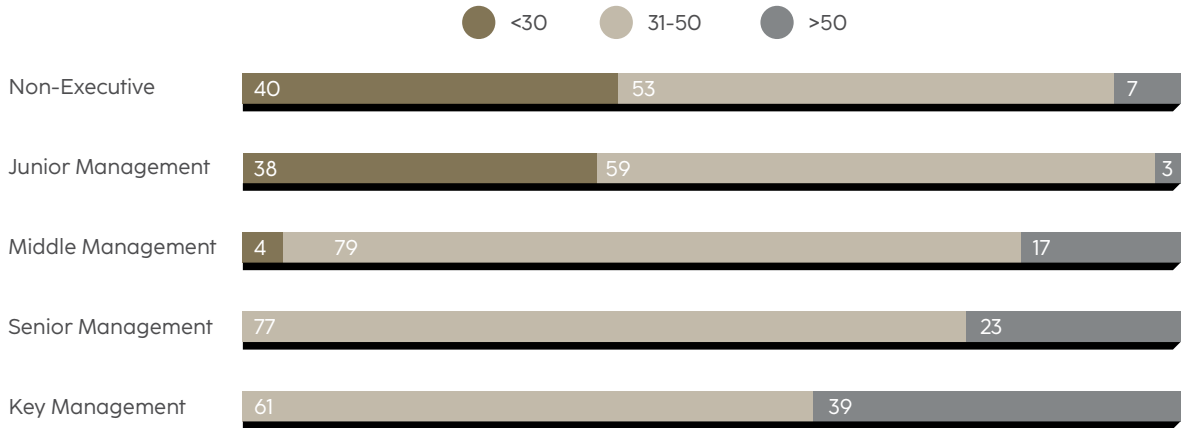
Management Diversity (%)



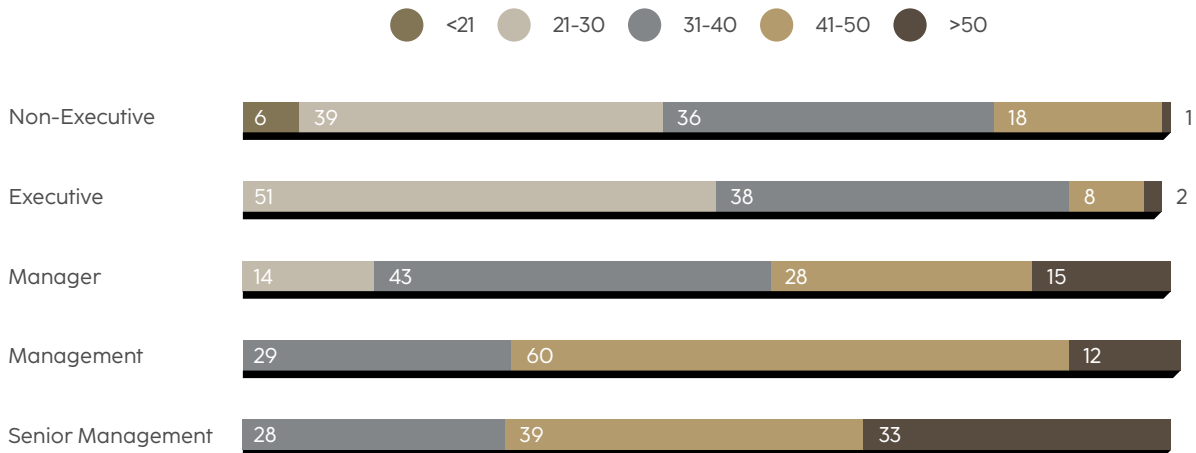
FY2025 reflects Key Management, while prior years are based on Senior Management; figures are not directly comparable.

# SUSTAINABILITY STATEMENT

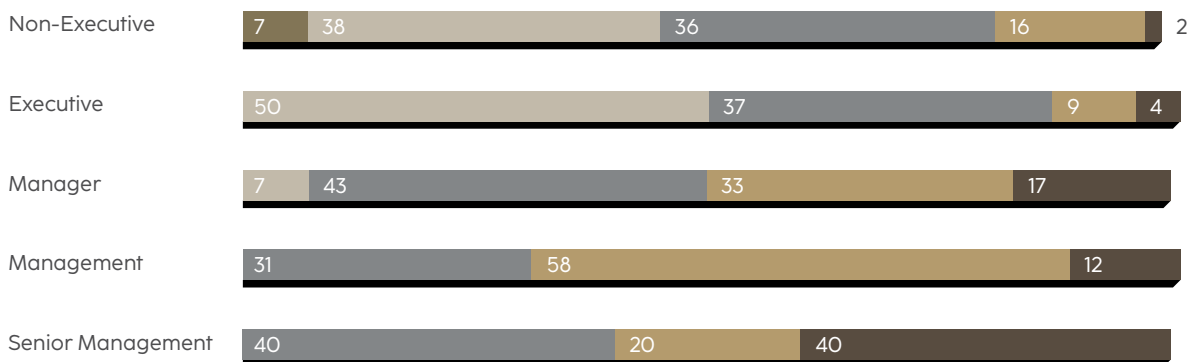
## Age Breakdown by Employee Category (%)



### FY2025



### FY2024

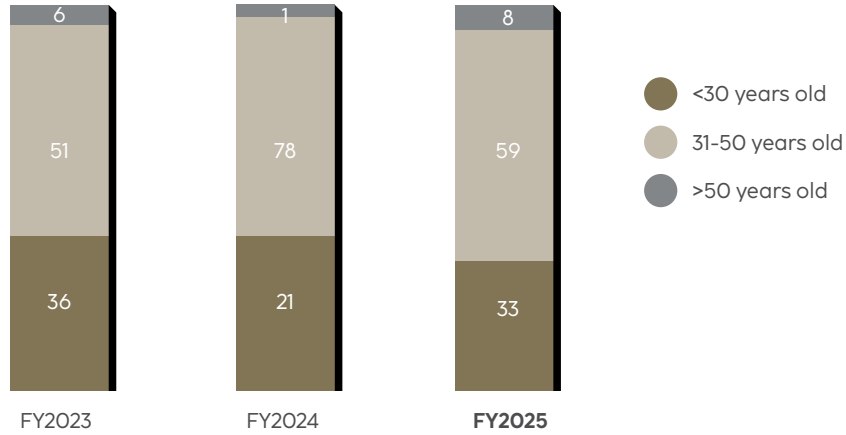


### FY2023

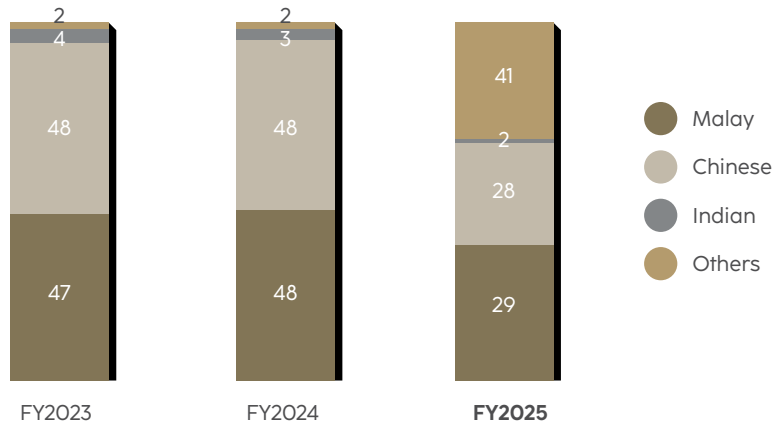
Note: FY2025 employee category groupings have been revised to align with Bursa Malaysia CSI reporting classifications. Accordingly, FY2025 data may not be directly comparable with prior years, where a different grouping methodology was applied.

# SUSTAINABILITY STATEMENT

## Employee Composition by Age Group (%)



## Employee Composition by Ethnicity (%)



## Non-Discrimination

Indicator	FY2023	FY2024	FY2025
Number of discrimination incidents	0	0	0

## WAY FORWARD

We will strengthen our diversity, equality, and inclusion by ensuring consistent implementation and better monitoring of diversity indicators.

We will review and update our diversity practices annually, set measurable leadership diversity goals, and adapt these objectives to reflect changing priorities and workforce needs.

Training modules will be developed to raise internal awareness, implement initiatives to reinforce inclusive behaviours, and introduce regular reporting on diversity data to improve transparency and support accountability for continuous improvement.

# SUSTAINABILITY STATEMENT

## Community Outreach



### WHY THIS IS IMPORTANT

At Signature, community engagement demonstrates how the Group leverages its core strength to transform living spaces and create meaningful social impact beyond business outcomes. We contribute to the communities where we operate through initiatives that improve safe, nurturing and dignified environments, particularly for vulnerable communities.

These efforts reflect our commitment to responsible business practices by contributing to emotional well-being, social resilience and long-term community development. They also strengthen stakeholder trust by leveraging our expertise, partnerships and resources to deliver lasting social value aligned with our ESG commitments.

### OUR APPROACH

Our community engagement is guided by the Signature Cares platform, a structured approach that integrates the Group's CSR, sustainability and ESG commitments into meaningful and measurable community impact. Guided by our brand purpose of Transforming Spaces, Elevating Lives, Touching Hearts, the platform ensures that initiatives are implemented as part of a long-term and strategic approach rather than one-off charitable activities.

The platform is guided by four key pillars, namely Responsible Consumption, Community Empowerment, Long-Term Well-being and Sustainable Partnerships, which collectively guide how we design, deliver and manage our community initiatives.

In line with these pillars, we adopt a structured, needs-based approach to community engagement. During the financial year, 100% of the Group's operations implemented community engagement, impact assessments and development programmes. This begins with stakeholder mapping and impact assessments, including social impact assessments conducted in collaboration with non-governmental organisations to identify community needs, and environmental impact assessments involving ongoing monitoring of noise, air quality and waste management to ensure compliance with Department of Environment requirements and minimise impacts on surrounding communities.

Based on these assessments, we identify vulnerable and underserved communities whose well-being can be meaningfully improved through safe, dignified and supportive living environments. These include underprivileged children living in shelters or care homes, children from disadvantaged backgrounds, as well as caregivers and community support networks. We then engage selected communities through site visits, detailed needs assessments and collaboration with non-governmental organisations to co-develop initiatives that are relevant and responsive to community needs. This is supported by structured stakeholder engagement, including ongoing dialogue with NGO partners, local authorities and communities near operational sites to ensure alignment with local priorities.

In implementing our programmes, we work closely with local partners to deliver targeted, needs-based interventions, leveraging our expertise to revitalise living spaces and improve overall living conditions for underserved communities. These efforts are further complemented by emotional development and child protection programmes delivered in collaboration with the Children's Protection Society and Makchic, ensuring a holistic approach to community well-being.

We also manage potential impacts arising from our operations across 100% of our core business locations, including our headquarters, manufacturing facilities in Selangor, as well as our network of retail galleries and project installation sites nationwide. Key impacts identified through our risk management framework include temporary increases in heavy-vehicle movements during delivery and installation activities, as well as localised noise and airborne particulates, such as wood dust and waste generated at project sites.

These impacts are mitigated through strict adherence to Department of Environment requirements, implementation of clean site practices and ongoing operational monitoring. To safeguard community health, we utilise low-VOC materials and dust extraction systems, supported by strict safety protocols and regular air quality assessments. No significant adverse impacts requiring formal remediation were reported during the financial year.

# SUSTAINABILITY STATEMENT

The effectiveness of these initiatives and mitigation measures is monitored through stakeholder engagement and impact tracking, with community outcomes disclosed through the Group’s Sustainability Statement and corporate communication channels. Engagement processes incorporate input from beneficiaries and caregivers to support inclusive participation. Operational and community-related risks are overseen by the Group’s Occupational Health and Safety Committee, while formal grievance channels are maintained to enable communities to raise concerns. During the financial year, no significant grievances were reported, and all general community feedback received was addressed, with none requiring formal remediation or legal intervention.

Through this structured approach, we ensure that our community initiatives are systematically assessed, effectively implemented and continuously improved to support long-term community well-being.

## Signature Cares Space Makeover at Rumah Hope

The Signature Cares Space Makeover Project at Rumah Hope enhanced the living conditions of 50 children and 13 staff members through a comprehensive home makeover. The initiative included the provision of bedding essentials, home and kitchen appliances, and upgraded facilities to improve daily comfort, well-being and caregiving efficiency. Beyond immediate improvements, the project creates lasting value by providing a safer and more supportive living environment that will continue to benefit future children at the home.



## OUR PERFORMANCE

The Group continues to monitor diversity indicators as its approach to diversity, equality and inclusion continues to evolve.

Indicator	FY2023	FY2024	FY2025
Total community investment (RM)	10,724.00	9,082.29	56,275.10
Number of beneficiaries	76	171	63



In FY2025, the Group invested a total of **RM56,275.10** in community empowerment initiatives primarily under the Signature Cares Space Makeover projects and long-term well-being programmes for underprivileged children. This included the provisions of high-quality home living systems, professional installation services and strategic partnerships with NGOs to ensure safe and dignified living environments for the beneficiaries.

## WAY FORWARD

The Group will continue to strengthen its community engagement approach under the Signature Cares framework, with a focus on effective implementation and oversight of initiatives.

To mitigate potential impacts on local communities, we remain committed to minimising our operational footprint through responsible site management and adherence to environmental standards. We will continue to strengthen our community feedback and grievance mechanisms to ensure that concerns are identified and addressed in a timely manner.

Through these measures, we aim to ensure that our operations remain aligned with the well-being of local communities, while supporting sustainable business growth.

# SUSTAINABILITY STATEMENT

## Governance

### WHY THIS IS IMPORTANT

Strong sustainability governance is essential to ensure that our sustainability commitments are translated into consistent, measurable outcomes. It provides the structure to manage sustainability-related risks and opportunities effectively, while embedding accountability across the organisation. This is critical to sustaining long-term value creation, strengthening stakeholder confidence, and delivering positive outcomes for our people and communities.

### OUR APPROACH

We adopt a structured, multi-tiered governance approach to ensure effective oversight and management of sustainability matters across the Group. This enables clear accountability, cross-functional collaboration, and alignment with our strategic priorities.

#### Board of Directors (“Board”)

- Holds ultimate responsibility for driving and overseeing the Group’s sustainability initiatives.
- Ensures alignment between our sustainability efforts and strategic plan to support long-term value creation.
- Maintains oversight on sustainability-related issues, including climate change matters.
- Endorses the annual Sustainability Statement, ensuring its alignment with our corporate values and regulatory requirements.

#### Key Senior Management (“KSM”)

Members: Group CEO, Group CFO, Business Divisions CEO and functional directors

- Supports the Board in driving the strategic management of the Group’s material sustainability matters.
- Leads the development of sustainability objectives, targets, and policies and monitors their implementation.
- Aligns material sustainability matters with evolving business needs and external expectations.
- Ensures that the contents of the Statement are guided by quality, transparency and timeliness.

## SUSTAINABILITY STATEMENT

### Sustainability Steering Committee (“SSC”)

Cross-functional committee, including staff from key departments, including legal, finance and accounts, human resources, procurement and manufacturing.

- Supports KSM in driving the strategic management of the Group’s material sustainability matters.
- Leads the development of sustainability objectives, targets and policies and monitors their implementation.
- Identifies emerging risks and opportunities to ensure timely response to dynamic environments.

### Sustainability Working Group (“SWG”)

Essential data owners, comprising staff from key departments, such as human resources, administration, customer service, operations, procurement, supply chain and manufacturing.

- Executes and implements the day-to-day sustainability programmes and initiatives.
- Tracks, monitors and reports on key sustainability indicators for ongoing performance evaluation.

During the reporting period, sustainability matters, including climate-related risks and opportunities, were discussed by the Board and Key Senior Management as part of ongoing governance and decision-making processes.

## WAY FORWARD

The Group will continue to strengthen its sustainability governance framework by enhancing oversight, improving cross-functional coordination and ensuring effective execution of sustainability initiatives across all levels of the organisation.

Focus areas include strengthening accountability for sustainability performance, enhancing data monitoring and reporting processes, and ensuring that sustainability considerations remain integrated into strategic decision-making and day-to-day operations.

## Business Ethics



### WHY THIS IS IMPORTANT

The Group has adopted a **Code of Conduct (“the Code”)** applicable to Directors, management and officers of the Company and its subsidiaries (“Officers”), to promote a corporate culture of ethical conduct across the organisation.

The Code establishes the Group’s commitment to ethics and compliance with applicable laws and regulations, and sets out standards of ethical and legal behaviour in the performance of duties. All Officers are required to comply with the Code, internal policies and applicable laws and regulations as a condition of employment. Non-compliance may result in disciplinary action, including termination and possible legal proceedings.

## SUSTAINABILITY STATEMENT

The Code covers key areas of responsible business conduct, including human rights, health and safety, environmental responsibility, integrity and professionalism, confidentiality, compliance with laws and regulations, conflict of interest and fair dealing. It is communicated through internal channels including the staff handbook, notice boards, intranet and corporate website, and forms part of employee induction programmes. The Board ensures that the Code is implemented and complied with across all levels of the organisation.

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

The Group has established an **Anti-Bribery and Anti-Corruption Policy & Guidelines ("ABAC Policy & Guidelines")**, which set out the policies and procedures governing its commitment to prohibit bribery and corruption in all business conduct.

The ABAC Policy & Guidelines apply to Directors, employees and relevant stakeholders, including business partners, suppliers, contractors, consultants, agents and representatives performing work or services for or on behalf of the Group.

The Group adopts a **zero-tolerance approach** towards all forms of bribery and corruption and is committed to promoting good governance and integrity in its business activities. This includes establishing, maintaining and periodically reviewing an ABAC programme, promoting compliance with applicable laws and internal policies, providing training and awareness, and conducting continual review and improvement of policies and procedures.

The Board maintains oversight of ABAC governance, including strategies, controls and risk management, while Management is responsible for implementation and enforcement across the Group.

The Group adopts a **"No Gift" policy**, subject to limited exceptions, and prohibits the giving or receiving of bribes, facilitation payments, kickbacks, or any form of improper benefit that may influence business decisions. Gifts exceeding RM200.00 are subject to declaration and review in accordance with established procedures.

The Group implements a **corruption risk assessment process** and applies **due diligence procedures** on key stakeholders prior to entering into business relationships, ensuring that corruption risks are effectively identified, assessed and managed.

Suspected bribery or corruption incidents may be reported through the Whistleblowing Policy & Guidelines. The Group conducts periodic monitoring and review of the ABAC framework, including internal reviews and independent assessments.

### Whistleblowing Policy

The Group has established a **Whistleblowing Policy and Guidelines** to provide a structured mechanism for employees and stakeholders to raise concerns on suspected or actual misconduct, including violations of laws, regulations, internal policies, fraud, corruption and unethical business conduct.

The policy applies to employees, Board members, management, business partners, customers, shareholders and vendors. Individuals are encouraged to report concerns in good faith at the earliest possible stage through the appropriate reporting channels.

The Group is committed to ensuring that whistleblowers are protected from retaliation or adverse treatment, that all reports are treated with strict confidentiality, and that appropriate disciplinary actions are taken against proven misconduct.

Reported concerns are subject to a structured process, including screening, investigation and reporting outcomes, with oversight by the Audit and Risk Management Committee ("ARMC"). The ARMC, together with the Board where applicable, reviews investigation findings and determines appropriate actions. Decisions and actions are formally recorded, and periodic summary reports are submitted to the ARMC and the Board.

The Group ensures that due process is observed, including providing implicated individuals the opportunity to respond to allegations. The Whistleblowing Policy is communicated across the Group and is subject to periodic review.

## SUSTAINABILITY STATEMENT

### Regulatory Compliance

The Group's commitment to maintaining regulatory compliance is reflected in a structured approach encompassing the following:

#### Adherence to Applicable Laws and Standards

Compliance with local and international regulations, including those relating to health, safety and environment ("HSE"), human and labour rights, waste management and relevant industry standards.

#### Comprehensive Policies and Procedures

A suite of policies, including the Code of Conduct, Code of Ethics, Whistleblowing Policy & Guidelines, Diversity Policy and Anti-Bribery & Anti-Corruption Policy & Guidelines, accessible via the Group's corporate website, provides a guiding framework for ethical conduct across the Group and is reviewed periodically.

Regular internal audits are conducted in alignment with the International Professional Practices Framework ("IPPF") to ensure robust process controls, continuous improvement and enhanced operational effectiveness.

#### Internal Audits

Ongoing targeted programmes are implemented to strengthen employees' awareness of compliance requirements, particularly in HSE, and to embed these standards across operations.

#### Employee Training and Awareness

Oversight is provided by the Board and Key Senior Management, with support from the safety department in upholding HSE regulations, labour laws, and other legal requirements. Financial resources are allocated to support compliance initiatives, including training programmes and monitoring systems.

### OUR PERFORMANCE

The Group maintained a consistent track record of ethical conduct and regulatory compliance over the past three financial years.

Indicator	FY2023	FY2024	FY2025
Percentage of operations assessed for corruption-related risks (%)	100%	100%	Not available
Significant risks related to corruption were identified through the risk assessment	Not available	Not available	Not available
Total donations and financial contributions to political parties	RMO	RMO	RMO
Total number of confirmed incidents of corruption	0	0	0

## SUSTAINABILITY STATEMENT

Indicator	FY2023	FY2024	FY2025
Total number of confirmed incidents in which employees were dismissed or disciplined	0	0	0
Total number of confirmed incidents when contracts with suppliers/contactors were terminated / non-renewed due to corruption	0	0	0
Public legal cases related to corruption against the organisation or its employees during the reporting period and the outcomes of such cases	0	0	0
Cost of fines, penalties or settlements in relation to corruption (RM)	0	0	0
Percentage of Board of Directors who have received training on ABAC	0%	0%	0%
Number of employees who received training on ABAC	378	416	490
Percentage of employees trained on ABAC (%)			
· Senior Management	95.0%	94.4%	100%
· Management	100%	100%	100%
· Manager	100.0%	93.7%	100%
· Executive	98.8%	97.6%	100%
· Non-Executive	96.9%	92.8%	100%
No of environmental non-compliance incidents in the company and /or subsidiaries that resulted in a fine or censure	0	0	0
No of socioeconomic non-compliance incidents in the company and /or subsidiaries that resulted in a fine of censure	0	0	0
Total cost of fines for environmental non-compliance (RM)	0	0	0
Total cost of fines for socio-economic non-compliance (RM)	0	0	0

## SUSTAINABILITY STATEMENT

The Group maintained a zero-incident record in corruption and regulatory non-compliance across all reporting periods. Corruption risk assessments were conducted across operations, with no significant risks identified.

Anti-corruption training and communication initiatives were carried out across the organisation, supported by structured programmes and internal dissemination channels to reinforce awareness and compliance.

### WAY FORWARD

The Group will continue to strengthen its ethical business practices by enhancing the implementation and effectiveness of its Code of Conduct, Anti-Bribery and Anti-Corruption Policy and Guidelines and Whistleblowing Policy.

Focus areas include reinforcing a culture of integrity and accountability across all levels of the organisation, supported by continuous communication, training and awareness programmes. The Group will also continue to strengthen internal controls, due diligence processes and corruption risk assessment practices to ensure effective management of corruption risks across its operations and business relationships.

In addition, the Group will periodically review and update its policies and procedures to ensure continued alignment with regulatory requirements and evolving business needs, while maintaining a zero-tolerance stance towards unethical conduct.



## SUSTAINABILITY STATEMENT

### SASB DISCLOSURE INDEX

Multiline and Specialty Retailers and Distributors / Building Products & Furnishings / Engineering & Construction Services

Topic	Code	Metric	Disclosure / Page Reference
Energy Management in Retail & Distribution / Manufacturing	CNO403-01 CG-BF-130a.1	Total energy consumed	18,307.41 GJ
		Percentage grid electricity	77.43%
		Percentage renewable energy	14.32%
Management of Chemicals in Products	CG-BF-250a.1	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	Page 80
	CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and compound content standards	N/A
Product Lifecycle Environmental Impacts	CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	Page 37, 83-84
	CG-BF-410a.2	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	(1) 80 (2) 80
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards or regulations	0
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Page 69, 71, 73
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect- and safety-related rework costs	N/A
	IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	N/A
Workforce Health & Safety	IF-EN-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	(1) N/A (2) 0
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	(1) N/A (2) N/A
	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Page 73
Data Security	CNO403-02	Discussion of management approach to identifying and addressing data security risks	Page 66
	CNO403-03	Number of data security breaches	0
		Percentage involving customers' personally identifiable information (PII)	N/A
		Number of customers affected	0
Workforce Diversity & Inclusion	CNO403-04	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	Page 99-102
	CNO403-05	Amount of legal and regulatory fines and settlements associated with employment discrimination	RMO

## SUSTAINABILITY STATEMENT

Topic	Code	Metric	Disclosure / Page Reference
Fair Labour Practices	CN0403-08	Amount of legal and regulatory fines and settlements associated with labor law violations	RMO
Product Sourcing, Packaging, and Marketing	CN0403-09	Revenue from products third-party certified to environmental and/or social sustainability standards	RMO
	CN0403-10	Description of processes to assess and manage risks and/or hazards associated with chemicals in products	Page 83-84
	CN0403-11	Description of strategies to reduce the environmental impact of packaging	Page 79-80
Business Ethics	IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	(1) N/A (2) N/A
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	(1) RMO (2) RMO
	IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behaviour in the project bidding process	Page 107-108
Activity Metrics	CG-MR-000.A	Number of: (1) retail locations and (2) distribution centres	(1) 50 (2) 1
	CG-MR-000.B	Total area of: (1) retail space and (2) distribution centres	(1) N/A (2) 50,000 sq ft
	CG-BF-000.A	Annual production	17,878 sets
	CG-BF-000.B	Area of manufacturing facilities	17,762 m <sup>2</sup>
	IF-EN-000.A	Number of active projects	426
	IF-EN-000.B	Number of commissioned projects	42
	IF-EN-000.C	Total backlog	N/A

### ASSURANCE STATEMENT

Signature has undertaken an internal review process of the sustainability disclosures presented in this Statement for FY2025, in line with its commitment to enhancing the reliability and quality of reported information. Relevant contents have been subjected to review by the Group's internal stakeholders and designated management representatives.

The scope and boundary of the internal review are aligned with the reporting scope adopted for FY2025, unless otherwise stated.

This Sustainability Statement was approved by the Board on 8 April 2026.

# SUSTAINABILITY STATEMENT

## GRI CONTENT INDEX

### STATEMENT OF USE:

Signature International Berhad has reported the information cited in this GRI content index for the period 1 January 2025 – 31 December 2025 with reference to the GRI Standards.

### GRI 1 USED: GRI 1: Foundation 2021

CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE / OMISSIONS
2-1	Organisational details						
2-2	Entities included in the organisation's sustainability reporting	Scope and Basis of Scope					About This Report (page 49)
2-3	Reporting period, frequency and contact point						
2-4	Restatements of information						
2-5	External assurance	Assurance					Assurance Statement (page 112)
2-6	Activities, value chain and other business relationships						Stakeholder Engagement (page 53)
2-7	Employees	Labour Practices & Standards C6(b)	Labour Standards		SDG5, 8	Principle 6	Workforce Diversity (page 94)
2-8	Workers who are not employees						
2-9	Governance structure and composition	Sustainability Governance	Corporate Governance				Sustainability Governance Structure (page 105-106)
2-10	Nomination and selection of the highest governance body						
2-11	Chair of the highest governance body						
2-12	Role of the highest governance body in overseeing the management of impacts						
2-13	Delegation of responsibility for managing impacts				SDG16, 17	Principle 10	
2-14	Role of the highest governance body in sustainability reporting						
2-15	Conflicts of interest						
2-16	Communication of critical concerns						
2-17	Collective knowledge of the highest governance body					Profile of Directors (page 8–15) Corporate Governance Overview Statement (page 129-138)	

## SUSTAINABILITY STATEMENT

CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE / OMISSIONS		
2-18	Evaluation of the performance of the highest governance body	Sustainability Governance	Corporate Governance		SDG16, 17	Principle 10	Profile of Directors (page 8–15)		
2-19	Remuneration policies						Corporate Governance Overview Statement (page 129-138)		
2-20	Process to determine remuneration								
2-21	Annual total compensation ratio								
2-22	Statement on sustainable development strategy		Risk Management; Human Rights & Community					Principle 1, 2, 3, 7, 10	Message from the Management (page 52)
2-23	Policy commitments								UNSDGs (page 57-58)
2-24	Embedding policy commitments								Whistleblowing Policy (page 107)
2-25	Processes to remediate negative impacts								Regulatory Compliance (page 108)
2-26	Mechanisms for seeking advice and raising concerns								Member of Associations (page 50)
2-27	Compliance with laws and regulations								Stakeholder Engagement (page 53-54)
2-28	Membership associations	Labour Standards				Fair Labour Practices and Human Rights (page 90)			
2-29	Approach to stakeholder engagement								
2-30	Collective bargaining agreements								
3-1	Process to determine material topics	Materiality Assessment	-		-	-	Materiality Assessment & Sustainability Strategies (page 55-56)		
3-2	List of material topics								
3-3	Management of material topics	Management Approach							
201-1	Direct economic value generated and distributed	-	-		SDG1, 8, 10, 13	-	Economic Impacts (page 63)		
201-2	Financial implications and other risks and opportunities due to climate change	IFRS S2/TCFD-aligned Climate Disclosure (NSRF-aligned)					TCFD-aligned Statement (page 68-71)		
201-3	Defined benefit plan obligations and other retirement plans	-					N/A		

## SUSTAINABILITY STATEMENT

CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE / OMISSIONS
201-4	Financial assistance received from government	-			SDG1, 8, 10, 13		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-					N/A
202-2	Proportion of senior management hired from the local community	-			SDG5, 8, 10	Principle 6	Workforce Diversity (page 93, 95)
203-1	Infrastructure investments and services supported	-	Human Rights & Community				
203-2	Significant indirect economic impacts	-			SDG9, 11	-	Indirect Economic Impacts (page 63)
204-1	Proportion of spending on local suppliers	Supply Chain Management C7(a)			SDG8 SDG17	-	
205-1	Operations assessed for risks related to corruption	Anti-Corruption C1(a) C1(b) C1(c)	Anti-Corruption				
205-2	Communication and training about anti-corruption policies and procedures				SDG4 SDG16	Principle 10	Anti-Bribery and Anti-Corruption (page 107-109)
205-3	Confirmed incidents of corruption and actions taken			IF-EN-510a.2			
206-1	Legal actions for anticompetitive behaviour, anti-trust, and monopoly practices			IF-EN-510a.3	SDG8, 10, 16		
207-1	Approach to tax		Tax Transparency				
207-2	Tax governance, control, and risk management						
207-3	Stakeholder engagement and management of concerns related to tax				SDG10, 16, 17	-	N/A
207-4	Country-by-country reporting						
301-1	Materials used by weight or volume	Materials S5(a)	Pollution & Resources	CG-BF-410a.1 CG-BF-410a.2	SDG12	Principle 7, 8, 9	Materials and Resource Management (page 83-84)
301-2	Recycled input materials used						Materials and Resource Management (page 83-84)
301-3	Reclaimed products and their packaging materials						Materials and Resource Management (page 83-84)

## SUSTAINABILITY STATEMENT

CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE / OMISSIONS
302-1	Energy consumption within the organization	Energy Management C4(a)	Climate Change	CN0403-01 CG-BF-130a.1	SDG 7, 12, 13	Principle 7, 8, 9	Energy and Emissions Management (page 72-78)
302-2	Energy consumption outside of the organization						
302-3	Energy intensity						
302-4	Reduction of energy consumption						
302-5	Reductions in energy requirements of products and services			IF-EN- 410a.2			Energy and Emissions Management (page 72)
303-1	Interactions with water as a shared resource	Water C9(a) Effluents S8(a)	Water Use Pollution & Resources	IF-EN- 410a.2	SDG6, 12	Principle 7, 8, 9	Waste Management and Effluents (page 79-80)
303-2	Management of water discharge-related impacts						Water Management (page 81-82)
303-3	Water withdrawal						
303-4	Water discharge						
303-5	Water consumption						
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity S1(a) S1(b) S1(c)	Biodiversity		SDG14, 15	Principle 7, 8, 9	N/A
304-2	Significant impacts of activities, products and services on biodiversity						Biodiversity Management (page 85)
304-3	Habitats protected or restored						
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations						N/A
305-1	Direct (Scope 1) GHG emissions	Emissions Management C11(a) C11(b) C11(c)	Climate Change		SDG7, 12, 13	Principle 7, 8, 9	Emissions Management (page 76-78)
305-2	Energy indirect (Scope 2) GHG emissions						
305-3	Other indirect (Scope 3) GHG emissions						
305-4	GHG emissions intensity						
305-5	Reduction of GHG emissions						

## SUSTAINABILITY STATEMENT

CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE / OMISSIONS
305-6	Emissions of ozone-depleting substances (ODS)	Emissions - Air Quality / Pollution S4(a)	Pollution & Resources	-	SDG7, 12, 13	Principle 7, 8, 9	Environmental Compliance (page 86)
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Pollution S4(a)		CG-BF-250a.1 CGBF-250a.2 IF-EN-160a.2 CN0403-10			
306-1	Waste generation and significant waste-related impacts	Waste Management C10(a) C10(a)(i) C10(a)(ii)	Pollution & Resources		SDG6, 12	Principle 7, 8, 9	Waste Management and Effluents (page 79-80)
306-2	Management of significant waste-related impacts						
306-3	Waste generated						
306-4	Waste diverted from disposal						
306-5	Waste directed to disposal						
308-1	New suppliers that were screened using environmental criteria	Supply Chain (Env) S6(a) S6(b)	Supply Chain (Environment)		SDG8, 11, 12, 16	Principle 7, 8	Procurement and Supply Chain (page 64-65)
308-2	Negative environmental impacts in the supply chain and actions taken						
401-1	New employee hires and employee turnover	Labour Practices and Standards C6(c)	Labour Standards		SDG5, 8	Principle 6	Hiring and Turnover (page 95)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees			Employee Benefits and Rewards (page 96-97)			
401-3	Parental leave						
402-1	Minimum notice periods regarding operational changes	-	-		SDG8	-	Fair Labour Practices and Human Rights (page 90)
403-1	Occupational health and safety management system	Health and Safety C5(a) C5(b) C5(c)	Health & Safety		SDG3, 4, 8	-	Occupational Safety and Health (page 87-89)
403-2	Hazard identification, risk assessment, and incident investigation						
403-3	Occupational health services						
403-4	Worker participation, consultation, and communication on occupational health and safety						

## SUSTAINABILITY STATEMENT

CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE / OMISSIONS
403-5	Worker training on occupational health and safety	Health and Safety C5(a) C5(b) C5(c)	Health & Safety		SDG3, 4, 8	-	Occupational Safety and Health (page 87-89)
403-6	Promotion of worker health						
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships						
403-8	Workers covered by an occupational health and safety management system						
403-9	Work-related injuries			IF-EN-320a.1			
403-10	Work-related ill health						
404-1	Average hours of training per year per employee	Labour Practices and Standards C6(a)	Labour Standards		SDG4, 5, 8	-	Training and Development (page 91-93)
404-2	Programmes for upgrading employee skills and transition assistance programs						
404-3	Percentage of employees receiving regular performance and career development reviews						
405-1	Diversity of governance bodies and employees	Diversity C3(a) C3(b)	Labour Standards	CN0403-04	SDG5, 8, 10	Principle 6	Workforce Diversity (page 98-102)
405-2	Ratio of basic salary and remuneration of women to men						N/A
406-1	Incidents of discrimination and corrective actions taken	-	Labour Standards	CN0403-05	SDG5, 8, 10, 16	Principle 6	Diversity, Equality and Inclusion (page 98, 102)
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	Labour Standards		SDG8, 10, 16	Principle 1, 2, 3	Fair Labour Practices and Human Rights (page 90)
408-1	Operations and suppliers at significant risk for incidents of child labour	-	Labour Standards		SDG8, 10, 16	Principle 1, 2, 5	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	-	Labour Standards		SDG8, 10, 16	Principle 1, 2, 4	

## SUSTAINABILITY STATEMENT

CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE / OMISSIONS
410-1	Security personnel trained in human rights policies or procedures	-	-		SDG4, 16	Principle 1, 2	Fair Labour Practices and Human Rights (page 90)
411-1	Incidents of violations involving rights of indigenous peoples	-	Human Rights & Community		SDG10, 16	Principle 1, 2	
413-1	Operations with local community engagement, impact assessments, and development programs	Community/ Society C2(a) C2(b)	Human Rights & Community		SDG11, 16, 17	-	Community Outreach (page 103-104)
413-2	Operations with significant actual and potential negative impacts on local communities						
414-1	New suppliers that were screened using social criteria	Supply Chain (Social) S7(a) S7(b)	Supply Chain (Social)		SDG8, 10, 11, 16	Principle 1, 2	Procurement and Supply Chain (page 64-65)
414-2	Negative social impacts in the supply chain and actions taken						
415-1	Political contributions	-	Anti-Corruption		SDG16	Principle 10	Anti-Bribery and Anti-Corruption (page 107-108)
416-1	Assessment of the health and safety impacts of product and service categories	Customer Health & Safety/ Product Responsibility S3(a) S3(b) S3(c)	Customer Responsibility		SDG3, 16	-	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services						
417-1	Requirements for product and service information and labeling	-	Customer Responsibility		SDG16	-	Quality Assurance and Customer Satisfaction (page 66-67)
417-2	Incidents of non-compliance concerning product and service information and labeling						
417-3	Incidents of non-compliance concerning marketing communications						
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security C8(a)	Human Rights & Community	CN0403-02 CN0403-03	SDG16	-	

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Supply chain management	Proportion of spending local suppliers	Percentage	55.3	—	No assurance	
Supplier environmental assessment	New suppliers screened using environmental criteria	Percentage	100	—	No assurance	
Energy management	Total energy consumption	Megawatt	5,085.39	—	No assurance	
Emissions management	Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	2871	—	No assurance	
Emissions management	Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	2,299.65	—	No assurance	
Emissions management	Scope 3 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	1,522.77	—	No assurance	
Waste management	Total waste generated	Metric tonnes	853.89	—	No assurance	
Waste management	Waste directed to disposal	Metric tonnes	814.48	—	No assurance	
Waste management	Waste diverted from disposal	Metric tonnes	39.42	—	No assurance	
Water management	Total water consumption	Litres	31,925,500	—	No assurance	
Occupational Safety and Health - Employees	Number of fatalities	Number	0	—	No assurance	
Occupational Safety and Health - Contractors	Number of fatalities	Number	0	—	No assurance	
Occupational Safety and Health - Contractors	Lost time injury rate ("LTIR")	Rate	0	—	No assurance	
Occupational Safety and Health - Employees	Lost time injury rate ("LTIR")	Rate	0	—	No assurance	

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Page 1 of 9

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour practices and standards	Total hours of training by employee category - Senior management	Hours	94.5	—	No assurance	
Labour practices and standards	Total hours of training by employee category - Management	Hours	479.5	—	No assurance	
Labour practices and standards	Total hours of training by employee category - Manager	Hours	750	—	No assurance	
Labour practices and standards	Total hours of training by employee category - Executive	Hours	2,410	—	No assurance	
Labour practices and standards	Total hours of training by employee category - Non-executive	Hours	449	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Key Management Under 30	Percentage	0	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Key Management Between 31-50	Percentage	61	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Key Management Above 51	Percentage	39	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Senior Management Under 30	Percentage	0	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Senior Management Between 31-50	Percentage	77	—	No assurance	

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29\_20:19:23

Page 2 of 9

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by age group, for each employee category - Senior Management Above 51	Percentage	23	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Middle Management Under 30	Percentage	4	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Middle Management Between 31-50	Percentage	79	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Middle Management Above 51	Percentage	17	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category, for each employee category - Junior Management Under 30	Percentage	38	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category, for each employee category - Junior Management Between 31-50	Percentage	59	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category, for each employee category - Junior Management Above 51	Percentage	3	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category - Non Executive Under 30	Percentage	40	—	No assurance	

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Page 3 of 9

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Between 31-50	Percentage	53	—	No assurance	
Diversity	Percentage of employees by age group, for each employee category - Non-Executive Above 51	Percentage	7	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Key Management Male	Percentage	76	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Key Management Female	Percentage	24	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Senior Management Male	Percentage	77	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Senior Management Female	Percentage	23	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Middle Management Male	Percentage	68	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Middle Management Female	Percentage	32	—	No assurance	

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29\_20:19:23

Page 4 of 9

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender, for each employee category - Junior Management Male	Percentage	54	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Junior Management Female	Percentage	46	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Non-Executive Male	Percentage	99	—	No assurance	
Diversity	Percentage of employees by gender, for each employee category - Non-Executive Female	Percentage	1	—	No assurance	
Diversity	Percentage of directors by gender - Male	Percentage	83	—	No assurance	
Diversity	Percentage of directors by gender - Female	Percentage	17	—	No assurance	
Diversity	Percentage of directors by age group - Below 30	Percentage	0	—	No assurance	
Diversity	Percentage of directors by age group - Between 41-50	Percentage	50	—	No assurance	
Diversity	Percentage of directors by age group - Between Above 50	Percentage	50	—	No assurance	
Diversity	Number of discrimination incidents	Number	0	—	No assurance	
Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	3	—	No assurance	

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour practices and standards	Percentage of employees that are permanent staff	Percentage	97	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category - Senior Management	Number	2	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category - Management	Number	6	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category - Manager	Number	10	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category - Executive	Number	76	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category - Non-Executive	Number	27	—	No assurance	
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	—	No assurance	
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	Ringgit Malaysia	56,275	—	No assurance	
Community/Society	Total number of beneficiaries of the investment in communities	Number	63	—	No assurance	

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29\_20:19:23

Page 6 of 9

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Senior Management	Percentage	100	—	No assurance	Anti-corruption training data covers Malaysian operations only. Overseas entities are excluded due to differing local regulatory frameworks, training requirements and data measurement methodologies across jurisdictions.
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	100	—	No assurance	Anti-corruption training data covers Malaysian operations only. Overseas entities are excluded due to differing local regulatory frameworks, training requirements and data measurement methodologies across jurisdictions.
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Manager	Percentage	100	—	No assurance	Anti-corruption training data covers Malaysian operations only. Overseas entities are excluded due to differing local regulatory frameworks, training requirements and data measurement methodologies across jurisdictions.
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	100	—	No assurance	Anti-corruption training data covers Malaysian operations only. Overseas entities are excluded due to differing local regulatory frameworks, training requirements and data measurement methodologies across jurisdictions.

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category – Non-Executive	Percentage	100	—	No assurance	Anti-corruption training data covers Malaysian operations only. Overseas entities are excluded due to differing local regulatory frameworks, training requirements and data measurement methodologies across jurisdictions.
Anti-corruption	Percentage of operations assessed for corruption-related risks	Percentage	0	—	No assurance	
Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	—	No assurance	
Occupational Safety and Health	Number of employees trained on health and safety	Number	148	—	No assurance	
Anti-corruption	Confirmed incidents when contracts with suppliers/contactors were terminated / non-renewed due to corruption	Number	0	—	No assurance	
Anti-corruption	Public legal cases related to corruption against the organisation or its employees during the reporting period and the outcomes of such cases	Number	0	—	No assurance	
Anti-corruption	Cost of fines, penalties or settlements in relation to corruption	Ringgit Malaysia	0	—	No assurance	
Anti-corruption	Environmental non-compliance incidents in the company and /or subsidiaries that resulted in a fine or censure	Number	0	—	No assurance	

# BURSA MALAYSIA PRESCRIBED TABLE

Date & Time: 2026-04-29\_20:19:23  
FYE 31/12/2025

Signature International Berhad  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-corruption	Socioeconomic non-compliance incidents in the company and /or subsidiaries that resulted in a fine of censure	Number	0	—	No assurance	
Anti-corruption	Cost of fines for environmental non-compliance	Ringgit Malaysia	0	—	No assurance	
Anti-corruption	Cost of fines for socio-economic non-compliance	Ringgit Malaysia	0	—	No assurance	
Data Privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	No assurance	
Anti-corruption	Number of employees received training on anti-corruption	Number	490	—	No assurance	Anti-corruption training data covers Malaysian operations only. Overseas entities are excluded due to differing local regulatory frameworks, training requirements and data measurement methodologies across jurisdictions.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“the Board”) of Signature International Berhad (“the Company”) is pleased to present its Corporate Governance Overview Statement for the financial year ended 31 December 2025 (“FY2025”).

This statement is prepared in compliance with Paragraph 15.25(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), and is guided by Practice Note 9 of the MMLR, the Corporate Governance Guide (4th edition) issued by Bursa Securities, and the Malaysian Code on Corporate Governance (“MCCG”).

This statement should be read together with the Company’s Corporate Governance Report 2025 (“CG Report”), as well as other sections of the Annual Report, including the Statement on Risk Management and Internal Control (SORMIC), the Audit and Risk Management Committee Report, and the Sustainability Statement. The CG Report and Annual Report are available on the Company’s website at [www.signatureinternational.com.my](http://www.signatureinternational.com.my) and on the website of Bursa Securities.

This statement provides an overview of the Company’s application of the principles set out in the MCCG, whilst the CG Report provides in detail how each Practice has been applied during FY2025. Where a Practice has not been applied, the reasons for such non-application and any alternative practices adopted are disclosed in the CG Report.

The three (3) key principles of the MCCG are:-

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

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

### 1 Board Responsibilities

The Group is led by an experienced and effective Board. The Board assumes overall responsibility for providing strategic direction, overseeing future expansion, corporate governance, risk management, human resource planning and development, investments made by the Company, and the proper conduct of the Group’s business.

In discharging its duties, the Board delegates certain of its responsibilities to its Board Committees, namely the Audit and Risk Management Committee (“ARMC”), the Nomination Committee (“NC”), and the Remuneration Committee (“RC”), which operate within their defined Terms of Reference (“TOR”). The Chairman of the respective Board Committees report to the Board on key matters deliberated at their meetings and make recommendations to the Board for final decision, where necessary.

The breakdown of the Directors’ attendance at Board and Board Committee meetings during FY2025 is set out below:-

Name	Meeting Attendance			
	Board	ARMC	NC	RC
Datuk Seri Chiau Beng Teik, JP <i>Non-Independent Non-Executive Chairman</i>	5/5	-	-	-
Datuk Wira Chiau Haw Choon <i>Managing Director</i>	5/5	-	-	-
Shelly Chiau Yee Wern <i>Executive Director</i>	5/5	-	-	-
Dato’ Che Halin Bin Mohd Hashim <i>Independent Non-Executive Director</i>	5/5	5/5	1/1	1/1
Rozahan Bin Osman <i>Independent Non-Executive Director</i>	5/5	5/5	1/1	1/1
Chee Jee Kong <i>Independent Non-Executive Director</i>	5/5	5/5	1/1	1/1

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

### **1 Board Responsibilities (cont'd)**

The Board has adopted a Board Charter which delineates the duties and responsibilities of the Board, Board Committees, and individual Directors, including matters that are reserved solely for the Board's decision, as follows:-

- Conflict of interest issues relating to substantial shareholders or Directors, including the approval of related party transactions;
- Material acquisitions and disposals of assets not in the ordinary course of business, including significant capital expenditures;
- Strategic investments, mergers and acquisitions, and corporate exercises;
- Limits of authority;
- Treasury policies;
- Risk management policies; and
- Key human resource matters.

The Board Charter also serves as a primary reference document and forms part of the induction materials, guiding newly appointed and existing Board members on their duties and the functions of the Board and its Committees.

The Board Charter is available on the Company's website at [www.signatureinternational.com.my](http://www.signatureinternational.com.my) and was last reviewed by the Board on 23 August 2022.

### **2 Separation of Chairman and Group Chief Executive Officer's ("CEO") Roles**

The Chairman oversees the Board in the effective discharge of its supervisory role, with an emphasis on governance and compliance. The positions of the Chairman and the Group CEO are held by different individuals. The Chairman is a Non-Independent Non-Executive Director.

The roles of the Chairman and the Group CEO are distinct and separate to ensure a balance of power and authority, and that no individual has unfettered powers of decision and control. During the Board meetings, the Chairman encourages constructive relationships among Board members and ensures that open, healthy and effective debates are held by allowing sufficient time for the deliberation of issues.

The Group CEO focuses on the day-to-day operations and is responsible for the Group's performance and strategic direction. He is also responsible for the implementation of the Board's policies and strategies, with the support of the senior management team.

### **3 Company Secretaries**

The Board is supported by 2 Company Secretaries who are Associate Members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and are qualified Chartered Secretaries under Section 235(2)(a) of the Companies Act 2016.

All Directors have ready and unrestricted access to the advice and services of the Company Secretaries in carrying out their duties and responsibilities effectively. The Company Secretaries play an advisory role to the Board in relation to the Company's Constitution, Board's policies and procedures, and compliance with relevant regulatory requirements, corporate governance best practices and legislations.

The Company Secretaries attend all Board, Board Committees and general meetings and ensure that the meetings are properly convened, and that all deliberations, proceedings and resolutions passed are accurately recorded, minuted and documented.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

### **3 Company Secretaries (cont'd)**

The Company Secretaries keep themselves abreast of regulatory changes and developments in corporate governance by participating in relevant conferences and training programmes.

### **4 Board Composition**

The Board is well balanced, comprising experienced businessmen and qualified professionals of diverse age, gender, ethnicity and culture. The Directors collectively bring a diverse range of knowledge, skills, and extensive experience and expertise in areas such as strategic planning, business development, finance, corporate affairs, marketing and operations, enabling effective oversight of the Group.

The Board currently comprises 6 Directors – 1 Non-Independent Non-Executive Director, 2 Executive Directors and 3 Independent Non-Executive Directors. This complies with Paragraph 15.02 of the MMLR, which requires at least 2 or 1/3 of the Board, whichever is higher, to be Independent Directors and at least 1 woman Director. The Company also complies with Practice 5.2 of the MCGG, where half of the Board are independent directors. In the event of any vacancy on the Board resulting in non-compliance with these requirements, the Board will ensure that such vacancy be filled within 3 months.

### **5 Nomination Committee**

The NC comprises exclusively Independent Non-Executive Directors. The members of the NC are as follows:-

Dato' Che Halin Bin Mohd Hashim (Chairman)  
Rozahan Bin Osman (Member)  
Chee Jee Kong (Member)

The summary of activities undertaken by the NC during FY2025 included the following:

- (a) Assessed the effectiveness of the Board as a whole, the Board Committees and the contribution and performance of each individual Director (including Group CEO and Group Chief Financial Officer ("CFO"));
- (b) Assessed the mix of skills, experience and core competencies of the Board;
- (c) Assessed the independence of the Independent Directors and obtained an annual independence declaration from each of them;
- (d) Reviewed the character, experience, integrity, competence and time commitment of the Directors, the Group CEO and Group CFO to ensure each of them has effectively discharged their roles accordingly;
- (e) Reviewed the details of trainings accomplished by the Directors and identified the training needs of each Director;
- (f) Reviewed the terms of office and performance of the ARMC and each of its members pursuant to the MMLR; and
- (g) Reviewed and recommended the re-election of the following Directors to the Board for approval, after considering their character, experience, integrity, competence, time commitment as well as their fitness and propriety for the roles they are undertaking, based on a customised questionnaire and self-declaration:-

- (i) Dato' Che Halin Bin Mohd Hashim
- (ii) Shelly Chiau Yee Wern

The NC will identify and recommend candidates to the Board in the event of any vacancy arising from resignation, retirement, or other reasons, or where there is a need to appoint an additional Director with the required criteria. It is the Board's practice that, for new appointment of Directors, suitable candidates are identified from recommendations by existing Directors, major shareholders, or the management of the Company. Notwithstanding this, the NC is also authorised by the Board to engage independent search firms to identify suitable candidates for the appointment of Directors, when the need arises.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

### **5 Nomination Committee (cont'd)**

Talent management and succession planning have been enhanced to attract, retain and develop the required talent to ensure that the Group has a ready supply of talent to meet its current and future needs. The Company has in place a Management Succession Plan which provides guidance to identify and develop a talent pool of employees through mentoring, training and job rotation.

The Company also endeavours to maintain balanced representation by taking into consideration a range of skills, age, gender, ethnicity, cultural backgrounds and experiences among its Directors, officers and staff as the Board recognises that it is important in ensuring robust decision-making processes with diversified viewpoints and effective governance of the Company. The Company has in place a Diversity Policy which outlines the Group's approaches to achieving and maintaining diversity at its Board and Senior Management levels.

### **6 Selection and Assessment of Directors**

The Board has adopted a Directors' Fit and Proper Policy for the appointment and re-election of directors of the Group on 26 May 2022, and it is available on the Company's website at [www.signatureinternational.com.my](http://www.signatureinternational.com.my). This policy outlines the fit and proper criteria required of candidates, based on character and integrity, experience and competence, and time and commitment.

The NC reviews the suitability of candidates based on skills, knowledge, character, integrity, expertise and experience, competency, commitment (including time commitment), and where appropriate, the independence of candidates for appointment as Independent Non-Executive Directors. The assessment of Independent Directors is carried out in accordance with the criteria set out in the MMLR.

The annual assessment and evaluation of the Board, Board Committees, and individual Directors are led by the NC Chairman and supported by the Company Secretaries. The evaluation process is conducted via pre-set questionnaires approved by the Board to assess the skills set and performance of the Board, Board Committees and individual Directors, based on self and peer assessment. The NC reviews the outcome of the assessment and reports to the Board, in particular areas for improvement. It is also used as one of the basis for recommending relevant Director for re-election at the Annual General Meeting ("AGM").

### **7 Training and Professional Development**

The Board acknowledges the importance of continuous education and training programmes for its members to enable the effective discharge of its responsibilities. The Board has delegated the roles of reviewing the training and development needs of the Directors to the NC. All Directors have completed the Mandatory Accreditation Programme as prescribed by Bursa Securities, comprising Part I (Director's Roles, Duties and Responsibilities) and Part II (Sustainability and Related Roles of a Director).

Throughout their tenure in office, the Directors are continually updated on the Group's business and regulatory requirements. The Company Secretaries also brief and highlight relevant guidelines on statutory and regulatory requirements to the Board from time to time, such as amendments to the MMLR. The External Auditors also brief the Board on any current and future changes to the Malaysian Financial Reporting Standards (MFRS) that affect the Group's financial statements.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

### 7 Training and Professional Development (cont'd)

During FY2025, the Directors attended the following training programmes:-

Directors	Programme	Date
Datuk Seri Chiau Beng Teik, JP	Conflict of interest	26 November 2025
Datuk Wira Chiau Haw Choon	Senior Leader Awareness Workshop on Design Thinking	03 October 2025
	Conflict of interest	26 November 2025
Shelly Chiau Yee Wern	Micro-Credential in Portfolio Management: Institutional & Personal Training	12 August 2025
	Conflict of interest	26 November 2025
Dato' Che Halin Bin Mohd Hashim	Conflict of interest	26 November 2025
Rozahan Bin Osman	Conflict of interest	26 November 2025
Chee Jee Kong	Conflict of interest	26 November 2025

### 8 Re-election of Retiring Directors

In accordance with the Company's Constitution, an election of Directors shall take place each year at an AGM, and 1/3 of the Directors are subject to retirement by rotation. In any event, each Director shall retire from office once in every 3 years. The Directors to retire each year are those who have been longest in office since their last re-election. Any Director appointed during the year shall hold office only until the next AGM of the Company.

The NC will, upon review and evaluation of the Directors' performance and contribution to the Board, together with their fit and proper declarations, if satisfactory, submit its recommendation to the Board for approval before tabling the same to the shareholders for approval at the AGM.

The following Directors are subject to retirement by rotation pursuant to Clause 96 of the Constitution of the Company at the forthcoming AGM:-

- (1) Dato' Che Halin Bin Mohd Hashim
- (2) Shelly Chiau Yee Wern

The aforesaid Directors have expressed their intention to seek re-election at the forthcoming AGM. All retiring Directors are eligible for re-election, which provides an opportunity for shareholders to renew their mandates. The re-election of each Director is voted on by separate resolution at the AGM of the Company.

### 9 Code of Conduct and Ethics

All Directors and employees are expected to uphold high ethical standards and professional conduct at all times, and to work with a strong sense of integrity to build and maintain trust and credibility. The Company's Code of Conduct ("COC") and Code of Ethics ("COE") set out the standards for employees within the Group to promote a corporate culture that engenders ethical conduct and integrity throughout the Company, in line with the MCCG. The COC and COE were last reviewed by the Board on 23 August 2022.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

### **9 Code of Conduct and Ethics (cont'd)**

As part of the Company's commitment against all forms of bribery and corruption, the Board has formalised an Anti-Bribery & Anti-Corruption Policy & Guidelines ("ABAC Policy & Guidelines") for the Group, which sets out rules and guidance for Directors, employees and business associates who perform work or services for or on behalf of the Group, on how to deal with improper solicitation, requests for bribes and other corrupt activities or issues that may arise in the course of business. The ABAC Policy & Guidelines were last revised on 27 August 2025.

The COC, COE and ABAC Policy & Guidelines are available on the Company's website at [www.signatureinternational.com.my](http://www.signatureinternational.com.my).

### **10 Whistleblowing Policy and Guidelines**

The Group adopts a zero-tolerance approach towards all forms of bribery and corruptions. Ethical standards are clearly set out in its ABAC Policy & Guidelines, COC and other governing documents, which are implemented across every business division.

The Whistleblowing Policy and Guidelines aim to provide an avenue and a structured mechanism for employees and stakeholders of the Group to raise or report suspected and/or known misconduct, wrongdoing, corruption and instances of fraud, waste, and/or abuse involving the resources of the Company. It also provides reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith.

The Company's Whistleblowing Policy and Guidelines were last reviewed on 27 August 2025 and is available on the Company's website at [www.signatureinternational.com.my](http://www.signatureinternational.com.my).

### **11 Directors' Remuneration**

The RC has formalised and established a set of policy and framework to review the remuneration of the Directors and Senior Management, which is linked to business strategy and long-term objectives of the Group, to ensure that the Company is able to attract and retain capable Directors and Senior Management to run the Group successfully. The Executive Directors' remuneration is structured to link rewards to corporate and individual performance. In the case of Non-Executive Directors, the level of remuneration reflects their experience and the level of responsibilities undertaken.

In determining the remuneration of the Directors and Senior Management, the Company's objective is to provide fair and competitive remuneration to its Board members and/or Senior Management in order to attract, motivate and retain a high-quality team.

The annual salaries, incentive arrangements, service arrangements and other employment conditions of the Executive Directors and/or Senior Management are reviewed by the RC and recommended to the Board for approval and where necessary, are subject to shareholders' approval. Senior Management who reports directly to the Executive Directors are evaluated annually based on predetermined performance measures and targets. Thereafter, the Executive Directors approve the remuneration of Senior Management based on their performance.

The determination of the remuneration for Directors is a matter for the Board as a whole, with each individual Director abstaining from deliberation and voting on his/her own remuneration at Board meeting.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### 11 Directors' Remuneration (cont'd)

Details of the remuneration of the Directors and the Group CEO (for both the Company and the Group) who served during FY2025 are as follows:

##### The Group & the Company

Name	Fees (RM'000)	Salaries (RM'000)	Bonus (RM'000)	Other emoluments (RM'000)	Benefit In Kind (RM'000)	Total (RM'000)
Datuk Seri Chiau Beng Teik, JP	105	-	-	-	-	105
Datuk Wira Chiau Haw Choon	-	75	-	11	-	86
Shelly Chiau Yee Wern	-	107	-	15	-	122
Dato' Che Halin Bin Mohd Hashim	69	-	-	-	-	69
Rozahan Bin Osman	75	-	-	-	-	75
Chee Jee Kong	69	-	-	-	-	69
Lau Kock Sang (Group CEO)	-	665	649	171	10	1,495
<b>TOTAL</b>	<b>318</b>	<b>847</b>	<b>649</b>	<b>197</b>	<b>10</b>	<b>2,021</b>

In determining the remuneration packages of the Senior Management, factors taken into consideration include individual responsibilities, skills, expertise and contributions to the Group's performance, as well as whether the remuneration packages are competitive and sufficient to enable the Group to attract and retain talent.

Although the MCCG stipulates that the Company should disclose, on a named basis, the top 5 Senior Management personnel's remuneration components, including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000, the Board has opted not to disclose such information at this juncture and will continue to review this practice over time.

# CORPORATE GOVERNANCE OVERVIEW

## STATEMENT

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### 1 ARMC

The ARMC is made up solely of Independent Non-Executive Directors. The composition of the ARMC, its detailed duties and responsibilities, as well as a summary of the work performed in fulfilling its duties for FY2025, are described in the ARMC Report.

The ARMC assesses the performance (including independence) of the External Auditors and recommends their re-appointment to the Board annually.

The Board has in place an External Auditors' Assessment Policy which outlines the necessary guidelines and procedures for evaluating the performance of the External Auditors. A former partner of the external audit firm is required to observe a minimum cooling-off period of 3 years before being appointed as a member of the ARMC. The External Auditors' Assessment Policy is available on the Company's website.

The NC is entrusted by the Board to assess the composition of the ARMC and recommend any proposed changes to the Board for approval. The NC ensures that only Non-Executive Directors, the majority of whom are Independent Directors, are appointed as ARMC members. The members of the ARMC are collectively financially literate and able to understand matters under its purview, including the financial reporting process. They also keep abreast of relevant developments in accounting and auditing standards, practices and rules that may have a significant impact on the financial statements through regular updates from the External Auditors and the Group CFO.

The External Auditors meet with the ARMC without the presence of executive Board members and management personnel to discuss audit findings and any other observations or concerns noted during the audit.

The ARMC also reviews the nature of, and fees for non-audit services provided by the External Auditors and their affiliates in accordance with its TOR to ensure that such services do not compromise the objectivity and independence of the External Auditors or give rise to conflict of interest.

#### 2 Risk Management and Internal Control Framework

The Group's internal audit function is outsourced to an external professional consulting firm, Eco Asia Governance Advisory Sdn. Bhd. ("EAGA").

The EAGA's internal audit team comprises eleven (11) experienced internal auditors who operate independently and are free from any relationships or conflicts of interest that could impair their objectivity and independence in the performance of their duties.

The internal audit function is led by Ms. Janeeta Salim, who has more than 15 years of relevant experience in internal audit, corporate governance, risk management and compliance. She holds a Bachelor's Degree in Accounting and is an Associate Member of the Institute of Internal Auditors Malaysia (IIAM). All members of the internal audit team possess relevant tertiary qualifications, further enhancing the competency and professionalism of the internal audit function.

The outsourced Internal Auditors report directly to the ARMC and perform their work as an independent assurance function. This reporting structure ensures the independence and objectivity of the internal audit function and facilitates appropriate consideration and follow-up of audit findings, recommendations and corrective actions. The Internal Auditors have the authority to access to all records, documents, properties and personnel of the Group necessary for the effective discharge of their responsibilities.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

### **2 Risk Management and Internal Control Framework (cont'd)**

The internal audit function is conducted in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors. The internal audit team adopts a risk-based approach in its audit planning and execution.

The ARMC meets regularly to review the risks identified, discuss mitigation actions and report to the Board after each meeting. Details of the internal audit function together with the Group's risk management and internal control are set out in the Statement on Risk Management and Internal Control and the ARMC Report of this Annual Report. The ARMC also meets with the Internal Auditors without the presence of the Executive Directors and Management, where necessary, to discuss any issues and significant matters, and to ensure that there is proper corporate accountability and that no restrictions are placed on the Internal Auditors.

The adequacy and effectiveness of the risk management framework and internal control system were reviewed by the ARMC. Further information may be found in the Statement on Risk Management and Internal Control.

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

### **1 Communication with Stakeholders**

The Board has formalised a corporate disclosure policies and procedures which serve as a guide for the determination and dissemination of sensitive and material information to stakeholders via various disclosures and announcements, in line with the disclosure requirements stipulated in the MMLR.

The Board has established a dedicated section for corporate information on the Company's website ([www.signatureinternational.com.my](http://www.signatureinternational.com.my)) where information on the Company's announcements, financial information, share prices, research coverage and annual reports may be accessed. It also contains all announcements made to Bursa Securities, as well as the contact details of the designated person to address any queries about the Group.

It has always been the Group's practice to maintain good relationships with its shareholders. Major corporate developments and events within the Group are promptly announced to shareholders as the Board recognises the importance of regular communication with shareholders and prospective investors.

In addition, the Group's financial and operational performance are promptly disseminated to shareholders and prospective investors via quarterly financial results, annual reports, corporate announcements to Bursa Securities and press conferences. Further updates on the Group's activities and operations are also disseminated to shareholders and investors through dialogues with analysts, fund managers, investor relations roadshows and the media.

In line with the Group's efforts to promote sustainability and efficiency, the Company encourages its shareholders to adopt electronic communication. As at 26 February 2026, 86.83% of the shareholders of the Company had opted to receive notices electronically.

### **2 Conduct of General Meetings**

The AGM is an important platform for direct interaction with the shareholders of the Company. In line with good corporate governance practice, the Company has provided at least 28 days' notice for its AGM since the 10th AGM.

The notice of the Company's 18th AGM was circulated to shareholders on 28 April 2025 and was published on the Company's website and advertised in The Star on the same day.

# CORPORATE GOVERNANCE OVERVIEW

## STATEMENT

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

#### **2 Conduct of General Meetings (cont'd)**

The additional time given to shareholders allows them to make the necessary preparations to attend and participate in person or through corporate representatives or proxies. More importantly, it provides shareholders sufficient time to go through the annual report and information supporting the proposed resolutions.

Since the pandemic, the Company has conducted its AGM virtually through live streaming from the broadcast venue via Remote Participation and Voting (RPV) facilities. However, to facilitate more effective engagement and to provide a more conducive platform for meaningful dialogue between the Board, Management and shareholders, the 2 general meetings held in 2025, namely the Extraordinary General Meeting on 14 April 2025 and the 18th AGM on 9 June 2025 were conducted in a conventional manner with the physical presence of shareholders at Menara Chin Hin, Kuala Lumpur.

All Directors (inclusive of the Chairman of ARMC, NC and RC) were present at the 18th AGM. The Group CEO, Group CFO and the External Auditors were also present to address queries raised by shareholders.

However, 2 Directors were unable to attend the EGM held in April 2025 due to prior commitments. Notwithstanding their absence, the meeting proceeded with the presence of the remaining Board members, Management and the principal adviser in relation to the corporate proposal, namely the proposed listing of and quotation for the entire enlarged issued share capital of Signature Alliance Group Berhad on the official list of the ACE Market of Bursa Securities. All questions raised by shareholders during the EGM were addressed effectively.

Shareholders who are unable to participate are allowed to appoint proxies to participate and vote on their behalf.

The minutes of the 18th AGM and EGM together with responses to questions raised by shareholders were published on the Company's website at [www.signatureinternational.com.my](http://www.signatureinternational.com.my) within 30 business days after the meetings.

### **FOCUS AREA ON CORPORATE GOVERNANCE**

The Board recognises that corporate governance is imperative to the Group, particularly in a challenging economic environment characterised by volatile market conditions and commodity prices. Against this backdrop, during the year under review, the Board focused on its core duties, which are grounded in the creation of long-term value for shareholders.

Moving forward, the Board will continue exploring opportunities to expand the Group's recurring income and strengthening ESG (environmental, social and governance) integration. The Board ensures that ESG and other sustainability risks are embedded within the Group's overall risk management and internal control framework, mapped to strategic objectives, and reflected in risk registers and control activities. The Group's approach is being progressively aligned with the disclosure expectations of the ISSB Standards (IFRS S1 and IFRS S2) and the National Sustainability Reporting Framework (NSRF).

This statement was approved by the Board of Directors of the Company on 8 April 2026.

## **DIRECTORS' RESPONSIBILITY STATEMENT**

### **IN RESPECT OF THE PREPARATION OF THE ANNUAL AUDITED FINANCIAL STATEMENTS**

The Directors are responsible for ensuring that the financial statements of the Group and the Company are drawn up in accordance with the applicable Malaysian Financial Reporting Standards (MFRS), International Financial Reporting Standards (IFRS), and the provisions of the Companies Act 2016 ("CA 2016").

The Directors are also responsible for ensuring that the annual audited financial statements of the Group and the Company are properly prepared from the accounting records so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and cash flows for the financial year then ended. Where new accounting standards or policies become effective during the financial year, their impact is appropriately disclosed in the notes to the financial statements.

In preparing the financial statements for the financial year ended 31 December 2025, the Directors have:-

- (a) selected and applied appropriate and relevant accounting policies on a consistent basis and in accordance with applicable approved accounting standards;
- (b) made judgements and estimates that are reasonable and prudent;
- (c) prepared the financial statements on a going concern basis; and
- (d) taken reasonable steps to ensure that the Group and the Company keep proper accounting records and other records as required by the CA 2016, with reasonable accuracy, which disclose the financial position of the Group and the Company.

The Directors have overall responsibility for taking such steps as are reasonably available to them to safeguard the assets of the Group and the Company, and to prevent and detect fraud, irregularities, and material misstatements.

# ADDITIONAL COMPLIANCE STATEMENT

## 1. AUDIT AND NON-AUDIT FEES

The audit and non-audit fees payable to the Group and the Company's external auditors, UHY Malaysia PLT ("UHY") and its affiliated firms for the financial year ended 31 December 2025 ("FY2025") are as follows:-

	Company (RM'000)	Group (RM'000)
Audit services rendered – UHY	113	457
Audit services rendered – Member firm of UHY International	-	154
Audit services rendered – Others	-	3
Non-audit services rendered - UHY	6	21
<b>Total</b>	<b>119</b>	<b>635</b>

## 2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

At the 18th Annual General Meeting ("AGM") of the Company held on 9 June 2025, the Company had obtained a shareholders' mandate to allow the Company and its subsidiary companies ("SIGN Group") to enter recurrent related party transactions of a revenue or trading nature ("RRPT").

Pursuant to Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the Main Market Listing Requirements ("MMLR"), the details of the RRPT entered during the FY2025 are as follows:

No.	Transacting related party	Nature of RRPT	Interested related parties	Aggregate actual value (from 1 January 2025 to 31 December 2025) RM'000
1.	Chin Hin Group Berhad and its subsidiary companies ("Chin Hin Group")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group based on prevailing market price.	Datuk Seri Chiau Beng Teik, JP ("Datuk Seri Chiau") Datuk Wira Chiau Haw Choon ("Datuk Wira Chiau") Chin Hin Group Berhad ("Chin Hin")	-
		Purchase of building materials, accessories and other related products by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	3,669
		Purchase of building materials (such as mortar, lightweight blocks and fibremesh) by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	435
		Purchase of building materials (such as mortar and skim coat) by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	64
		Purchase of hardware (such as tiles) by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	706

## ADDITIONAL COMPLIANCE STATEMENT

### 2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (CONT'D)

No.	Transacting related party	Nature of RRPT	Interested related parties	Aggregate actual value (from 1 January 2025 to 31 December 2025) RM'000
		Provision of project management solution and interior fit-out solutions by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	-
		Award of construction contracts in which the Group has secured or expected to be secured by Chin Hin Group.	Datuk Seri Chiau Datuk Wira Chiau	-
		Provision of insurance, IT, e-commerce and other administrative services by Chin Hin Group.	Datuk Seri Chiau Datuk Wira Chiau	3,755
2.	Chin Hin Group Property Berhad and its subsidiary companies ("CHGP Group")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	5,100
		Rental paid for motor vehicles rented from CHGP Group.	Datuk Seri Chiau Datuk Wira Chiau	-
		Purchase of motor vehicles from CHGP Group.	Datuk Seri Chiau Datuk Wira Chiau	-
3.	Aera Property Group Sdn Bhd, Asthetik Bangsar South Sdn Bhd, Chin Hin Concrete Mix Sdn Bhd, Chin Hin Plywood Co. Sdn Bhd, Chip Hin Transport Sdn Bhd, Chip Hin Transport Sdn Bhd, Midas Signature Sdn Bhd, Midas Signature Sdn Bhd, Pintar Muda Development Sdn Bhd, Platinum Eminent Sdn Bhd, PP Chin Hin Realty Sdn Bhd, Quaver Sdn Bhd, Stellar 8 Sdn Bhd, Stellar Trinity Sdn Bhd	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau Chiau Beng Sun Chiau Yee Shan	97,464

## ADDITIONAL COMPLIANCE STATEMENT

### 2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (CONT'D)

No.	Transacting related party	Nature of RRPT	Interested related parties	Aggregate actual value (from 1 January 2025 to 31 December 2025) RM'000
4.	AS Chin Hin Sdn Bhd	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group	Chiau Beng Soo Ng Peng Peng	-
		Supply and/or purchase of materials and accessories by SIGN Group.	Chiau Beng Soo Ng Peng Peng	-
5.	C.H. Hardware & Transport Sdn Bhd ("CHHT")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Chiau Thean Bee Lee Ah Kuan	-
		Provision of transportation services by CHHT.	Chiau Thean Bee Lee Ah Kuan	-
6.	Chin Hin Gypsum Sdn Bhd	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Datuk Seri Chiau	-
		Supply and/or purchase of materials and accessories by SIGN Group.	Datuk Seri Chiau	-
7.	Chin Hin Hotel Sdn Bhd ("CHH")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group	Chiau Beng Soo	-
		Provision of hotel accommodations by CHH.	Chiau Beng Soo	-
8.	CHL Logistics Sdn Bhd ("CHLL")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Chiau Haw Loon	-
		Provision of transportation services by CHLL.	Chiau Haw Loon	-

## ADDITIONAL COMPLIANCE STATEMENT

### 2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (CONT'D)

No.	Transacting related party	Nature of RRPT	Interested related parties	Aggregate actual value (from 1 January 2025 to 31 December 2025) RM'000
9.	GA Hotel Management Sdn Bhd ("GHM")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	-
		Provision of hotel accommodations by GHM.	Datuk Seri Chiau CHC	-
10.	Italia Ceramics Sdn Bhd	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Yeoh Hock Seng	-
		and/or purchase of materials and accessories by SIGN Group.	Yeoh Hock Seng	-
11.	Sens Hotel Sdn Bhd ("SHSB")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Chiau Haw Loon	-
		Provision of hotel accommodations by SHSB.	Chiau Haw Loon	-
12.	Teras Maju Sdn Bhd ("TMSB")	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Yeoh Hock Seng	-
		Supply and/or purchase of materials and accessories by SIGN Group.	Yeoh Hock Seng	-
13.	Ace Logistics Sdn Bhd	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	-
		Leasing/renting of factory and office premises from ALSB.	Datuk Seri Chiau Datuk Wira Chiau	2,055
14.	PP Chin Hin Group Sdn Bhd	Supply of kitchen cabinets, appliances and wardrobes by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	-
15.	Gerbang Kayamas Sdn Bhd	Supply of kitchen cabinets, appliances and wardrobes by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	-

## ADDITIONAL COMPLIANCE STATEMENT

### 2. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (CONT'D)

No.	Transacting related party	Nature of RRPT	Interested related parties	Aggregate actual value (from 1 January 2025 to 31 December 2025) RM'000
16.	Ajiya Berhad and its subsidiary companies	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	-
		Supply and/or purchase of materials (such as glass and roofing related materials) and accessories and other related products by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	41
17.	Fiamma Holdings Berhad and its subsidiary companies	Supply of kitchen cabinets & appliances, wardrobes, flooring, window, sliding door, bathroom accessories, façade, aluminium related product, ancillary products, interior design & renovation works by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	2,154
		Supply and/or purchase of materials and accessories and other related products by SIGN Group.	Datuk Seri Chiau Datuk Wira Chiau	3,980
		Provision of project management solution and interior fit-out solutions by SIGN Group	Datuk Seri Chiau Datuk Wira Chiau	-
18.	PP Chin Hin Realty Sdn Bhd	Leasing/renting of office premises located in Sri Petaling from PPCHR	Datuk Seri Chiau Datuk Wira Chiau	202
19.	PP Chin Hin Realty Sdn Bhd	Leasing/renting of office premises located at Pusat Perdagangan Kuchai from PPCHR	Datuk Seri Chiau Datuk Wira Chiau	13
20.	Midas Signature Sdn Bhd	Leasing/renting of office premises including parking located at Pusat Perdagangan Kuchai from MSSB	Datuk Seri Chiau Datuk Wira Chiau Chiau Beng Sun Chiau Yee Shan	66

Please refer to Section 2.4 of the Circular to Shareholders dated 30 April 2025 on the relationship of the interested directors, major shareholders and/or persons connected to them.

### 3. MATERIAL CONTRACTS INVOLVING INTEREST OF THE DIRECTORS, CHIEF EXECUTIVE OR MAJOR SHAREHOLDERS

Other than those disclosed in the financial statements and the RRPT entered into pursuant to the general mandate obtained from the shareholders at the last AGM held on 9 June 2025, there were no material contracts entered into by the Company and its subsidiaries involving the interest of the Directors or Chief Executive who is not a Director or major shareholders which were still subsisting as at the end of the financial year under review or which were entered into since the end of the previous financial year.

## ADDITIONAL COMPLIANCE STATEMENT

#### 4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

##### (a) Group Total Income and Total Assets

Total Income	Remarks	Group	
		2025 (RM'000)	2024 (RM'000)
Revenue		969,380	881,250
Interest/Finance income		3,369	3,018
Other income	Rental income	1,125	1,546
Other income	Gain on disposal of fixed assets	156	147
Other income	Other investments	24	-
Other income	Government grant	63	50
Other income	Bad debt recovered	-	240
Dividend income		70	287
<b>Total</b>		<b>974,187</b>	<b>886,538</b>
<b>Total Assets</b>		<b>1,312,321</b>	<b>1,184,408</b>

##### (b) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2025 (RM'000)	2024 (RM'000)
Rental income received from tenant involved in Shariah non-compliant activities	Wonder Work Family Café	67	66
Interest income		3,369	3,018
<b>Total</b>		<b>3,436</b>	<b>3,084</b>

##### (c) Component of Financial Position

###### (i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2025 (RM'000)	2024 (RM'000)
Cash and bank balances (exclude cash in hand)		44,616	14,584
Deposits with licensed bank		56,540	1,044
Short-term funds		2,024	-
<b>Total Cash</b>		<b>103,180</b>	<b>15,628</b>

## ADDITIONAL COMPLIANCE STATEMENT

(c) Component of Financial Position (CONT'D)

(i) Cash Component (cont'd)

Conventional Account/Instruments	Remarks	Group	
		2025 (RM'000)	2024 (RM'000)
Cash and bank balances (exclude cash in hand)		100,041	138,209
Deposits with licensed bank		16,979	8,043
Other cash equivalents	Cash on hand	388	308
<b>Total Cash</b>		<b>117,408</b>	<b>146,560</b>

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 (RM'000)	2024 (RM'000)
<b>Current</b>			
Term loans		14,010	14,740
Revolving credit and loans		53,000	53,000
Banker's acceptances		20,526	-
Hire purchase payables		10	35
Bank overdrafts		4,987	4,991
<b>Non-Current</b>			
Term loans		44,135	67,188
Revolving credit and loans		30,000	30,000
Hire purchase payables		26	216
<b>Total Financing</b>		<b>166,694</b>	<b>170,170</b>

Conventional Borrowing	Remarks	Group	
		2025 (RM'000)	2024 (RM'000)
<b>Current</b>			
Term loans		18,218	18,496
Other interest bearing debt	Margin financing	9,906	9,777
Banker's acceptances		40,983	51,779
Hire purchase payables		580	1,854
<b>Non-Current</b>			
Term loans		21,487	46,309
Hire purchase payables		1,678	755
<b>Total Debt</b>		<b>92,852</b>	<b>128,970</b>

# AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

## MEMBERS OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee (“ARMC”) comprises three (3) members, all of whom are Independent Non-Executive Directors.

The current composition of the ARMC is as follows:-

Chairman	Member
Encik Rozahan Bin Osman	Dato’ Che Halin Bin Mohd Hashim
	Chee Jee Kong

The Chairman, Encik Rozahan Bin Osman, is a member of the Malaysian Institute of Accountants (MIA), Certified Management Accountants (CMA) and an associate member of the Association of Chartered Certified Accountants (ACCA). The composition of ARMC meets the requirements of Paragraph 15.09(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and Practice 9.4 of the Malaysian Code on Corporate Governance.

All members of the ARMC are financially literate, and none of them were former key audit partners of the Company’s existing External Auditors, UHY Malaysia PLT.

The duties and responsibilities of the ARMC are set out in the Terms of Reference of the ARMC which is available on the Company’s website. It was last reviewed and approved by the Board on 26 February 2024.

## MEETINGS AND ATTENDANCE

During the financial year ended 31 December 2025 (“FY2025”), a total of 5 meetings were held. Details of attendance of each member at the ARMC meetings held during the FY2025 are as follows:

Name	Attendance
Rozahan Bin Osman	5/5
Dato’ Che Halin Bin Mohd Hashim	5/5
Chee Jee Kong	5/5

## SUMMARY OF WORK

The ARMC carried out the following activities for FY2025:-

### Risk Management and Internal Control

- reviewed and assessed the adequacy and effectiveness of the risk management framework and internal control system through the review of the results of work performed by the Internal and External Auditors and discussions with key management on the appropriateness of the corrective actions taken by Management in mitigating the significant risks encountered by the Group.
- reviewed the Statement on Risk Management and Internal Control prior to the recommendation to the Board for approval for inclusion in the Company’s Annual Report.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

### Financial Results

- reviewed the unaudited quarterly financial results and annual audited financial statements of the Group and the Company, including the announcements pertaining thereto before recommending to the Board for approval. The review focused primarily on:
  - major judgmental areas, significant and unusual events or transactions and financial treatment in respect thereof;
  - significant adjustments resulting from audit;
  - the going concern assumptions;
  - compliance with the Malaysian Financial Reporting Standards (MFRS) and other applicable approved accounting standards in Malaysia; and
  - compliance with Paragraph 9.22 and Appendix 9B of the MMLR of Bursa Securities and other regulatory requirements.

### External Audit

- reviewed with the External Auditors the audit plan for FY2025, covering the nature and scope of the audit, audit approach, independence and objectivity, areas of audit emphasis and audit timeline.
- reviewed the results and issues arising from the audit of the financial statements for FY2025 and the resolution for such issues and discussed with the External Auditors the potential key audit matters, internal control observations and other significant audit matters identified by the External Auditors. The audit findings were presented upon the completion of the interim field audit and final field audit.
- reviewed and assessed the performance, suitability and independence of the External Auditors based on, amongst others, quality of service, adequacy of experience and resources of the firm and the staff assigned to the audit, communication and interaction as well as independence, objectivity and professional skepticism before recommending their re-appointment to the Board for consideration.
- reviewed and recommended the proposed audit fees for FY2025 for the Board's approval. The ARMC also reviewed the provision of non-audit services by the External Auditors and/or their affiliates to ascertain whether such provision of services would impair the independence and objectivity of the External Auditors.
- had private session with the External Auditors without the presence of the Executive Directors and Management on 25 February 2026 to discuss on audit-related matters. No major issues were raised during the private meetings.

### Internal Audit

- reviewed and recommended the proposed appointment of Eco Asia Governance Advisory Sdn. Bhd. as Internal Auditors to the Board for approval.
- reviewed and approved the risk-based internal audit plan to ensure adequate scope and comprehensive coverage of the Group's activities.
- reviewed and discussed with the Internal Auditors the internal audit findings and progress on each of the issues arising from internal audit review.
- reviewed the audit recommendations and representations made and corrective actions taken by the Management in addressing and resolving issues as well as ensuring that all issues were adequately addressed in a timely basis.
- monitored the implementation of mitigating actions taken by the Management on outstanding issues through follow-up reports issued by the Internal Auditors to ensure all key risks and control weaknesses are properly addressed.
- reviewed the adequacy of the scope, functions, competency and resources of the internal audit function.
- met with the Internal Auditors on 25 February 2026 without the presence of the Executive Directors and Management to discuss any issues and significant matters, and to ensure that there is proper corporate accountability and no restrictions were placed on the Internal Auditors.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

### Related Party Transactions

- reviewed the related party transactions (“RPT”) and recurrent related party transactions (“RRPT”) entered by the Company and the Group on quarterly basis to ensure that the transactions are undertaken at arm’s length and on normal commercial terms and within the limit approved by the shareholders during the 18th Annual General Meeting held on 9 June 2025.
- reviewed the proposed mandate for RRPTs with various related parties prior to the Board’s recommendation for shareholders’ approval.
- reviewed conflict of interest situations (including potential conflict of interest situation) that may give rise to questions of the Board or Senior Management’s integrity.

During FY2025, there were no RPT that triggered the disclosure threshold under the MMLR or required shareholders’ approval, nor were there any conflict of interest situations that require disclosure.

### Others

- reviewed the ARMC Report, Statement on Risk Management and Internal Control, Directors’ Responsibility Statement, Corporate Governance (“CG”) Overview Statement and CG Report before recommending the same to the Board for approval and inclusion in the Company’s Annual Report.
- reviewed the Aging Report on quarterly basis.
- reviewed the Anti-Bribery & Anti-Corruption Policy & Guidelines and Whistleblowing Policy & Guidelines and recommended the same to the Board for approval.
- Reviewed and recommended the payment of an interim single-tier dividend of 3.0 sen and 1.75 sen respectively, in respect of FY2025 to the Board for approval.

In all ARMC meetings, the Group Chief Financial Officer was present to report on the financial results of the Group as well as to provide clarification in relation to the Group’s business operations and the financial results to be announced. During these ARMC meetings, the Internal Auditors were also invited to present their audit findings together with management’s response as well as provide updates on the progress of internal audit work, comments and recommendations, where applicable to improve the systems of internal control supporting the activities of the Group.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

### INTERNAL AUDIT FUNCTION

The Group's Internal Audit function is outsourced to an external professional consulting firm, Eco Asia Governance Advisory Sdn. Bhd. ("EAGA").

The EAGA's internal audit team comprises eleven (11) experienced Internal Auditors who operate independently and are free from any relationships or conflicts of interest that could impair their objectivity and independence in the performance of their duties.

The internal audit function is led by Ms. Janeeta Salim, who has more than 15 years of relevant experience in internal audit, corporate governance, risk management and compliance. She holds a Bachelor's Degree in Accounting and is an Associate Member of the Institute of Internal Auditors Malaysia (IIAM). All members of the internal audit team possess relevant tertiary qualifications, further enhancing the competency and professionalism of the internal audit functions.

The outsourced Internal Auditors report directly to the ARMC and perform their work as an independent assurance function. This reporting structure ensures the independence and objectivity of the internal audit function and facilitates appropriate consideration and follow-up of audit findings, recommendations and corrective actions. The Internal Auditors have the authority to access all records, documents, properties and personnel of the Group necessary for the effective discharge of their responsibilities.

The internal audit function is conducted in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors. The internal audit team adopts a risk-based approach in its audit planning and execution.

On 25 February 2026, the ARMC conducted an annual evaluation on the effectiveness of the Group's internal audit function for FY2025. Following the evaluation, the ARMC was satisfied with the scope of work, competency, experience and overall performance of the Internal Auditors.

The total cost incurred for the internal audit function in respect of FY2025 was RM43,200 (2024: RM242,908).

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (“the Board”) is committed to maintain a sound risk management framework and internal control system of the Group and is pleased to present the Statement on Risk Management and Internal Control (“Statement”) for the financial year ended 31 December 2025. This Statement is prepared pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and as guided by the Statement on Risk Management and Internal Control: Guidelines for Director of Listed Companies (“SORMIC Guide 2025”), issued by the Institute of Internal Auditors Malaysia (IIAM) on 26 August 2025. This Statement is also aligned with the Malaysian Code on Corporate Governance (“MCCG”), specifically Principle B Part II (Effective Audit and Risk Management), read together with the Practice Note 9 of the MMLR of Bursa Securities.

## **Board’s Responsibilities**

The Board acknowledges that risk management framework and internal control system are integral parts of corporate governance. The Board also acknowledges its overall responsibility for the Group’s risk management framework and internal control system, and reviewing its adequacy, effectiveness and integrity.

Principally, the responsibilities of the Board as provided under the SORMIC Guide 2025 for risk and control governance are:

- To embed risk management in all aspects of the Group’s activities, which also encompasses subsidiaries of the Company; and
- To review risk management framework, processes, responsibilities and to obtain reasonable assurance that risks are appropriately managed.

The Board understands the principal risks associated with the Group’s businesses and accepts that business decisions require balancing of risks and returns. Therefore, the Company has adopted an Enterprise Risk Management Framework encompasses risk identification, categorisation and profiling.

The Board confirms that the internal control system is an ongoing process for identifying, evaluating and managing significant risks to effectively mitigate the risks that may impede the achievement of the Group’s business objectives.

## **Risk Management**

The Group’s risk management framework is guided by the internationally recognised standards, including the Committee of Sponsoring Organisations of the Treadway Commission (“COSO”) Enterprise Risk Management framework. These standards provide a structured approach to risk identification, assessment, evaluation, treatment, monitoring and communication, aligned with the Group’s strategic objectives and risk appetite.

The risk management function of the Group continues to be driven by the Group Chief Executive Officer (“CEO”), who is assisted by the key management staff. This function is carried out as part of the Group’s daily operating and business management processes and is being overseen through the management review meetings and their daily involvement. Risks that may affect the Group’s business objectives are continually monitored, and any new significant risk identified are subsequently evaluated and managed.

Periodically, the Group CEO, the respective heads of department and key management staff conduct regular management meetings. The objectives of these meetings are to ensure policies, decisions and expected operational performance targets and objectives set are communicated, understood and executed by line management. At the same time, these meetings reinforce the monitoring and supervisory controls at the line management levels while actions are strategised to address issues and risks identified.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The risks are identified through a series of interview and discussions with the key personnel and management of the Group. The risk identification process includes considerations of internal and external environment factors. External environmental factors include economic and political changes, new regulations or legislation and technological developments. Internal factors include changes in key personnel, introduction of new or revision of existing policies and procedures. Risks identified are evaluated by examining the potential impact on the Group if a risk crystallised as well as the likelihood of occurrence. The risk level is rated as very low, low, medium, high or very high accordingly.

### Risk Appetite

The Board has defined and approved the Group's risk appetite, representing the level and types of risk the Group is willing to accept in pursuing its strategic objectives. The risk appetite is reviewed periodically and takes into account the Group's capacity to absorb potential losses, the competitive environment, regulatory requirements and stakeholder expectations. The risk appetite is communicated to Management and integrated into the business planning and decision-making processes. Risks that exceed acceptable limits are prioritised for immediate management attention and mitigation.

### Key Risk Areas

During the financial year under review, the Board evaluated the following key risk areas and the controls in place to mitigate or manage those risks:

- (i) Financial risks – including credit risk, liquidity risk and foreign exchange risk, managed through centralised treasury and credit control policies;
- (ii) Operational risks – including supply chain disruptions, production efficiency and quality control, managed through standard operating procedures and quality management systems;
- (iii) Regulatory compliance risks – including compliance with the Companies Act 2016, Bursa Malaysia Listing Requirements and environmental regulations;
- (iv) Reputational risks – managed through the Group's Code of Conduct, Anti-Bribery and Anti-Corruption Policy and stakeholder engagement;
- (v) Cybersecurity risks – including data protection and system integrity, managed through information technology controls and access management; and
- (vi) Sustainability risks – including Environmental, Social and Governance (“ESG”) risks such as climate-related risks, workforce health and safety, and community impact.

### Integration of ESG and Sustainability Risks

The Board ensures that ESG and other sustainability risks are embedded within the Group's overall risk management and internal control framework, rather than addressed as stand-alone issues. These risks are incorporated into existing risk identification, assessment and monitoring processes, and mapped to strategic objectives and operational plans. The Group's approach is aligned with the disclosure expectations of the International Sustainability Standards Board (“ISSB”) Standards and the National Sustainability Reporting Framework (“NSRF”) issued by the Securities Commission Malaysia.

### Emerging Risks

The Board maintains oversight of emerging risks that may affect the Group's objectives, including:

- (i) Digital disruption and artificial intelligence (“AI”);
- (ii) Evolving cybersecurity threats;
- (iii) Climate change – physical and transition risks;
- (iv) Geopolitical uncertainty and trade disruptions; and
- (v) Supply chain and third-party risks.

The Board is satisfied that early warning key risk indicators (“KRIs”) and monitoring mechanisms are in place.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### Internal Control System

The Group's internal control system is guided by the principles of the COSO Internal Control – Integrated Framework (2013), encompassing the five key components: control environment, risk assessment, control activities, information and communication, and monitoring activities. The key elements of the internal control system include:

▶ **Organisation Structure and Authorisation Procedures**

The Group maintains a formal organisation structure across all levels of staff. To enhance the internal control system of the Group's various operations, the roles and responsibilities, appropriate authority limits, review and approval procedures are clearly set out in the employees' personal files and/or the policies and procedures manual.

▶ **Group Policies and Procedures**

Documented policies and procedures are in place to guide the Group's operation, and the procedures needed to complete a task or process and support the Group's business activities at all times as the Group continues to grow. One of the subsidiaries within the Group is ISO accredited.

▶ **Human Resource Policy**

Comprehensive guidelines on the employment are in place to ensure that the Group has a team of employees who are well trained and equipped with all the necessary knowledge, skills and abilities to carry out their responsibility effectively.

▶ **Information and Communication**

Information which is critical to the achievement of the Group's business objectives are provided to the Senior Management and the Board on a periodic basis. This allows matters that require the Board and Senior Management's attention are highlighted for review, deliberation and decision making in a timely basis.

▶ **Monitoring and Review**

Scheduled operational and management meetings are held to discuss and review the Group's business plans, budgets, financial and operational performance. The quarterly financial statements containing key financial results and comparisons are presented to the Board for their review, consideration and approval prior to the submission to Bursa Securities. The Board also plays an active role in discussing and reviewing the business plans, strategies, performance and risks faced by the Group.

▶ **Code of Ethics and Code of Conduct**

A set of Code of Ethics and Code of Conduct setting out expected ethical standards and code of conduct has been established, which is binding on all employees in the Group, and is available on the Company's website at [www.signatureinternational.com.my](http://www.signatureinternational.com.my).

▶ **Anti-Bribery & Anti-Corruption Policy & Guidelines**

The Group adopted Anti-Bribery & Anti-Corruption Policy and Guidelines to prohibit bribery and corruption in the business conduct within the Group.

▶ **Whistleblowing Policy & Guidelines**

A Whistleblowing Policy and Guidelines has been established to provide an avenue for whistle-blowers to communicate their concerns on matters of integrity in a confidential manner.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### Roles and Responsibilities

The Group's risk management and internal control framework is structured in accordance with The Institute of Internal Auditors' Three Lines Model:

- (i) The Board (Governing Body) – maintains overall accountability for governance, risk management and internal control, including setting risk appetite and approving risk management policies;
- (ii) Senior Management – First Line: The Group CEO and Group Chief Financial Officer (“CFO”) lead day-to-day operations, manage risks and implement controls. They provide assurance to the Board on the adequacy and effectiveness of risk management and internal control systems;
- (iii) Management – Second Line: Specialist functions provide expertise, monitoring and challenge on risk-related matters; and
- (iv) Internal Auditors – Third Line: The Internal Auditors maintain independence and primary accountability to the Board through the Audit and Risk Management Committee (“ARMC”), providing independent assurance and advice while promoting continuous improvement.

### Internal Audit Function

The Group's internal audit function is outsourced to an external professional consulting firm, Eco Asia Governance Advisory Sdn Bhd (“EAGA”).

The outsourced Internal Auditors report directly to the ARMC and perform their work as an independent assurance function. This reporting structure ensures the independence and objectivity of the internal audit functions and facilitates appropriate consideration and follow-up of audit findings, recommendations and corrective actions.

The internal audit function is conducted in accordance with the International Professional Practices Framework issued by the Institute of Internal Auditors. The internal audit team adopts a risk-based approach in its audit planning and execution.

Further details of the Internal Audit Function are set out in the ARMC Report on pages 147 to 150 of this Annual Report.

### Annual Assessment of Effectiveness

The Board's annual assessment of the Group's risk management and internal control systems for FY2025 included a review of: (i) changes in significant risks; (ii) effectiveness of risk management and internal control systems; (iii) contributions of internal audit, risk management and external assurance providers; (iv) any significant control failings or weaknesses and their impact; and (v) any unanticipated events that impacted the achievement of objectives.

The Board monitors key indicators including: risk mitigation effectiveness, compliance with internal policies and regulations, deficiency resolution rate, and timeliness of remediation of control issues.

### Board Assurance and Limitation

Before producing this Statement, the Board has received assurance from the Group CEO and Group CFO that, to the best of their knowledge, the Group's risk management framework and internal control system are operating adequately and effectively, in all material aspects.

During the financial year under review and up to the date of approval of this Statement, the Board is satisfied that the existing risk management framework and internal control system are effective to assist the Group in meeting its business objectives and there were no material losses, contingencies or uncertainties arising from significant control weaknesses that would require a separate disclosure in this Annual Report.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Nonetheless, the Board wishes to reiterate that risk management framework and internal control system will continuously be improved in tandem with the evolving business environment. In addition, it should be noted that the risk management framework and internal control system are designed to identify, evaluate and manage rather than eliminate the risks that may prevent the achievement of business objectives and strategies. Therefore, these risk management framework and internal control system in the Group can only provide reasonable but not absolute assurance against material misstatements, fraud and losses.

The Board acknowledges that inherent limitations include: (i) human error or poor judgment despite established controls; (ii) intentional circumvention or management override of controls; and (iii) unforeseeable events outside the scope of anticipated risks.

### **Review of the Statement by External Auditors**

As required by Paragraph 15.23 of the MMLR of Bursa Securities, the External Auditors have reviewed this Statement for inclusion in this Annual Report for financial year ended 31 December 2025. Their limited review was performed in accordance with the Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised) Assurance Engagement Other than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide 3 (“AAPG 3”): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants.

AAPG 3 does not require the external auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group’s risk management and internal control system including the assessment and opinion by the Directors and management thereon.

Based on their review, the External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is not prepared, in all material aspects, in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers to be set out, nor is this Statement factually inaccurate.

### **Conclusion**

The Board is of the view that the Group’s risk management framework and internal control system are adequate to safeguard shareholders’ investments and the Group’s assets. Nevertheless, the Board is aware that the Group’s risk management framework and internal control system must be evaluated periodically to meet the dynamic changes in the Group’s business environment. Therefore, the Board will, when necessary, put in place appropriate action plans to further enhance and strengthen the Group’s risk management framework and internal control system from time to time.

This Statement was approved by the Board on 8 April 2026.

# FINANCIAL STATEMENTS

Directors' Report	157
Statement by Directors	164
Statutory Declaration	164
Independent Auditors' Report	165
Statements of Financial Position	170
Statements of Profit or Loss and Other Comprehensive Income	172
Statements of Changes in Equity	174
Statements of Cash Flows	178
Notes to the Financial Statements	288

# 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 31 December 2025.

## Principal Activities

The Company is principally involved in investment holding. The principal activities of the subsidiaries are disclosed in Note 7 to the financial statements.

## Financial Results

	Group RM'000	Company RM'000
Profit for the financial year	116,133	58,817
Attributable to:		
Owners of the parent	83,872	58,817
Non-controlling interests	32,261	-
	116,133	58,817

## 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 previous financial year, the Group and the Company had declared and paid the following dividends:

In respect of the financial year ended 31 December 2024:

	RM'000
- Third interim single-tier dividend of 4.0 sen per share, paid on 24 March 2025	25,820

In respect of the financial year ended 31 December 2025:

	RM'000
- First interim single-tier dividend of 3.0 sen per share, paid on 12 December 2025	19,364
- Second interim single-tier dividend of 1.75 sen per share, payable on 15 April 2026	11,296
	30,660

The Directors do not recommend any final dividend payment in respect of the financial year ended 31 December 2025.

## DIRECTORS' REPORT

### Issue of Shares and Debentures

There were no issuance of new shares and debentures during the financial year.

### 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 since the beginning of the current financial year until the date of this report are:

Datuk Seri Chiau Beng Teik, JP  
Dato' Che Halin Bin Mohd Hashim  
Datuk Wira Chiau Haw Choon \*  
Chee Jee Kong  
Rozahan Bin Osman  
Shelly Chiau Yee Wern \*

\* *Director of the Company and its subsidiaries*

The Director who held office in subsidiaries (excluding Directors who are also Directors of the Company) since the beginning of the current financial year until the date of this report are:

Chang Chung Fei  
Ng Mun Moh  
Karunaratnage Sumudu Jeewan Karunaratne  
Lau Kock Sang  
Leong Kin San  
Leong Zhi Xiang  
Lim Lye Heng (Albert)  
Lim Leng Foo  
Foo Khai Shin  
Dato' Boey Chin Gan  
Datuk Wan Ahmad Satria Bin Wan Hussein  
Lim Sook Yee  
Tan Poh Cheok  
Choong Wai Kit  
De Silva Christopher Valentino (Appointed on 1 January 2025)  
Lim Mee Ding (Appointed on 11 June 2025)  
Lee Ngai Khoon (Appointed on 26 November 2025)  
Saw Ze Chuen (Appointed on 26 November 2025)  
Low Chin Giap (Resigned on 11 June 2025)

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

## DIRECTORS' REPORT

### Directors' Interests in Shares

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

	Number of ordinary shares			At 31.12.2025
	At 1.1.2025	Bought	Sold	
<b>Interests in the Company</b>				
<b>Direct Interests</b>				
Dato' Che Halin Bin Mohd Hashim	6,000,000	-	-	6,000,000
<b>Indirect Interests</b>				
Datuk Seri Chiau Beng Teik, JP *	455,227,472	-	(44,119,000)	411,108,472
Datuk Wira Chiau Haw Choon *	455,227,472	-	(44,119,000)	411,108,472
<b>Chin Hin Group Berhad</b>				
<b>Direct Interests</b>				
Datuk Seri Chiau Beng Teik, JP	802,929,800	29,848,500	(28,163,000)	804,615,300
Datuk Wira Chiau Haw Choon	203,567,200	4,650,000	(18,200,000)	190,017,200
<b>Indirect Interests</b>				
Datuk Seri Chiau Beng Teik, JP #	1,354,091,500	15,153,000	(37,955,100)	1,331,289,400
Datuk Wira Chiau Haw Choon #	1,354,091,500	15,153,000	(37,955,100)	1,331,289,400

# Deemed interested by virtue of their direct interests in PP Chin Hin Realty Sdn. Bhd. which in turn hold shares in Divine Inventions Sdn. Bhd. which in turn hold shares in Chin Hin Group Berhad, which in turn holds shares in Signature International Berhad, in accordance with Section 8 of the Companies Act 2016 in Malaysia.

\* Deemed interested by virtue of their direct interests in PP Chin Hin Realty Sdn. Bhd. which in turn hold shares in Divine Inventions Sdn. Bhd. which in turn hold shares in Chin Hin Group Berhad, in accordance with Section 8 of the Companies Act 2016 in Malaysia.

None of the other Directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

### 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 benefits included in the aggregate amount of remuneration received or due and receivable by Directors as disclosed in the "Directors' Remuneration" of this report) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than certain Directors who have significant financial interests in the companies which traded with certain companies in the Group in the ordinary course of business as disclosed in Note 42(b) to the financial statements.

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

# DIRECTORS' REPORT

## Directors' Remuneration

The details of the Directors' remuneration of the Group and of the Company for the financial year ended 31 December 2025 are as follows:

	Group RM'000	Company RM'000
<b>Executive Directors</b>		
Fees	105	105
Salaries and other emoluments	18,983	182
Defined contribution plans	724	22
Social security contributions	12	2
Other benefit	201	2
Benefit-in-kind	41	-
	20,066	313
<b>Non-Executive Directors</b>		
Fees	360	213
	20,426	526

## Indemnity and Insurance Costs

During the financial year, the total amount of indemnity coverage and insurance premium paid for certain Directors and officers of the Group and of the Company were RM14,581,000 and RM43,000 respectively.

There was no indemnity given to or insurance affected 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 adequate allowance had been made for doubtful debts and there were no known bad debts to be written off; 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 it necessary to write off any 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

## DIRECTORS' REPORT

### Other Statutory Information (Cont'd)

- (b) At the date of this report, the Directors are not aware of any circumstances: (Cont'd)
- (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.
- (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 or 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.

### Subsidiaries

The details of the subsidiaries are disclosed in Note 7 to the financial statements.

### Significant Events

The significant events during the financial year are disclosed in Note 46 to the financial statements.

### Subsequent Events

The subsequent events after the financial year are disclosed in Note 47 to the financial statements.

### Immediate Holding Company

The immediate holding company is Chin Hin Group Berhad, a public limited liability company, incorporated and domiciled in Malaysia and is listed on Main Market of the Bursa Malaysia Securities Berhad.

## DIRECTORS' REPORT

### Penultimate Holding Company

The penultimate holding company is Divine Inventions Sdn. Bhd., a private limited liability company incorporated and domiciled in Malaysia.

### Ultimate Holding Company

The ultimate holding company is PP Chin Hin Realty Sdn. Bhd., a private limited liability company incorporated and domiciled in Malaysia.

### Auditors' Remuneration

The auditors' remuneration of the Group and of the Company for the financial year ended 31 December 2025 are as follows:

	Group RM'000	Company RM'000
<b>Auditors' remuneration</b>		
- Statutory audit		
- UHY Malaysia PLT	457	113
- Member firm of UHY International	154	-
- Other auditors	3	-
- Non-statutory audit	21	6
	635	119

# DIRECTORS' REPORT

## Auditors

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

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 8 April 2026.

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DATUK SERI CHIAU BENG TEIK, JP

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DATUK WIRA CHIAU HAW CHOON

## 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 accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 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 8 April 2026.

\_\_\_\_\_  
DATUK SERI CHIAU BENG TEIK, JP

\_\_\_\_\_  
DATUK WIRA CHIAU HAW CHOON

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

I, Lim Mee Ding (MIA Membership No. 11812), being the officer primarily responsible for the financial management of Signature International Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements 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 8 April 2026 )

\_\_\_\_\_  
LIM MEE DING

Before me,

\_\_\_\_\_  
COMMISSIONER FOR OATHS

# INDEPENDENT AUDITORS' REPORT

## TO THE MEMBERS OF SIGNATURE INTERNATIONAL BERHAD

Registration No.: 200601034359 (754118-K)  
(Incorporated in Malaysia)

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of Signature International Berhad, which comprise the statements of financial position as at 31 December 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 170 to 288.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and 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"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

#### Key Audit Matters

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

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF SIGNATURE INTERNATIONAL BERHAD

Registration No.: 200601034359 (754118-K)  
(Incorporated in Malaysia)

## Key Audit Matters (Cont'd)

Key audit matters	How our audit addressed the key audit matters
<p><b>1. Revenue and Cost Recognition for Construction Contracts</b></p> <p>The revenue from construction contracts is recognised over the period of the contract by reference to the progress towards complete satisfaction of the performance obligation. The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation by reference to the costs incurred to date as percentage of the estimated total costs of contract.</p> <p>We identified revenue and costs for construction contracts as key audit matter as significant management judgement and estimates are involved in estimating the total construction costs.</p> <p>Key management judgements include:</p> <ul style="list-style-type: none"> <li>· estimating the budgeted construction costs to complete each project;</li> <li>· the future profitability of each project; and</li> <li>· the percentage of completion at the end of the reporting period.</li> </ul> <p>Changes in these judgements could lead to a material change in the value of revenue recognised.</p>	<ul style="list-style-type: none"> <li>· We obtained sufficient understanding of the relevant controls put in place by the Group in respect of revenue recognition for construction contracts and performed procedures to evaluate design and implementation of such controls.</li> <li>· We tested the operating effectiveness of internal controls over the completeness, accuracy and timing of revenue recognised in the financial statements.</li> <li>· We read key contracts and discussed with management to obtain an understanding of the terms and risks to assess our consideration of whether revenue was appropriately recognised.</li> <li>· We reviewed the revenue recognised, on a sample basis, by agreeing to the contracted selling price of the project and multiplied with their respective stage of completion.</li> <li>· In assessing management's assumptions in estimating the costs to completion for project, on a sample basis, we verified the budgeted construction costs to letter of awards, quotations and variation orders with sub-contractors.</li> <li>· We verified the construction costs incurred to date, on a sample basis, to sub-contractors' claims and invoices from vendors and recalculating the percentage of completion based on actual costs incurred to-date over the estimated total construction costs at the reporting date.</li> <li>· We assessed the management's assumptions in determining the provisions for foreseeable losses, liquidated and ascertained damages.</li> <li>· We have considered the adequacy of the Group's disclosures regarding these revenue stream and whether they are in accordance with MFRS 15 <i>Revenue from Contracts with Customers</i>.</li> </ul>

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF SIGNATURE INTERNATIONAL BERHAD

Registration No.: 200601034359 (754118-K)  
(Incorporated in Malaysia)

## Key Audit Matters (Cont'd)

Key audit matters	How our audit addressed the key audit matters
<p><b>2. Goodwill and Trade Names Impairment Review</b></p> <p><u>Impairment of goodwill and trade names</u> The Group carries significant goodwill and trade names as disclosed in Note 9 to the financial statements. Irrespective of whether there is any indication of impairment, goodwill and trade names is tested for impairment annually.</p> <p>The impairment test involved significant judgements and estimation uncertainty in making key assumptions about future market and economic conditions, growth rates profit margin, discount rate, etc.</p>	<ul style="list-style-type: none"> <li>· We evaluated whether the method used by the Group in measuring the recoverable amount is appropriate in the circumstances.</li> <li>· We made enquiries of and challenged management in the key assumptions and inputs used in the measurement method.</li> <li>· We evaluated whether the key assumptions and inputs used are reasonable and consistent by taking into consideration the past performances, future growth, market development, etc</li> <li>· We performed stress tests and sensitivity analysis to assess the impacts of those key assumptions and inputs on the measurement of recoverable amount.</li> <li>· We have considered the adequacy of the Group's disclosures.</li> </ul>

We have determined that there is no key audit matter in the audit of the separate financial statements of the Company to be communicated in our Auditors' Report.

### 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 Directors' Report and Statement on Risk Management and Internal Controls included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF SIGNATURE INTERNATIONAL BERHAD

Registration No.: 200601034359 (754118-K)  
(Incorporated in Malaysia)

## Responsibilities of the Directors for the Financial Statements

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

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

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

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

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

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

# INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF SIGNATURE INTERNATIONAL BERHAD

Registration No.: 200601034359 (754118-K)  
(Incorporated in Malaysia)

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

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

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

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

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

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

## Report on Other Legal and Regulatory Requirements

In accordance with the requirement of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 7 to the financial statements.

## Other Matters

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

UHY MALAYSIA PLT  
202406000040 (LLP0041391-LCA) & AF 1411  
Chartered Accountants

CHANG CARZEN  
Approved Number: 03901/09/2027 J  
Chartered Accountant

KUALA LUMPUR

8 April 2026

# STATEMENTS OF FINANCIAL POSITION

## AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>ASSETS</b>					
<b>Non-Current Assets</b>					
Property, plant and equipment	4	59,329	79,915	349	198
Right-of-use assets	5	45,639	68,369	13,062	67
Investment properties	6	30,515	32,090	-	-
Investment in subsidiaries	7	-	-	224,971	213,061
Investment in associates	8	220,142	205,706	180,000	180,000
Intangible assets	9	99,700	102,887	-	-
Deferred tax assets	10	182	315	-	-
Other financial assets	11	1,702	1,679	1,316	1,308
		<b>457,209</b>	<b>490,961</b>	<b>419,698</b>	<b>394,634</b>
<b>Current Assets</b>					
Inventories	12	49,182	36,774	-	-
Contract assets	13	247,333	187,304	-	-
Trade receivables	14	131,428	169,675	-	-
Other receivables	15	40,317	29,903	822	1,184
Amount due from ultimate holding company	16	19,377	6,648	-	-
Amount due from immediate holding company	17	903	-	870	-
Amount due from related companies	18	3,363	2,461	-	-
Amount due from associate companies	19	510	3,044	-	-
Other investments	20	61,096	71,629	59,072	71,629
Tax recoverable		3,553	3,345	-	-
Fixed deposits with licensed banks	21	73,519	9,087	1,065	1,044
Cash and bank balances	21	147,069	153,101	9,022	11,002
		<b>777,650</b>	<b>672,971</b>	<b>70,851</b>	<b>84,859</b>
Asset classified as held for sale	22	76,834	20,475	600	-
		<b>854,484</b>	<b>693,446</b>	<b>71,451</b>	<b>84,859</b>
<b>Total Assets</b>		<b>1,311,693</b>	<b>1,184,407</b>	<b>491,149</b>	<b>479,493</b>

## STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>EQUITY AND LIABILITIES</b>					
<b>Equity</b>					
Share capital	23	160,723	160,723	160,723	160,723
Treasury shares	24	-	-	-	-
Merger deficit	25	(28,123)	(28,123)	-	-
Reserves	26	17,861	24,548	-	-
Retained earnings		295,542	276,461	66,192	52,559
Equity attributable to the owners of the parent		446,003	433,609	226,915	213,282
Non-controlling interests		242,266	93,811	-	-
<b>Total Equity</b>		<b>688,269</b>	<b>527,420</b>	<b>226,915</b>	<b>213,282</b>
<b>Non-Current Liabilities</b>					
Other payables	27	-	11,915	-	11,915
Lease liabilities	28	26,952	9,584	11,580	-
Bank borrowings	29	95,621	143,497	82,660	120,288
Deferred tax liabilities	10	10,070	10,860	-	-
		132,643	175,856	94,240	132,203
<b>Current Liabilities</b>					
Contract liabilities	13	20,539	41,187	-	-
Trade payables	30	179,179	187,405	-	-
Other payables	27	84,672	62,676	10,225	3,157
Amount due to ultimate holding company	16	297	2,890	202	2,890
Amount due to subsidiaries	31	-	-	58,765	28,769
Amount due to related companies	18	2,850	1,065	-	-
Amount due to associate companies	19	-	304	-	-
Lease liabilities	28	12,425	8,719	1,512	69
Bank borrowings	29	161,629	152,783	98,951	98,932
Tax payable		22,944	24,102	339	191
		484,535	481,131	169,994	134,008
Liabilities classified as held for sale	22	6,246	-	-	-
		490,781	481,131	169,994	134,008
<b>Total Liabilities</b>		<b>623,424</b>	<b>656,987</b>	<b>264,234</b>	<b>266,211</b>
<b>Total Equity and Liabilities</b>		<b>1,311,693</b>	<b>1,184,407</b>	<b>491,149</b>	<b>479,493</b>

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 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	32	<b>969,379</b>	881,250	<b>86,760</b>	63,493
Cost of sales		<b>(656,011)</b>	(569,638)	-	-
Gross profit		<b>313,368</b>	311,612	<b>86,760</b>	63,493
Other income		<b>16,133</b>	21,323	<b>7,561</b>	16,863
Finance income		<b>3,369</b>	3,018	<b>371</b>	196
Selling and distribution expenses		<b>(10,711)</b>	(6,310)	-	-
Administrative expenses		<b>(148,886)</b>	(153,592)	<b>(12,104)</b>	(13,773)
Other expenses		<b>(15,823)</b>	(7,861)	<b>(11,474)</b>	(988)
Net loss on impairment of financial instruments		<b>(4,821)</b>	(2,218)	-	-
Finance costs	33	<b>(17,106)</b>	(18,798)	<b>(12,018)</b>	(14,176)
Share of profit of associates, net of tax		<b>14,710</b>	8,801	-	-
Profit before tax	34	<b>150,233</b>	155,975	<b>59,096</b>	51,615
Taxation	35	<b>(34,100)</b>	(33,439)	<b>(279)</b>	(365)
Profit for the financial year		<b>116,133</b>	122,536	<b>58,817</b>	51,250

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

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Other comprehensive income</b>					
<i>Items that are or may be reclassified subsequently to profit or loss</i>					
Share of other comprehensive income of associates		(210)	(144)	-	-
Exchange translation differences for foreign operations		(4,905)	(4,330)	-	-
Revaluation of land and buildings		-	35,594	-	-
Deferred tax liabilities relating to revaluation of land and buildings		-	(8,354)	-	-
<b>Total other comprehensive income for the financial year</b>		<b>(5,115)</b>	<b>22,766</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the financial year</b>		<b>111,018</b>	<b>145,302</b>	<b>58,817</b>	<b>51,250</b>
<b>Profit for the financial year attributable to:</b>					
Owners of the parent		83,872	84,840	58,817	51,250
Non-controlling interests		32,261	37,696	-	-
		<b>116,133</b>	<b>122,536</b>	<b>58,817</b>	<b>51,250</b>
<b>Total comprehensive income for the financial year attributable to:</b>					
Owners of the parent:		77,482	108,745	58,817	51,250
Non-controlling interests:		33,536	36,557	-	-
		<b>111,018</b>	<b>145,302</b>	<b>58,817</b>	<b>51,250</b>
<b>Earnings per share</b>					
Basic and diluted earnings per share (sen):	36	13.0	13.1		

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

# STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Attributable to owners of the parent							Total Equity RM'000
		Non-distributable			Distributable				
		Share Capital RM'000	Merger Deficit RM'000	Revaluation Reserve RM'000	Foreign Currency Translation Reserve RM'000	Retained Earnings RM'000	Non-controlling Interests RM'000	Total RM'000	
<b>Group</b>									
At 1 January 2025		160,723	(28,123)	27,043	(2,495)	276,461	433,609	93,811	527,420
Profit for the financial year		-	-	-	-	83,872	83,872	32,261	116,133
Other comprehensive income for the financial year		-	-	-	(6,391)	-	(6,391)	1,276	(5,115)
Total comprehensive income for the financial year		-	-	-	(6,391)	83,872	77,481	33,537	111,108
Realisation of revaluation reserve	26(a)	-	-	(296)	-	296	-	-	-
<b>Transactions with owners:</b>									
Dividend paid	38	-	-	-	-	(45,184)	(45,184)	-	(45,184)
Dividend by the subsidiaries to non-controlling interests		-	-	-	-	-	-	(38,483)	(38,48)
Changes in equity interest in subsidiaries	7(e)	-	-	-	-	(19,903)	(19,903)	153,401	133,498
Total transactions with owners		-	-	-	-	(65,087)	(65,087)	114,918	49,831
At 31 December 2025		160,723	(28,123)	26,747	(8,886)	295,542	446,003	242,266	688,269

# STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Attributable to owners of the parent								Total Equity RM'000
	Non-distributable				Distributable				
	Share Capital RM'000	Treasury Shares RM'000	Merger Deficit RM'000	Revaluation Reserve RM'000	Foreign Currency Translation Reserve RM'000	Retained Earnings RM'000	Non-controlling Interests RM'000	Total RM'000	
<b>Group</b>									
At 1 January 2024	160,723	(4,931)	(28,123)	-	840	225,224	80,661	353,733	434,394
Profit for the financial year	-	-	-	-	-	84,840	37,696	84,840	122,536
Other comprehensive income for the financial year	-	-	-	27,240	(3,335)	-	(1,139)	23,905	22,766
Total comprehensive income for the financial year	-	-	-	27,240	(3,335)	84,840	36,557	108,745	145,302
Realisation of revaluation reserve	-	-	-	(197)	-	197	-	-	-
Balance carried down	-	-	-	27,043	(3,335)	85,037	36,557	108,745	145,302

## STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Attributable to owners of the parent									
	Non-distributable					Distributable				
	Share Capital RM'000	Treasury Shares RM'000	Merger Deficit RM'000	Revaluation Reserve RM'000	Foreign Currency Translation Reserve RM'000	Retained Earnings RM'000	Total RM'000	Non-controlling Interests RM'000	Total Equity RM'000	Note
Balance carried forward	-	-	-	27,043	(3,335)	85,037	108,745	36,557	145,302	
<b>Transactions with owners:</b>										
Disposal of treasury shares	-	4,931	-	-	-	10,714	15,645	-	15,645	24
Dividend paid	-	-	-	-	-	(44,514)	(44,514)	-	(44,514)	38
Dividend by the subsidiaries to non-controlling interests	-	-	-	-	-	-	-	(23,807)	(23,807)	
Capital contribution by non-controlling interests	-	-	-	-	-	-	-	400	400	7(f)
Total transactions with owners	-	4,931	-	-	-	(33,800)	(28,869)	(23,407)	(52,276)	
At 31 December 2024	160,723	-	(28,123)	27,043	(2,495)	276,461	433,609	93,811	527,420	

## STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Non-distributable		Distributable	Total Equity RM'000
		Share Capital RM'000	Treasury Shares RM'000	Retained Earnings RM'000	
<b>Company</b>					
At 1 January 2024		160,723	(4,931)	35,109	190,901
Profit for the financial year, representing total comprehensive income for the financial year		-	-	51,250	51,250
<b>Transactions with owners:</b>					
Disposal of treasury shares		-	4,931	10,714	15,645
Dividends to owner of the Company	38	-	-	(44,514)	(44,514)
At 31 December 2024		160,723	-	52,559	213,282
At 1 January 2025		<b>160,723</b>	-	<b>52,559</b>	<b>213,282</b>
Profit for the financial year, representing total comprehensive income for the financial year		-	-	<b>58,817</b>	<b>58,817</b>
<b>Transaction with owners:</b>					
Dividends to owner of the Company	38	-	-	<b>(45,184)</b>	<b>(45,184)</b>
At 31 December 2025		<b>160,723</b>	-	<b>66,192</b>	<b>226,915</b>

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

# STATEMENTS OF CASH FLOWS

## FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Operating Activities</b>					
Profit before tax		<b>150,233</b>	155,975	<b>59,096</b>	51,615
Adjustments for:					
Amortisation of intangible assets		<b>996</b>	4,927	-	-
Bad debt written off		-	114	-	-
Depreciation of:					
- Property, plant and equipment	4	<b>11,221</b>	10,296	<b>132</b>	111
- Right-of-use assets	5	<b>13,268</b>	10,559	<b>213</b>	67
Interest expenses		<b>17,106</b>	18,798	<b>12,018</b>	14,176
Impairment losses on:					
- Contract assets		<b>1,100</b>	2,506	-	-
- Trade receivables		<b>6,484</b>	3,842	-	-
- Associates		<b>64</b>	-	-	-
Property, plant and equipment written off		<b>150</b>	529	-	-
Dividend income received from:					
- Subsidiaries		-	-	<b>(76,409)</b>	(54,870)
- Other investments		<b>(70)</b>	(287)	<b>(70)</b>	(287)
Fair value loss/(gain) on:					
- Investment properties		<b>45</b>	(781)	-	-
- Other financial assets		<b>(23)</b>	(10)	<b>(8)</b>	(10)
- Other investments		<b>(6,392)</b>	(11,926)	<b>(6,392)</b>	(11,926)
Loss/(Gain) on disposal of:					
- Investment in subsidiaries		-	-	<b>11,130</b>	-
- Investment properties		-	60	-	-
- Other investments		<b>996</b>	(1,354)	<b>996</b>	(1,354)
- Property, plant and equipment		<b>(156)</b>	(147)	-	-
- Assets held for sales		<b>(5,226)</b>	-	-	-
Gain on termination of lease contract		<b>(54)</b>	(39)	-	-
Operating profit/(loss) before working capital changes carried down		<b>189,742</b>	193,062	<b>706</b>	(2,478)

## STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Operating Activities (Cont'd)</b>					
Operating profit/(loss) before working capital changes brought down		<b>189,742</b>	193,062	<b>706</b>	(2,478)
Grant income		<b>(63)</b>	(50)	-	-
Interest income		<b>(3,369)</b>	(3,018)	<b>(371)</b>	(196)
Loss on revaluation of property, plant and equipment		-	170	-	-
Reversal of impairment losses on:					
- Contract assets		<b>(1,865)</b>	(3,093)	-	-
- Trade receivables		<b>(1,663)</b>	(1,624)	-	-
Share of profit of associates, net of tax		<b>(14,710)</b>	(8,801)	-	-
Unrealised gain on foreign exchange		<b>(1,755)</b>	(3,917)	<b>(1,361)</b>	(3,285)
Operating profit/(loss) before working capital changes		<b>166,317</b>	172,729	<b>(1,026)</b>	(5,959)
Changes in working capital:					
Inventories		<b>(16,022)</b>	(1,549)	-	-
Contract assets/liabilities		<b>(79,884)</b>	(67,222)	-	-
Trade and other receivables		<b>21,606</b>	(48,614)	<b>362</b>	16,481
Trade and other payables		<b>5,910</b>	90,133	<b>(6,517)</b>	(5,815)
Ultimate holding company		<b>(12,729)</b>	(6,648)	-	-
Related companies		<b>1,258</b>	(1,341)	-	-
Associate companies		<b>206</b>	(206)	-	-
		<b>(79,655)</b>	(35,447)	<b>(6,155)</b>	10,666
Cash generated from/(used in) operations		<b>86,662</b>	137,282	<b>(7,181)</b>	4,707
Grant received		<b>63</b>	50	-	-
Tax paid		<b>(36,549)</b>	(40,039)	<b>(245)</b>	(242)
Tax refunded		<b>452</b>	11,567	<b>114</b>	-
Net cash from/(used in) operating activities		<b>50,628</b>	108,860	<b>(7,312)</b>	4,465

## STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Investing Activities</b>					
Changes in equity interest of subsidiaries	7(e)	133,498	-	-	-
Acquisition of subsidiaries	7(c)	-	-	-	(600)
Net changes in investment in:					
- Other investments		(30,255)	(79,674)	(28,229)	(79,674)
- Subsidiaries		-	-	(21,369)	-
Capital contribution by non-controlling interests		-	400	-	-
Incorporation of associates	8(e)	-	(340)	-	-
Net changes in fixed deposits with licensed bank with maturity more than 3 months		53	(26)	-	-
Interest received		3,369	3,018	371	196
Net changes in amount due from:					
- immediate holding companies		(903)	-	(870)	-
- subsidiaries		-	-	-	15,775
- related companies		55	(55)	-	-
- associate companies		2,024	(2,534)	-	-
Net dividend income received		70	287	76,479	47,051
Net cash to asset held for sale	22	(2,092)	-	-	-
Proceeds from disposal of:					
- Investment properties		-	1,330	-	-
- Other investments		46,184	59,697	46,184	59,697
- Property, plant and equipment		1,122	1,051	-	-
- Right-of-use assets		-	26	-	-
- Asset held for sale		25,701	-	(600)	-
Purchase of:					
- Property, plant and equipment	4	(14,006)	(9,362)	(283)	(185)
- Right-of-use assets	5	(236)	(88)	-	-
<b>Net cash from/(used in) investing activities</b>		<b>164,584</b>	<b>(26,270)</b>	<b>71,683</b>	<b>42,260</b>

## STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Financing Activities</b>					
Dividend paid by subsidiaries to non-controlling interests		(38,483)	(23,807)	-	-
Dividend paid to non-controlling interests		(45,184)	(44,514)	(45,184)	(44,514)
Interest paid		(17,106)	(17,893)	(12,018)	(13,661)
Net changes in cash and bank balances pledged with a licensed bank		176	257	176	257
Net changes in fixed deposits pledged with licensed banks		(8,141)	(1,169)	(21)	(21)
Net changes in amount due to:					
- ultimate holding company		(2,593)	2,890	(2,688)	2,890
- related companies		61	-	-	-
- subsidiaries		-	-	29,996	17,833
Net proceeds from/(repayment of):					
- bankers' acceptance		9,729	22,938	-	-
- bridging loan		-	(5,815)	-	-
- margin financing		128	1,961	128	1,961
- revolving credit		-	5,000	-	5,000
- term loans		(48,153)	(34,026)	(37,733)	(43,264)
- lease liabilities		(12,851)	(9,937)	(185)	(65)
Proceeds from disposal of treasury shares		-	15,645	-	15,645
Net cash used in financing activities		(162,417)	(88,470)	(67,529)	(57,939)



# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1. Corporate Information

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

The principal place of business of the Company has changed from Lot 24, Jalan Teknologi, Taman Sains Selangor 1, Kota Damansara, PJU 5, 47810 Petaling Jaya, Selangor Darul Ehsan to Menara Chin Hin, Level 21, 8th & Stellar, No. 1, Jalan Naga Emas, Bandar Baru Sri Petaling, 57000 Kuala Lumpur effective on 24 November 2025.

The registered office of the Company is located at Unit 30-01, Level 30, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur.

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are disclosed in Note 7 to the financial statements.

The immediate holding company is Chin Hin Group Berhad, a public limited liability company, incorporated and domiciled in Malaysia and is listed on Main Market of the Bursa Malaysia Securities Berhad.

The penultimate holding company is Divine Inventions Sdn. Bhd., a private limited liability company incorporated and domiciled in Malaysia.

The ultimate holding company is PP Chin Hin Realty Sdn. Bhd., a private limited liability company incorporated and domiciled in Malaysia.

## 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 (“MFRS”), 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 material accounting policies below.

### Adoption of new and amended standards

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

Amendments to MFRS 121

Lack of Exchangeability

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



# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. Basis of Preparation (Cont'd)

### (a) Statement of compliance (Cont'd)

#### Standards issued but not yet effective (Cont'd)

MFRS 18 additional requirements are as follows:

#### (i) Statement of Profit or Loss and Other Comprehensive Income

MFRS 18 introduces newly defined “operating profit or loss” and “profit or loss before financing and income tax” subtotal which are to be presented in the statement of profit or loss, while the net profit or loss remains unchanged. Statement of profit or loss to be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

#### (ii) Statement of Cash Flows

The standard modifies the starting point for calculating cash flows from operations using the indirect method, shifting from “profit or loss” to “operating profit or loss”. It also provides guidance on classification of interest and dividend in statement of cash flows.

#### (iii) New disclosures of expenses by nature

Entities are required to present expenses in the operating category by nature, function or a mix of both. MFRS 18 includes guidance for entities to assess and determine which approach is most appropriate based on the facts and circumstances.

#### (iv) Management-defined Performance Measures (MPMs)

The standard requires disclosure of explanations of the entity’s company-specific measures that are related to the statements of profit or loss, referred to MPMs. MPMs are required to be reconciled to the most similar specified subtotal in MFRS Accounting Standards.

#### (v) Enhanced Guidance on Aggregation and Disaggregation

MFRS 18 provides enhanced guidance on grouping items based on shared characteristics and requires disaggregation when items have dissimilar characteristics or when such disaggregation is material.

The potential impact of the new standard on the financial statements of the Group and of the Company have yet to be assessed.

### (b) Functional and presentation currency

The financial statements are presented in Ringgit Malaysia (“RM”), which is the Company’s functional currency. All financial information is presented in RM and has been rounded to the nearest RM in thousands except when otherwise stated.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. Basis of Preparation (Cont'd)

### (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.

#### Judgements

The following are the judgements made by management in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

#### Classification between investment properties and property, plant and equipment

The Group has developed certain criteria based on MFRS 140 Investment Property in making judgement whether a property qualifies as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes.

If these portions could be sold separately (or leased out separately under a finance lease), the Group would account for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes.

Judgement is made on an individual property basis to determine whether ancillary services are significant that a property does not qualify as investment property.

#### Satisfaction of performance obligations in relation to contracts with customers

The Group is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulations.

The Group recognises revenue over time in the following circumstances:

- (i) the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- (ii) the Group does not create an asset with an alternative use to the Group and has an enforceable right to payment for performance completed to date; and
- (iii) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point in time, the Group assesses each contract with customers to determine when the performance obligation of the Group under the contract is satisfied.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**2. Basis of Preparation (Cont'd)**

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

**Judgements (Cont'd)**

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

The Group and the Company determine the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group and the Company have several lease contracts that include extension and termination options. The Group and the Company apply 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 and the Company 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.

The Group and the Company included the renewal period as part of the lease term for leases of assets with shorter non-cancellable period. The Group and the Company typically exercise its option to renew for these leases because there will be a significant negative effect on production if a replacement asset is not readily available. The renewal periods for leases of assets with longer non-cancellable periods are not included as part of the lease term as these are not reasonably certain to be exercised. 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:

Depreciation and useful lives of property, plant and equipment and right-of-use (“ROU”) assets

The Group reviews the residual values, useful lives and depreciation methods at the end of each reporting period. Judgements are applied in the selection of the depreciation method, the useful lives and the residual values. The actual consumption of the economic benefits of the property, plant and equipment and ROU assets may differ from the estimates applied and therefore, future depreciation charges could be revised. The carrying amounts of the Group’s and of the Company’s property, plant and equipment and ROU assets are disclosed in Notes 4 and 5 to the financial statements respectively.

Fair value of property, plant and equipment and ROU assets

The Group carries its freehold and leasehold lands and buildings at fair value, with changes in fair value being recognised in profit or loss. The Group engaged independent valuation specialist to assess fair value of freehold and leasehold lands and buildings as at 31 December 2024. Freehold and leasehold buildings are carried at revalued amounts with changes in fair value being recognised in other comprehensive income. The fair value of freehold and leasehold land and buildings are within level 2 and level 3 of the fair value hierarchy respectively. The fair value was determined based on market comparable approach that reflects recent transaction price for similar properties and depreciated replacement cost approach.

The key assumptions used to determine the fair value of the property, plant and equipment and ROU assets are disclosed in Notes 4 and 5 to the financial statements respectively.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. Basis of Preparation (Cont'd)

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

#### Key sources of estimation uncertainty (Cont'd)

##### Fair value of investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in profit or loss. The Group engaged independent valuation specialist to assess fair value as at 31 December 2025 for investment properties, except for investment properties under construction in which their fair value are not reliably determinable.

Valuation was based on the comparison approach where the comparison approach entails critical analysis of recent evidence of value of comparable properties in the neighbourhood and making adjustments for differences. Investment properties under construction are measured at cost until either the fair value becomes reliably determinable or when construction is completed, whichever is earlier.

The key assumptions used to determine the fair value of the investment properties are disclosed in Note 6 to the financial statements.

##### Impairment of goodwill on consolidation

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use amount requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The key assumptions used to determine the value in use is disclosed in Note 9 to the financial statements.

##### Impairment of investment in associates

The Group reviews its investment in associates when there are indicators of impairment. Impairment is measured by comparing the carrying amount of an investment with its recoverable amount. Significant judgement is required in determining the recoverable amount. The Group evaluates the recoverable amount based on market performance, economic and political situation of the country in which the associates operate.

##### Deferred tax assets

Deferred tax assets are recognised for all unused tax losses, unutilised capital allowances, unutilised investment tax allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which unused tax losses, unutilised capital allowances, unutilised investment tax 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. The carrying value of recognised and unrecognised deferred tax assets are disclosed in Note 10 to the financial statements.

##### 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 future sales prices less estimated cost to sell. Demand level 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 its inventories. Details of inventories are disclosed in Note 12 to the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. Basis of Preparation (Cont'd)

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

#### Key sources of estimation uncertainty (Cont'd)

##### Revenue from construction contracts

Construction revenue and costs are recognised over the period of the contract in the profit or loss by reference to the progress towards complete satisfaction of that performance obligations.

The progress towards complete satisfaction of performance obligation is measured by reference to the construction progress using input method, determined based on the proportion of construction costs incurred for work performed to-date over the estimated total construction costs. The total estimated construction costs are based on approved budgets, which require assessments and judgements to be made on changes in, for example, work scope, changes in costs and costs to completion. In making the judgement, the Group evaluates based on past experience, the work of specialists and a continuous monitoring mechanism.

The details of construction contracts are disclosed in Note 32 to the financial statements.

##### Provision for expected credit losses of financial assets and contracts assets at amortised cost

The Group and the Company review the recoverability of its contract assets and trade and other receivables at each reporting date to assess whether an impairment loss should be recognised. The impairment provisions for receivables 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 the Group's and on the Company's past history, existing market conditions at the end of each reporting period.

Information about the expected credit losses of contract assets and trade and other receivables are disclosed in Notes 13, 14 and 15 to the financial statements respectively.

##### Discount rate used in leases

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

##### 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 tax based on estimates of whether additional taxes will be due. Where the final tax outcome of these tax matters is different from the amounts that were initially recognised, such differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**2. Basis of Preparation (Cont'd)**

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

**Key sources of estimation uncertainty (Cont'd)**

Fair value measurement 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 notes regarding financial assets and liabilities. 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.

**3. Material Accounting Policies**

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

**(a) Basis of consolidation**

**(i) Subsidiaries**

In the Company's separate financial statements, investment in subsidiaries are stated at cost less any accumulated impairment losses.

**(ii) Business combination**

Subsidiaries are consolidated using the merger method of accounting for business combination of entities are under common control or acquisition method of accounting for business combination of entities under acquisition.

**(iii) Goodwill on consolidation**

Goodwill is measured at cost less accumulated impairment losses. Goodwill is not amortised but instead, it is reviewed for impairment annually or more frequent when there is objective evidence that the carrying value may be impaired.

**(b) Investment in associates**

Investments in associates are accounted for in the consolidated and the Company's financial statements using the equity method at cost less any impairment losses, unless it is classified as held for sale or distribution.



## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 3. Material Accounting Policies (Cont'd)

#### (d) Leases (Cont'd)

##### (i) As lessee (Cont'd)

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

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

When the lease liability is remeasured as described in the above paragraph, a corresponding adjustment is made to the carrying amount of the ROU asset or is recorded in profit or loss if the carrying amount of the ROU asset has been reduced to zero.

##### *Short-term leases and leases of low-value assets*

The Group and the Company have elected not to recognise ROU assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group and the Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term. Low value assets are those assets valued at less than RM20,000 each when purchased new.

##### (ii) 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.

If the lease arrangement contains lease and non-lease components, the Group and the Company apply MFRS 15 Revenue from Contracts with Customers to allocate the consideration in the contract based on the stand-alone selling price.

The Group recognises lease payments under operating leases as income on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished. Contingent rents are recognised as revenue in the period in which they are earned.

The Company as intermediate lessor accounts for the sublease as follows:

- If the sublease is classified as an operating lease, the original lessee continues to account for the lease liability and ROU asset on the head lease.
- If the sublease is classified as a finance lease, the original lessee derecognises the ROU asset on the head lease at the sublease commencement date and continues to account for the original lease liability. The original lessee, as the sublessor, recognises finance lease receivables in the sublease and evaluates it for impairment.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3. Material Accounting Policies (Cont'd)

### (e) Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequently, investment properties are measured at fair value which reflects market conditions at the reporting date. Gains and losses arising from changes in the fair values of investment properties are in profit or loss for the period in which they arise, including the corresponding tax effect.

Investment properties are valued by independent professionally qualified valuers, having appropriate recognised professional qualifications and recent experience in the locations and segments of the investment properties valued. The management team reviewed and discussed the valuations, including valuation processes, performed by the independent valuers for financial reporting purposes.

### (f) Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost of raw materials, parts and accessories comprise cost of purchase and other costs incurred in bringing it to their present location and condition are determined on a weighted average basis. Cost of finished goods and work-in-progress consists of direct material, direct labour and an appropriate proportion of production overheads (based on normal operating capacity) are stated on a weighted average basis.

### (g) Construction contracts

The Group uses the efforts or inputs to the satisfaction of the performance obligations to determine the appropriate amount to recognise in a given period. This is measured by reference to the contract costs incurred up to the end of the reporting period as a percentage of total estimated costs for each contract. Costs incurred in the financial year in connection with future activity on a contract are excluded from contract costs in determining the stage of completion. When the carrying amount of the asset exceeds the remaining amount of consideration that the Group expects to receive in exchange of the contracted asset, an impairment loss is recognised in profit or loss.

### (h) Contract assets and contract liabilities

The Group's contract asset is the excess of revenue recognised over the billings to-date and deposits or advances received from customers.

Contract asset is reclassified to trade receivables at the point at which invoices have been billed to customers.

The Group's contract liability is the excess of the billings to-date over the revenue recognised. Contract liabilities are recognised as revenue when the Group performs its obligation under the contracts.

### (i) Impairment of assets

#### (i) Non-financial assets

Subject to operating segment ceiling test, for the purpose of goodwill impairment testing, cash-generating units to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to a cash-generating unit or a group of cash-generating units that are expected to benefit from the synergies of the combination.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3. Material Accounting Policies (Cont'd)

### (i) Impairment of assets (Cont'd)

#### (i) Non-financial assets (Cont'd)

Impairment loss is recognised in profit or loss, unless the asset is carried at a revalued amount, in which such impairment loss is recognised directly against any revaluation surplus for the asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same asset.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised.

#### (ii) Financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are recognised in two stages which are a 12-month ECL and a lifetime ECL.

For trade receivables, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

Impairment for other receivables, contract assets and inter-company balances of the Group and of the Company are recognised based on the general approach using the forward-looking ECL model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. At the end of the reporting period, the Group and the Company assess whether there has been a significant increase in credit risk for financial assets by comparing the risk of default occurring over the expected life with the risk of default since initial recognition. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve-month ECL along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime ECL along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime ECL along with interest income on a net basis are recognised. The Group and the Company define significant increase in credit risk based on past due information, i.e. 365 days after credit term.

### (j) Revenue and other income

#### (i) Revenue from contracts with customers

The Group and the Company recognise revenue from the following major sources:

##### (a) Sale of goods

Revenue from the sale of goods is recognised upon delivery of goods where control of the goods has been transferred to the customer. Revenue is recognised based on the price specified has been transferred in the contract, net of rebates and discounts.

##### (b) Rendering of services

Management fees are recognised in the reporting period in which the services are rendered, which simultaneously received and consumes the benefits provided by the Group, and the Group has a present right to payment for the services.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**3. Material Accounting Policies (Cont'd)**

**(j) Revenue and other income (Cont'd)**

**(i) Revenue from contracts with customers (Cont'd)**

(c) Construction contracts

Revenue is recognised over the period of the contract using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives and penalties.

**(ii) Rental income**

Rental income is accounted for on a straight-line basis over the lease terms.

**(iii) Interest income**

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

**(iv) Dividend income**

Dividend income is recognised when the Group's right to receive payment is established.

**(k) Income taxes**

Tax expense in profit or loss comprises current and deferred tax except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

Deferred tax is recognised using the liability method for all temporary differences between the carrying amounts of assets and liabilities in the statements of financial position and their tax bases. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, at the end of the reporting period, except for investment properties carried at fair value model. Where investment properties measured using fair value model, the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying amounts at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale.

**(l) Intangible assets**

**(i) Trade names**

Trade names are recognised at fair value at date of acquisition. It is determined to have indefinite useful lives and subsequently carried at cost less any accumulated impairment losses and subject to at least annually impairment testing.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**3. Material Accounting Policies (Cont'd)**

**(l) Intangible assets (Cont'd)**

**(ii) Customer contracts**

The customer contracts acquired from business combination are measured at fair value at date of acquisition. It is determined to have definite useful lives and subsequently carried at cost less accumulated amortisation and any accumulated impairment losses. The customer contracts are amortised on a straight-line basis over their economic useful lives and assessed for impairment whenever there is an indication.

**(m) Asset and liabilities classified as held for sale**

Non-current assets (or disposal group comprising assets and liabilities) that are held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Such non-current assets (or disposal groups) classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

The criteria for held for sale classification is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such asset (or disposal group). Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Property, plant and equipment, right-of-use assets and investment properties are not depreciated once classified as held for sale.

**(n) Fair value measurement**

Fair value of an asset or a liability is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer of the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Group and the Company use observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

- Level 1 : quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date.
- Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 : unobservable inputs for the asset or liability.

The Group and the Company recognise transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**4. Property, Plant and Equipment**

	Note	At valuation		At cost							Total RM'000		
		Buildings RM'000	Freehold land RM'000	Plant and machineries, tools and factory equipment RM'000	Motor vehicles RM'000	Furniture, fittings, office renovation equipment RM'000	Showroom and office equipment RM'000	Computers RM'000	Solar panel RM'000	Capital work-in- progress RM'000			
<b>Group</b>													
<b>2025</b>													
<b>Cost</b>													
At 1 January		22,881	3,000	50,990	4,636	15,669	8,134	8,766	-	232		114,308	
Additions		-	-	4,266	903	3,716	549	2,220	1,667	685		14,006	
Disposals		-	-	(1,551)	(1,834)	-	(37)	(173)	-	-		(3,595)	
Written off		-	-	(17)	-	(77)	(163)	(76)	-	-		(333)	
Transfer from right-of-use assets	5	-	-	-	1,657	-	-	-	-	-		1,657	
Transfer to assets classified as held for sale	22	(17,800)	-	(92)	(181)	(7,021)	(167)	(129)	-	-		(25,390)	
Exchange differences		-	-	(150)	(125)	(136)	(17)	(62)	-	-		(490)	
At 31 December		5,081	3,000	53,446	5,056	12,151	8,299	10,546	1,667	917		100,163	

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**4. Property, Plant and Equipment (Cont'd)**

	Note	At valuation		At cost							Total RM'000		
		Buildings RM'000	Freehold land RM'000	Plant and machineries, tools and factory equipment RM'000	Motor vehicles RM'000	Furniture, fittings, office renovation equipment RM'000	Showroom and office equipment RM'000	Computers RM'000	Solar panel RM'000	Capital work-in- progress RM'000			
<b>Group</b>													
<b>2025</b>													
<b>Accumulated depreciation</b>													
At 1 January		634	-	14,450	3,632	7,513	2,665	5,329	-	-	-	-	34,223
Charge for the financial year		474	-	4,436	557	1,940	2,025	1,750	39	-	-	-	11,221
Disposals		-	-	(681)	(1,782)	-	(18)	(14)	-	-	(134)	-	(2,629)
Written off		-	-	(3)	-	(73)	(34)	(73)	-	-	-	-	(183)
Transfer from right-of- use assets	5	-	-	-	1,406	-	-	-	-	-	-	-	1,406
Transfer to assets classified as held for sale	22	(593)	-	(8)	(30)	(2,400)	(14)	(21)	-	-	-	-	(3,066)
Exchange differences		-	-	(48)	(108)	(89)	(11)	(52)	-	-	-	-	(308)
At 31 December		515	-	18,146	3,675	6,891	4,613	6,919	39	(134)	-	-	40,664

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**4. Property, Plant and Equipment (Cont'd)**

	At valuation		At cost						Total RM'000
	Buildings RM'000	Freehold land RM'000	Plant and machineries, tools and factory equipment RM'000	Motor vehicles RM'000	Furniture, fittings, office renovation equipment RM'000	Showroom and office equipment RM'000	Computers RM'000	Solar panel RM'000	
<b>Group</b>									
<b>2025</b>									
<b>Accumulated revaluation loss</b>									
At 1 January/31 December	170	-	-	-	-	-	-	-	170
<b>Net carrying amount</b>									
At 31 December	4,396	3,000	35,300	1,381	5,260	3,686	3,627	1,628	1,051
									59,329

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**4. Property, Plant and Equipment (Cont'd)**

Group	Note	At valuation		At cost							Total RM'000		
		Buildings RM'000	Freehold land RM'000	Plant and machineries, tools and factory equipment RM'000	Motor vehicles RM'000	Furniture, fittings, office renovation equipment RM'000	Showroom and office equipment RM'000	Computers RM'000	Capital work-in- progress RM'000				
<b>2024</b>													
<b>Cost</b>													
At 1 January		25,797	3,000	33,492	4,366	13,614	11,768	6,028	15,678	113,743			
Additions		-	-	4,584	590	822	193	2,941	232	9,362			
Disposals		-	-	(1,110)	(179)	(29)	(2,799)	(86)	-	(4,203)			
Written off		-	-	(60)	-	(12)	(746)	(52)	-	(870)			
Transfer from right-of-use assets	5	-	-	-	31	-	-	-	-	31			
Transfer to inventories	12	-	-	-	-	-	(259)	-	-	(259)			
Reclassification		-	-	14,241	-	1,358	-	-	(15,599)	-			
Revaluation	26(a)	1,117	-	-	-	-	-	-	-	1,117			
Elimination of accumulated depreciation on revaluation		(4,033)	-	-	-	-	-	-	-	(4,033)			
Exchange differences		-	-	(157)	(172)	(84)	(23)	(65)	(79)	(580)			
At 31 December		22,881	3,000	50,990	4,636	15,669	8,134	8,766	232	114,308			

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**4. Property, Plant and Equipment (Cont'd)**

	Note	At valuation				At cost					Total RM'000	
		Buildings RM'000	Freehold land RM'000	Plant and machineries, tools and factory equipment RM'000	Motor vehicles RM'000	Furniture, fittings, office renovation equipment RM'000	Showroom and office equipment RM'000	Computers RM'000	Capital work-in- progress RM'000			
<b>Group</b>												
<b>2024</b>												
<b>Accumulated depreciation</b>												
At 1 January		4,239	-	10,464	3,454	7,625	1,839	4,254	-			31,875
Charge for the financial year		428	-	4,311	444	1,946	1,897	1,270	-			10,296
Disposals		-	-	(277)	(164)	(1,974)	(799)	(85)	-			(3,299)
Written off		-	-	(60)	-	(12)	(217)	(52)	-			(341)
Transfer from right-of-use assets	5	-	-	-	31	-	-	-	-			31
Transfer to inventories	12	-	-	-	-	-	(38)	-	-			(38)
Elimination of accumulated depreciation on revaluation		(4,033)	-	-	-	-	-	-	-			(4,033)
Exchange differences		-	-	12	(133)	(72)	(17)	(58)	-			(268)
At 31 December		634	-	14,450	3,632	7,513	2,665	5,329	-			34,223

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**4. Property, Plant and Equipment (Cont'd)**

	At valuation		At cost						Total RM'000
	Buildings RM'000	Freehold land RM'000	Plant and machineries, tools and factory equipment RM'000	Motor vehicles RM'000	Furniture, fittings, office renovation equipment RM'000	Showroom and office equipment RM'000	Computers RM'000	Capital work-in- progress RM'000	
<b>Group</b>									
<b>2024</b>									
<b>Accumulated revaluation loss</b>									
At 1 January	-	-	-	-	-	-	-	-	-
Charge for the financial year	170	-	-	-	-	-	-	-	170
At 31 December	170	-	-	-	-	-	-	-	170
<b>Net carrying amount</b>									
At 31 December	22,077	3,000	36,540	1,004	8,156	5,469	3,437	232	79,915

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

4. Property, Plant and Equipment (Cont'd)

	Furniture, fittings and equipment RM'000	Office equipment RM'000	Computers RM'000	Total RM'000
<b>Company</b>				
<b>2025</b>				
<b>Cost</b>				
At 1 January	38	5	310	353
Additions	-	4	284	288
Disposals	-	-	(9)	(9)
Written off	-	-	(16)	(16)
At 31 December	38	9	569	616
<b>Accumulated depreciation</b>				
At 1 January	3	1	151	155
Charge for the financial year	4	2	126	132
Disposals	-	-	(4)	(4)
Written off	-	-	(16)	(16)
At 31 December	7	3	257	267
<b>Net carrying amount</b>				
At 31 December	31	6	312	349
<b>2024</b>				
<b>Cost</b>				
At 1 January	17	-	151	168
Additions	21	5	159	185
At 31 December	38	5	310	353
<b>Accumulated depreciation</b>				
At 1 January	-	-	44	44
Charge for the financial year	3	1	107	111
At 31 December	3	1	151	155
<b>Net carrying amount</b>				
At 31 December	35	4	159	198

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**4. Property, Plant and Equipment (Cont'd)**

**(a) Purchase of property, plant and equipment**

The aggregate additional costs for the property, plant and equipment of the Group and of the Company during the financial year acquired under cash payments and purchase from a subsidiary are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Aggregate costs	14,006	9,362	288	185
Less: Purchase from a subsidiary	-	-	(5)	-
Total	14,006	9,362	283	185

**(b) Assets pledged as securities to financial institution**

The net carrying amount of property, plant and equipment of the Group pledged as securities for credit facilities granted to the Group as disclosed in Note 29(a) to the financial statements are as follows:

	Group	
	2025 RM'000	2024 RM'000
Buildings	4,396	22,077
Freehold land	3,000	3,000
	7,396	25,077

**(c) Revaluation of property, plant and equipment**

In the previous financial year, the freehold land and buildings of the Group were revalued by the independent firms of professional valuers with appropriate professional qualifications and recent experience in the location and category of property being valued.

The fair value of freehold land was determined based on market comparable approach that entails analysis of recent evidence of value of comparable properties in the neighbourhood and making adjustments for differences. The fair values of the freehold buildings have been derived using the depreciated replacement cost approach. The most significant input into this valuation approach is construction price per square foot of subject properties and adjusted for differences in key attributes such as condition, time, size, location and age of property and its improvement.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 4. Property, Plant and Equipment (Cont'd)

#### (c) Revaluation of property, plant and equipment (Cont'd)

Details of the Group's freehold land and buildings are as follows:

Year of valuation/ Description of properties	Valuation method	Fair value hierarchy	Carrying amount RM'000
<b>2024</b>			
Buildings	Replacement cost method	Level 3	22,077
Freehold land	Sales comparison method	Level 2	3,000

There was no transfer between fair value hierarchy levels during the financial year.

Had the revalued freehold land and buildings been included in the financial statements at cost less accumulated depreciation and impairment losses, the net carrying amounts would be as follows:

	Group	
	2025 RM'000	2024 RM'000
Buildings	<b>4,055</b>	19,517
Freehold land	<b>3,000</b>	3,000
	<b>7,055</b>	22,517

#### (d) Reclassification to asset classified as held for sale

During the financial year, one building and a subsidiary were reclassified to asset classified as held for sale. The reclassification was made upon management's commitment to a plan to sell and fulfilment of criteria under MFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 5. Right-of-use Assets

	Note	At valuation		At cost		Total RM'000
		Leasehold land RM'000	Buildings RM'000	Plant and machineries RM'000	Motor vehicles RM'000	
<b>Group</b>						
<b>2025</b>						
At 1 January		50,900	30,610	-	4,080	85,590
Additions		-	31,293	325	1,749	33,367
Reassessment of lease contracts		-	4,128	-	-	4,128
Expiration of lease contracts		-	(4,704)	-	-	(4,704)
Termination of lease contracts		-	(3,734)	-	-	(3,734)
Transfer to property, plant and equipment	4	-	-	-	(1,657)	(1,657)
Transfer to assets classified as held for sale	22	(43,951)	(3,101)	-	-	(47,052)
Exchange differences		-	(287)	-	(44)	(331)
At 31 December		6,949	54,205	325	4,128	65,607
<b>Accumulated depreciation</b>						
At 1 January		359	14,476	-	2,386	17,221
Charge for the financial year		624	11,941	32	671	13,268
Expiration of lease contracts		-	(4,704)	-	-	(4,704)
Termination of lease contracts		-	(2,658)	-	-	(2,658)
Transfer to property, plant and equipment	4	-	-	-	(1,406)	(1,406)
Transfer to assets classified as held for sale	22	(649)	(915)	-	-	(1,564)
Exchange differences		-	(153)	-	(36)	(189)
At 31 December		334	17,987	32	1,615	19,968
<b>Net carrying amount</b>						
At 31 December		6,615	36,218	293	2,513	45,639

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**5. Right-of-use Assets (Cont'd)**

	Note	At valuation	At cost		Total RM'000
		Leasehold land RM'000	Buildings RM'000	Motor vehicles RM'000	
<b>Group</b>					
<b>2024</b>					
At 1 January		19,904	31,864	3,893	55,661
Additions		-	3,175	510	3,685
Reassessment of lease contracts		-	(1,315)	-	(1,315)
Expiration of lease contracts		-	(136)	-	(136)
Termination of lease contracts		-	(2,723)	-	(2,723)
Disposals		-	-	(228)	(228)
Transfer to property, plant and equipment	4	-	-	(31)	(31)
Revaluation	26(a)	34,477	-	-	34,477
Elimination of accumulated depreciation on revaluation		(3,481)	-	-	(3,481)
Exchange differences		-	(255)	(64)	(319)
At 31 December		50,900	30,610	4,080	85,590
<b>Accumulated depreciation</b>					
At 1 January		3,385	7,808	2,047	13,240
Charge for the financial year		455	9,499	605	10,559
Reassessment of lease contracts		-	(846)	-	(846)
Termination of lease contracts		-	(1,822)	-	(1,822)
Expiration of lease contracts		-	(136)	-	(136)
Disposals		-	-	(202)	(202)
Transfer to property, plant and equipment	4	-	-	(31)	(31)
Elimination of accumulated depreciation on revaluation		(3,481)	-	-	(3,481)
Exchange differences		-	(27)	(33)	(60)
At 31 December		359	14,476	2,386	17,221
<b>Net carrying amount</b>					
At 31 December		50,541	16,134	1,694	68,369

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 5. Right-of-use Assets (Cont'd)

	Company	
	2025 RM'000	2024 RM'000
<b>Building</b>		
<b>Cost</b>		
At 1 January	134	136
Additions	13,214	134
Expiration of lease contracts	-	(136)
Termination of lease contracts	(134)	-
At 31 December	13,214	134
<b>Accumulated depreciation</b>		
At 1 January	67	136
Charge for the financial year	213	67
Expiration of lease contracts	-	(136)
Termination of lease contracts	(128)	-
At 31 December	152	67
<b>Net carrying amount</b>		
At 31 December	13,062	67

(a) Assets pledged as securities to financial institution

The net carrying amount of right-of-use assets of the Group pledged as securities for credit facilities granted to the Group as disclosed in Note 29(a) to the financial statements are as follows:

	Group	
	2025 RM'000	2024 RM'000
Leasehold land	6,615	50,541

(b) Assets held under lease arrangement

The net carrying amount of right-of-use assets of the Group held under lease liabilities are as follows:

	Group	
	2025 RM'000	2024 RM'000
Motor vehicles	2,513	1,694

Leased assets are pledged as security for the related lease liabilities.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**5. Right-of-use Assets (Cont'd)**

(c) Purchase of right-of-use assets

The aggregate additional costs for the right-of-use assets of the Group during the financial year acquired under leases financing and cash payments are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Aggregate costs	<b>33,367</b>	3,685	<b>13,214</b>	134
Less: Leases financing	<b>(33,131)</b>	(3,597)	<b>(13,214)</b>	(134)
Cash payments	<b>236</b>	88	-	-

(d) The remaining lease term of the leasehold land ranges from 73 to 87 years (2024: 74 to 88 years).

(e) Revaluation of right-of-use assets

In the previous financial year, the leasehold land of the Group was revalued by the independent firms of professional valuers with appropriate professional qualifications and recent experience in the location and category of property being valued.

The fair value of leasehold land was determined based on market comparable approach that entails analysis of recent evidence of value of comparable properties in the neighbourhood and making adjustments for differences. The fair value of the Group's leasehold land is categorised under level 2.

There was no transfer between fair value hierarchy levels during the financial year.

Had the revalued leasehold land been included in the financial statements at cost less accumulated depreciation and impairment losses, the net carrying amounts would be as follows:

	Group	
	2025 RM'000	2024 RM'000
Buildings	<b>2,815</b>	16,305

(f) Reclassification to asset classified as held for sale

During the financial year, one leasehold land and a subsidiary were reclassified to asset classified as held for sale. The reclassification was made upon management's commitment to a plan to sell and fulfilment of criteria under MFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 6. Investment Properties

	Note	Group	
		2025 RM'000	2024 RM'000
At 1 January		32,090	53,053
Additions		-	121
Disposals		-	(1,390)
Transfer to asset held for sale	22	(1,530)	(20,475)
Change in fair value recognised in profit or loss		(45)	781
At 31 December		<b>30,515</b>	32,090
Included in the above are:			
<b>At fair value</b>			
Buildings on freehold land		17,735	19,470
Buildings on leasehold land		11,220	10,560
		<b>28,955</b>	30,030
<b>At cost</b>			
Property under construction on freehold land		1,560	2,060
		<b>30,515</b>	32,090

(a) Investment properties pledged as securities to licensed banks

The investment properties of the Group amounting to RM15,180,000 (2024: RM16,675,000) have been pledged as securities for credit facilities granted to the Group as disclosed in Note 29(a) to the financial statements.

(b) Fair value basis of investment properties

The investment properties are valued at fair value based on market values determined by the independent firms of professional valuers amounting to RM28,955,000 (2024: RM30,030,000). The investment property under construction on freehold land are valued at cost.

The fair values of the investment properties were determined within Level 2 and Level 3 of the fair value hierarchy. There were no transfers between levels during current and previous financial year.

The fair values of the freehold land have been derived using the sales comparison approach. The most significant input into this valuation approach is price per square foot of comparable properties. Sales prices of comparable properties in close proximity are adjusted either positively or negatively for differences in key attributes such as property size, time, age, tenure, level, surrounding, accessibility, visibility, orientation, facing and position of the units.

The fair values of the freehold and leasehold buildings have been derived using the depreciated replacement cost approach. The most significant input into this valuation approach is construction price per square foot of subject properties and adjusted for differences in key attributes such as condition, time, size, location and age of property and its improvement.

The decrease in fair value of RM45,000 (2024: increase in fair value of RM781,000) was recognised in the profit or loss.

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 6. Investment Properties (Cont'd)

(c) The following income and expenses are recognised in profit or loss in respect of the investment properties:

	Group	
	2025 RM'000	2024 RM'000
Lease income	776	739
Direct operating expenses:		
- Income generating investment properties	112	137
- Non-income generating investment properties	152	193

(d) The investment properties under construction are stated at cost. Management concludes that due to the nature and amount of remaining project risks, the fair value of buildings under construction cannot be reliably determined.

(e) Investment properties under lease

Investment properties comprise a number of freehold land and buildings and leasehold buildings that are leased to third parties. Each of the leases contains a cancellable period ranging from two (2) to three (3) years. Subsequent renewals are negotiated with the lessee on an average renewal period of two (2) years. No contingent rents are charged.

(f) Acquisition of investment properties

The aggregate additional costs for the investment properties of the Group during the financial year acquired under cash payments and other methods are as follows:

	Group	
	2025 RM'000	2024 RM'000
Aggregate costs	-	121
Less: Contra against trade receivables	-	(121)
Cash payments	-	-

(g) Reclassification to asset held for sales

During the financial year, certain investment properties were reclassified to asset classified as held for sale. The reclassification was made upon management's commitment to a plan to sell and fulfilment of criteria under MFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*.



## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 7. Investment in Subsidiaries (Cont'd)

(b) Details of the subsidiaries are as follows: (Cont'd)

Name of company	Place of business/ Country of incorporation	Effective interest		Principal activities
		2025 %	2024 %	
<b>Direct holding: (Cont'd)</b>				
Signature Home Living Sdn. Bhd.	Malaysia	60	60	Trade in all kinds of furniture, fittings and fixtures.
Signature Smartverse Sdn. Bhd.	Malaysia	100	-	Supply and install smart home system.
Signature Alliance Group Berhad	Malaysia	37.5	-	Investment holding.
<b>Indirect holding:</b>				
<i><b>Held through Signature Cabinet Sdn. Bhd.</b></i>				
Signature Manufacturing Sdn. Bhd.	Malaysia	100	100	Manufacturing of kitchen systems and wardrobe systems.
Signature Kitchen Sdn. Bhd.	Malaysia	100	100	Retailing of kitchen systems, wardrobe systems and built-in kitchen appliances.
Fabriano Sdn. Bhd.	Malaysia	100	100	Investment holding.
<i><b>Held through Signature Manufacturing Sdn. Bhd.</b></i>				
Signature Kitchen Lanka (Pvt) Ltd *	Sri Lanka	100	100	Marketing, distribution, import and export of kitchen systems, wardrobe systems and built-in kitchen appliances.
<i><b>Held through Signature Distribution Sdn. Bhd.</b></i>				
Signature Contempo Sdn. Bhd.	Malaysia	70	70	Designing, manufacturing, trading and sales of unholstered furniture, fabrication of drapery and other soft furnishings related products.
<i><b>Held through Fabriano Sdn. Bhd.</b></i>				
Signature Global Marketing Pte. Ltd. ∞	The Republic of Singapore	100	100	Marketing, distribution and installation of kitchen systems, wardrobe systems and built-in kitchen appliances.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 7. Investment in Subsidiaries (Cont'd)

#### (b) Details of the subsidiaries are as follows: (Cont'd)

Name of company	Place of business/ Country of incorporation	Effective interest		Principal activities
		2025 %	2024 %	
<b>Indirect holding: (Cont'd)</b>				
<b>Held through Fabriano Sdn. Bhd. (Cont'd)</b>				
Signature Reno Works Sdn. Bhd. (f.k.a Signature Surfaces Sdn. Bhd.)	Malaysia	100	100	Engaged in the business of retail solid surface, worktop and its related ancillary products.
<b>Held through Signature Alliance Group Berhad</b>				
Space Alliance Contracts Sdn. Bhd.	Malaysia	37.5	51	Provision of interior fitting-out services and building construction.
Zig Zag Builders (M) Sdn. Bhd.	Malaysia	37.5	50.1	Provision of interior fitting-out services and building construction.
<b>Held through Space Alliance Contracts Sdn. Bhd.</b>				
Space Alliance Cabinet Sdn. Bhd.	Malaysia	37.5	51	Provision of interior fitting-out services.
Space Alliance Furniture Sdn. Bhd.	Malaysia	37.5	51	Customisation and supply of carpentry/joinery parts and integral fixtures.
Space Alliance Resources Sdn. Bhd.	Malaysia	37.5	51	Supply of building materials.
SAF Manufacturing Sdn. Bhd.	Malaysia	37.5	51	Manufacturing of customised wooden furniture.
<b>Held through Zig Zag Builders (M) Sdn. Bhd.</b>				
Zig Zag Engineering Sdn. Bhd.	Malaysia	37.5	50.1	Provision of air-conditioning ducting works.
<b>Held through Corten Interior Solutions Pte. Ltd.</b>				
Woodcraft Studio Sdn. Bhd.	Malaysia	86	75	Manufacturing of wooden furniture.
Areal Interior Solutions Pte. Ltd. <sup>∞</sup>	The Republic of Singapore	86	75	Interior design and build services.

\* Subsidiary not audited by UHY Malaysia PLT

∞ Subsidiary audited by member firm of UHY International

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**7. Investment in Subsidiaries (Cont'd)**

**(c) Incorporation of new subsidiaries**

**Financial year ended 31 December 2025**

On 13 February 2025, the Company had subscribed 2 units of ordinary shares in Signature Smartverse Sdn. Bhd. (“SSVSB”) for a cash consideration of RM 2, representing 100% of the total issued share capital of SSVSB.

**Financial year ended 31 December 2024**

- (i) On 11 May 2024, ZZB, a 50.1%-owned subsidiary of the Company has subscribed 2 units of ordinary shares in Zig Zag Engineering Sdn. Bhd. (“ZZE”), representing 100% of the total issued share capital in ZZESB.
- (ii) On 23 September 2024, the Company had subscribed 2 units of ordinary shares in Signature Home Living Sdn. Bhd. (“SHL”) for cash consideration of RM2, representing 100% of the total issued share capital of SHL.

Subsequently on 11 November 2024, SHL, had increased its issued and paid-up ordinary share capital from RM2 to RM1,000,000 by issuance of 999,998 units of new ordinary shares for a total consideration of RM999,998. The Company has subscribed for an additional 599,998 units of new ordinary shares in SHL for total consideration of RM599,998. Consequently, the Company's equity interest in SHL decreased from 100% to 60%.

**(d) Internal reorganisation**

**Financial year ended 31 December 2025**

On 27 September 2024, Signature Alliance Group Berhad (“SAG”) entered into share sale agreements with Signature International Berhad (“SIB”) to acquire the entire equity interests in Signature Alliance Contracts Sdn. Bhd. (“SAC”) and Zig Zag Builders (M) Sdn. Bhd. (“ZZB”).

SAG acquired 1,500,000 ordinary shares in SAC for a total consideration of RM15.6 million, which was satisfied through the issuance of 301,920,000 new SAG shares to SIB at an issue price of RM0.0516 each. SAG also acquired 1,000,000 ordinary shares in ZZB for a total consideration of RM3.8 million, which was satisfied through the issuance of 73,126,960 new SAG shares to SIB at an issue price of RM0.0516 each.

Consequently, SAG became a 50.7%-owned subsidiary of the Company.

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 7. Investment in Subsidiaries (Cont'd)

#### (e) Changes in equity interest in subsidiaries

##### Financial year ended 31 December 2025

- (i) On 23 April 2025, the Company had entered into instrument on transfer with a third party and acquired additional 220,001 units of ordinary shares in Corten Interior Solutions Pte Ltd ("Corten"), a 75 %-owned subsidiary of the Company for a total consideration of RM21,969,420. Consequently, the Company's equity interest in Corten increased from 75% to 86%.

The effect of changes in the equity interest that is attributable to owners of the parent is as follows:

	Group 2025 RM'000
Carrying amount of non-controlling interest acquired	16,926
Consideration paid to non-controlling interest	(21,970)
Decrease in parent's equity	(5,044)

- (ii) On 31 March 2025, SAG was successfully listed on the ACE Market of Bursa Malaysia Securities Berhad. Accordingly, SAG issued 260,000,000 ordinary shares amounting to RM161 million under its Initial Public Offering ("IPO"). Consequently, the Company's equity interest in SAG decreased from 50.7% to 37.5%.

Notwithstanding the reduced equity interest, the Company secured control of SAG through a Deed of Collaboration with various parties. Accordingly, SAG continued to be accounted for as a subsidiary of the Company.

- (ii) The effect of changes in the equity interest that is attributable to owners of the parent is as follows:

	Group 2025 RM'000
Carrying amount of non-controlling interest	(170,327)
Consideration received from non-controlling interest	155,468
Decrease in parent's equity	(14,859)

##### Financial year ended 31 December 2024

On 6 June 2024, ZZB, a 50.1 %-owned subsidiary of the Company had subscribed for additional 249,998 units of new ordinary shares in ZZB, a direct wholly-owned subsidiary of ZZB for a total consideration of RM249,998. Consequently, ZZB remained as a wholly-owned subsidiary of ZZB.

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 7. Investment in Subsidiaries (Cont'd)

#### (f) Transfer to assets and liabilities classified as held for sales

On 24 March 2026, the Company had entered into a share sale agreement with Crown Furniture Trading Sdn. Bhd. to dispose 600,000 units of ordinary shares in Signature Home Living Sdn. Bhd. ("SHL"). The disposal is expected to be completed by subsequent year.

The investment in subsidiaries amounting to RM600,000 had been transferred to assets classified as held for sales as disclosed in Note 22 to the financial statements.

#### (g) Material partly-owned subsidiaries

The Group's subsidiaries that have material non-controlling interests are as follows:

Name of company	Proportion of ownership interests and voting rights held by non-controlling interests		Profit allocated to non-controlling interests		Accumulated non-controlling interests	
	2025 %	2024 %	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
SAG Group #	62.5	-	23,851	-	216,723	-
SAC Group ^	-	49	-	9,847	-	19,809
Corten Group @	14	25	9,408	17,882	25,671	52,998
ZZB Group *	-	49.9	-	9,641	-	20,135
					242,394	92,942
Other individually immaterial subsidiaries with non-controlling interests					(128)	869
Total non-controlling interests					242,266	93,811

- # SAG Group represents SAG and its subsidiaries  
 ^ SAC Group represents SACS B and its subsidiaries  
 @ Corten Group represents Corten and its subsidiaries  
 \* ZZB Group represents Zig Zag and its subsidiary

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 7. Investment in Subsidiaries (Cont'd)

#### (g) Material partly-owned subsidiaries (Cont'd)

Summarised financial information for the subsidiaries that have non-controlling interests that is material to the Group is set below. The summarised financial information below represents amounts before inter-company elimination.

##### (i) Summarised statement of financial position

	SAG Group RM'000	SAC Group RM'000	Corten Group RM'000	ZZB Group RM'000
<b>2025</b>				
Non-current assets	27,628	-	39,271	-
Current assets	406,517	-	180,741	-
Non-current liabilities	(7,089)	-	(9,837)	-
Current liabilities	(189,740)	-	(71,079)	-
Net assets	237,316	-	139,096	-
<b>2024</b>				
Non-current assets	-	19,318	42,181	5,842
Current assets	-	174,754	210,464	75,731
Non-current liabilities	-	(10,470)	(10,584)	(3,979)
Current liabilities	-	(139,561)	(77,538)	(54,177)
Net assets	-	44,041	164,523	23,417

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

	SAG Group RM'000	SAC Group RM'000	Corten Group RM'000	ZZB Group RM'000
<b>2025</b>				
Revenue	165,530	-	280,119	-
Profit for the financial year, representing total comprehensive income for the financial year	42,719	-	61,943	-
<b>2024</b>				
Revenue	-	258,730	276,387	126,287
Profit for the financial year, representing total comprehensive income for the financial year	-	20,095	62,045	21,786

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**7. Investment in Subsidiaries (Cont'd)**

**(g) Material partly-owned subsidiaries (Cont'd)**

Summarised financial information for the subsidiaries that have non-controlling interests that is material to the Group is set below. The summarised financial information below represents amounts before inter-company elimination. (Cont'd)

(iii) Summarised statement of cash flows

	SAG Group RM'000	SAC Group RM'000	Corten Group RM'000	ZZB Group RM'000
<b>2025</b>				
Net cash from operating activities	5,790	-	25,036	-
Net cash used in investing activities	(3,054)	-	(1,765)	-
Net cash from/(used in) financing activities	110,964	-	(91,649)	-
Net increase/(decrease) in cash and cash equivalents	113,700	-	(68,378)	-
<b>2024</b>				
Net cash from operating activities	-	16,165	66,910	11,390
Net cash from/(used in) investing activities	-	4,428	(5,034)	(346)
Net cash from/(used in) financing activities	-	583	(72,059)	(2,806)
Net increase/(decrease) in cash and cash equivalents	-	21,176	(10,183)	8,238

There are no significant restrictions on the ability of the subsidiaries to transfer funds to the Group in the form of cash dividends or repayment of loans and advances. Generally, for all subsidiaries which are not wholly-owned by the Company, non-controlling shareholders hold protective rights restricting the Company's ability to use the assets of the subsidiaries and settle the liabilities of the Group, unless approval is obtained from non-controlling shareholders.



**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**8. Investment in Associates (Cont'd)**

(d) Incorporation of a new associate

**Financial year ended 31 December 2024**

On 1 April 2024, Fabriano Sdn Bhd (“FSB”), a wholly-owned subsidiary of the Company had subscribed 40,000 units of ordinary shares in Signature Living Philippines Inc. (“SLPI”), representing 40% of the total issued share capital of SLPI. Consequently, SLPI became a 40%-owned associate of FSB.

(e) Summarised financial information for the material associate is as follows:

(i) Summarised statement of financial position

	Fiamma Group	
	2025 RM'000	2024 RM'000
Non-current assets	<b>283,697</b>	342,670
Current assets	<b>683,238</b>	668,967
Non-current liabilities	<b>(19,470)</b>	(26,125)
Current liabilities	<b>(168,011)</b>	(255,553)
Net assets	<b>779,454</b>	729,959

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

	Fiamma Group	
	2025 RM'000	2024 RM'000
Revenue	<b>381,239</b>	372,154
<b>Attributable to owners of the investee:</b>		
Profit for the financial year	<b>65,634</b>	39,817
Other comprehensive income/(loss) for the financial year	<b>3,410</b>	(254)
Total comprehensive income for the financial year	<b>69,044</b>	39,563
<b>Group's share of results</b>		
Group's share of profit	<b>14,853</b>	9,012
Group's share of other comprehensive income/(loss) for the financial year	<b>772</b>	(144)
Group's share of total comprehensive income for the financial year	<b>15,625</b>	8,868

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**9. Intangible Assets**

	Goodwill on consolidation RM'000	Trade names RM'000	Customer contracts RM'000	Total RM'000
<b>Group</b>				
<b>2025</b>				
<b>Cost</b>				
At 1 January	37,452	63,157	11,514	112,123
Exchange differences	(2,191)	-	-	(2,191)
At 31 December	<b>35,261</b>	<b>63,157</b>	<b>11,514</b>	<b>109,932</b>
<b>Accumulated amortisation</b>				
At 1 January	-	-	9,236	9,236
Charge for the financial year	-	-	996	996
At 31 December	-	-	<b>10,232</b>	<b>10,232</b>
<b>Net carrying amount</b>				
At 31 December	<b>35,261</b>	<b>63,157</b>	<b>1,282</b>	<b>99,700</b>
<b>2024</b>				
<b>Cost</b>				
At 1 January/31 December	37,452	63,157	11,514	112,123
<b>Accumulated amortisation</b>				
At 1 January	-	-	4,309	4,309
Charge for the financial year	-	-	4,927	4,927
At 31 December	-	-	9,236	9,236
<b>Net carrying amount</b>				
At 31 December	37,452	63,157	2,278	102,887

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 9. Intangible Assets (Cont'd)

The aggregate carrying amounts of goodwill allocated to each cash-generating unit ("CGU") are as follows:

	Group	
	2025 RM'000	2024 RM'000
Corten Interior Solutions Pte. Ltd. ("Corten")	<b>30,659</b>	30,659
Zig Zag Builders (M) Sdn. Bhd. ("ZZB")	<b>1,728</b>	1,728
Space Alliance Contracts Sdn. Bhd. ("SAC")	<b>5,065</b>	5,065
	<b>37,452</b>	37,452

#### (a) Goodwill on consolidation

This represents goodwill arose from the acquisition of SAC and ZZB in SAG Group and Corten Group. The goodwill on consolidation has been allocated to Group's cash-generating units ("CGUs") identified, which are design, manufacture and retail of kitchen and wardrobe systems for Corten brand segment and interior fit-out works segment.

The recoverable amount is determined based on value in use calculations using cash flow projections based on financial budgets approved by management covering a three to five years period. The key assumptions used for value in use calculations are based on future projection as follows:

	2025	2024
Gross margin	Average of 28%	Average of 26%
Revenue growth rate	Average of 9%	Average of 11%
Pre-tax discount rate	Average of 10%	Average of 10%
Terminal growth rate	Average of 2%	Average of 2%

- (i) Gross margin - Budgeted value based on the average margins achieved in the financial year immediately before the budgeted financial year, increased for expected efficiency improvements and market development.
- (ii) Revenue growth rate - The growth rates are based on industry growth forecasts.
- (iii) Pre-tax discount rate - Rate that reflect specific risks relating to the CGU.
- (iv) Terminal growth rate - The growth rates used is consistent with the average long-term annual growth rate for the relevant industries.

The values assigned to the key assumptions represent the management's assessment of future trends in the industry of the current businesses and are based on both external sources and internal sources.

#### Sensitivity of changes in assumptions

The management believes that any reasonably possible change in any of the above key assumptions used in the determination of CGU's recoverable amount would not cause the CGU's carrying amount to materially exceed its recoverable amount.

Based on the impairment assessment, no impairment is required for goodwill on consolidation.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 9. Intangible Assets (Cont'd)

#### (b) Customer contracts

Customer contracts acquired through business combination in the previous financial year. Customers' contracts have finite useful lives and are amortised on a straight-line basis over the estimated useful lives of 3 years, with remaining amortisation period of 1 year. The amortisation expenses is included in administrative expenses.

#### (c) Trade names

The trade names are acquired through business combination of Corten Group and ZZB in SAG Group in the previous financial year. Trade names have infinite useful lives and are not amortised but tested for impairment, annually or more frequently when indicators of impairment are identified.

The recoverable amount is determined based on value in use calculations using cash flow projections based on financial budgets approved by management covering a three to five years period. The key assumptions used for value in use calculations are based on future projection as follows:

	<b>2025</b>	<b>2024</b>
Gross margin	Average of 28%	Average of 26%
Revenue growth rate	Average of 9%	Average of 11%
Pre-tax discount rate	Average of 10%	Average of 10%
Terminal growth rate	Average of 2%	Average of 2%

(i) Gross margin - Budgeted value based on the average margins achieved in the financial year immediately before the budgeted financial year, increased for expected efficiency improvements and market development.

(ii) Revenue growth rate - The growth rates are based on industry growth forecasts.

(iii) Pre-tax discount rate - Rate that reflect specific risks relating to the CGU.

(iv) Terminal growth rate - The growth rates used is consistent with the average long-term annual growth rate for the relevant industries.

The values assigned to the key assumptions represent the management assessment of future trends in the industry of the current businesses and are based on both external sources and internal sources.

#### Sensitivity of changes in assumptions

The management believes that any reasonably possible change in any of the above key assumptions used in the determination of CGU's recoverable amount would not cause the CGU's carrying amount to materially exceed its recoverable amount.

Based on the impairment assessment, no impairment is required for trade names.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**10. Deferred Tax Assets/(Liabilities)**

	Note	Group	
		2025 RM'000	2024 RM'000
At 1 January		<b>(10,545)</b>	(2,725)
Recognised in profit or loss	35	<b>631</b>	528
Recognised in other comprehensive income		-	(8,354)
Exchange differences		<b>26</b>	6
At 31 December		<b>(9,888)</b>	(10,545)

The net deferred tax assets and liabilities shown on the statements of financial position after appropriate offsetting are as follows:

	Group	
	2025 RM'000	2024 RM'000
Deferred tax assets	<b>182</b>	315
Deferred tax liabilities	<b>(10,070)</b>	(10,860)
	<b>(9,888)</b>	(10,545)

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**10. Deferred Tax Assets/(Liabilities) (Cont'd)**

The components and movements of the deferred tax assets and liabilities of the Group are as follows:

Deferred tax assets

Group	Lease liabilities RM'000	Provisions RM'000	Other temporary differences RM'000	Unabsorbed capital allowances RM'000	Unused tax losses RM'000	Total RM'000
At 1 January 2025	3,197	2,747	315	1,238	-	7,497
Recognised in profit or loss	716	118	(959)	2,837	-	2,712
Under/(Over) provision in prior financial year	689	(331)	597	(1,399)	-	(444)
Exchange differences	171	(1)	205	110	-	485
At 31 December 2025 (before offsetting)	4,773	2,533	158	2,786	-	10,250
Offsetting						(10,068)
At 31 December 2025 (after offsetting)						182
At 1 January 2024	4,618	4,505	654	394	-	10,171
Recognised in profit or loss	(1,623)	(1,736)	(339)	1,204	(299)	(2,793)
Under/(Over) provision in prior financial year	216	(22)	-	(360)	299	133
Exchange differences	(14)	-	-	-	-	(14)
At 31 December 2024 (before offsetting)	3,197	2,747	315	1,238	-	7,497
Offsetting						(7,182)
At 31 December 2024 (after offsetting)						315

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**10. Deferred Tax Assets/(Liabilities) (Cont'd)**

The components and movements of the deferred tax assets and liabilities of the Group are as follows:(Cont'd)

Deferred tax assets

Group	Accelerated capital allowances RM'000	Revaluation of		Fair value adjustment on		Intangible assets RM'000	Other temporary differences RM'000	Total RM'000
		leasehold land and building RM'000	investment properties RM'000	Right-of-use assets RM'000	Restated			
At 1 January 2025	(5,623)	(8,292)	(850)	(2,874)	(365)	(38)	(18,042)	
Recognised in profit or loss	(578)	93	-	(2,283)	166	(776)	(3,378)	
Over/(Under) provision in prior financial year	1,110	792	31	(848)	-	656	1,741	
Exchange differences	78	-	-	(110)	-	(427)	(459)	
At 31 December 2025 (before offsetting)	(5,013)	(7,407)	(819)	(6,115)	(199)	(585)	(20,138)	
Offsetting							10,068	
At 31 December 2025 (after offsetting)							(10,070)	
At 1 January 2024	(3,838)	(2,311)	(850)	(4,492)	(1,405)	-	(12,896)	
Recognised in profit or loss	(1,815)	2,373	-	1,568	1,040	(12)	3,154	
Recognised in other comprehensive income	-	(8,354)	-	-	-	-	(8,354)	
Over/(Under) provision in prior financial year	60	-	-	-	-	(26)	34	
Exchange differences	(30)	-	-	50	-	-	20	
At 31 December 2024 (before offsetting)	(5,623)	(8,292)	(850)	(2,874)	(365)	(38)	(18,042)	
Offsetting							7,182	
At 31 December 2024 (after offsetting)							(10,860)	

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 10. Deferred Tax Assets/(Liabilities) (Cont'd)

The deferred tax assets have not been recognised in respect of the following items:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Accelerated capital allowances	4	7	-	-
Right-of-use assets and lease liabilities	18	3	-	-
Provisions	21,810	3,578	-	517
Other deductible temporary differences	894	13,215	-	-
Unabsorbed capital allowances	902	5	-	-
Unabsorbed industrial building allowances	100	100	-	-
Unused tax losses	17,737	11,893	-	-
	<b>41,465</b>	<b>28,801</b>	-	<b>517</b>

The deferred tax assets have not been recognised in respect of these items as they may not have sufficient taxable profits to be used to offset or they have arisen from subsidiaries that have recent history of losses.

For Malaysian entities, pursuant to Section 8 of the Finance Act 2021 (Act 833) and the amendment to Section 44(5F) of the Income Tax Act 1967, effective from year of assessment 2019 onwards, the time limit on the carried forward unused tax losses has been extended to maximum of ten (10) consecutive years of assessment. Any unused tax losses accumulated up to the year of assessment 2018 can be carried forward for another ten (10) consecutive years of assessment (ie: from year of assessment 2019 to 2028) under the current tax legislation.

The recognised and unrecognised unused tax losses shall be disregarded after the end of the year of assessment as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
2028	327	327	-	-
2029	65	65	-	-
2030	223	223	-	-
2031	154	154	-	-
2032	5,207	6,119	-	-
2033	3,651	3,651	-	-
2034	2,192	2,033	-	-
2035	5,918	-	-	-
	<b>17,737</b>	<b>12,572</b>	-	-

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 11. Other Financial Assets

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At fair value through profit or loss				
At 1 January	<b>1,679</b>	1,669	<b>1,308</b>	1,298
Change in fair value recognised in profit or loss	<b>23</b>	10	<b>8</b>	10
At 31 December	<b>1,702</b>	1,679	<b>1,316</b>	1,308

Other financial assets represent keyman insurance policies (the “Policy”) taken up to insure certain executive directors of the Company and of the subsidiaries (the “Insured Person”). For any insured events happened to the Insured Person, the insured sum will be payable to the Group. The Policy can be withdrawn at any time with surrender charges if such withdrawal occurs before the maturity date of the Policy and a cash refund will be based on the cash surrender value of the Policy at the date of withdrawal.

As at 31 December 2025, the Directors of the Group expect that the Policy will be terminated at the maturity date and there will be no specific surrender charge in accordance with the terms of the Policy.

### 12. Inventories

	Group	
	2025 RM'000	2024 RM'000
Raw materials, parts and accessories	<b>23,742</b>	15,001
Work-in-progress	<b>8,255</b>	3,210
Goods-in-transit	<b>6,500</b>	3,883
Finished goods	<b>10,685</b>	14,680
	<b>49,182</b>	36,774
Recognised in profit or loss		
Inventories recognised as cost of sales	<b>165,274</b>	84,759

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 13. Contract Assets/(Liabilities)

	Group	
	2025 RM'000	2024 RM'000
Contract assets relating to construction contracts	256,743	197,507
Less: Accumulated impairment losses	(9,410)	(10,203)
	<b>247,333</b>	187,304
Contract liabilities relating to construction contracts	<b>(20,539)</b>	(41,187)
	<b>226,794</b>	146,117

Included in the contract assets are net retention sum receivables amounting to RM71,036,000 (2024: RM68,086,000). The retention sum receivables are expected to be collected within the period range from 1 to 4 (2024: 1 to 4) years.

	Group	
	2025 RM'000	2024 RM'000
At 1 January	146,117	78,268
Contract revenue recognised during the financial year	863,909	793,608
Billings during the financial year	(776,792)	(721,168)
Impairment losses recognised	(1,100)	(2,506)
Reversal of impairment losses	1,865	3,093
Exchange differences	(7,205)	(5,178)
At 31 December	<b>226,794</b>	146,117
Presented as:		
Contract assets	<b>247,333</b>	187,304
Contract liabilities	<b>(20,539)</b>	(41,187)
	<b>226,794</b>	146,117





## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 14. Trade Receivables (Cont'd)

The ageing analysis of trade receivables at the end of the reporting period are as follows:

	Gross amount RM'000	Loss allowance RM'000	Net amount RM'000
<b>Group</b>			
<b>2025</b>			
Not past due	89,327	(282)	89,045
Past due			
Less than 3 months	29,191	(1,123)	28,068
3 to 6 months	6,535	(720)	5,815
More than 6 months	12,526	(4,026)	8,500
	48,252	(5,869)	42,383
<b>Credit Impaired</b>			
Individually impaired	14,885	(14,885)	-
	<b>152,464</b>	<b>(21,036)</b>	<b>131,428</b>
<b>Group</b>			
<b>2024</b>			
Not past due	126,182	(226)	125,956
Past due			
Less than 3 months	20,728	(410)	20,318
3 to 6 months	3,610	(1,183)	2,427
More than 6 months	24,120	(3,146)	20,974
	48,458	(4,739)	43,719
<b>Credit Impaired</b>			
Individually impaired	11,663	(11,663)	-
	<b>186,303</b>	<b>(16,628)</b>	<b>169,675</b>

Trade receivables that are not past due nor individually impaired are creditworthy debtors with good payment records with the Group.

As at 31 December 2025, gross trade receivables of RM48,252,000 (2024: RM48,458,000) were past due but not individually impaired. These relate to a number of independent customers from whom there is no recent history of default.

The trade receivables of the Group that are individually assessed to be impaired amounting to RM14,885,000 (2024: RM11,663,000). These relate to a number of independent customers that are in financial difficulties and have defaulted on payments.

The Group assess credit quality of the trade receivables on a collective basis by using ageing of past due days. As at 31 December 2025, the Group provided lifetime impairment loss of RM6,151,000 (2024: RM4,965,000) based on the customer's historical data as an assumption for possibility of default.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**15. Other Receivables**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Other receivables				
- Related parties	-	1,530	-	-
- Third parties	12,639	8,077	4	235
	12,639	9,607	4	235
Deposits	19,360	16,843	148	77
Prepayments	8,612	3,718	670	872
Goods and Services Tax receivable	-	29	-	-
	40,611	30,197	822	1,184
Less: Accumulated impairment losses	(294)	(294)	-	-
	40,317	29,903	822	1,184

Related parties refer to companies in which certain Directors of the Company have substantial financial interests.

Included in the Group's deposit is deposits paid to purchase of goods amounting to RM5,673,000 (2024:3,153,000).

**16. Amount Due from/(to) Ultimate Holding Company**

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<u>Amount due from ultimate holding company</u>				
Trade in nature	19,377	6,648	-	-
<u>Amount due to ultimate holding company</u>				
Non-trade in nature	(297)	(2,890)	(202)	(2,890)

(i) Trade balances given credit term of 30 days.

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

**17. Amount Due from Immediate Holding Company**

These amounts are non-trade in nature, unsecured, non-interest bearing and repayable on demand.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 18. Amount Due from/(to) Related Companies

	Group	
	2025 RM'000	2024 RM'000
<u>Amount due from related companies</u>		
Trade in nature	3,363	2,406
Non-trade in nature	-	55
	3,363	2,461
<u>Amount due to related companies</u>		
Trade in nature	(2,789)	(1,065)
Non-trade in nature	(61)	-
	(2,850)	(1,065)

(i) Trade balances given credit term of 30 days.

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

### 19. Amount Due from/(to) Associate Companies

	Group	
	2025 RM'000	2024 RM'000
<u>Amount due from associate companies</u>		
Trade in nature	-	510
Non-trade in nature	510	2,534
	510	3,044
<u>Amount due to associate companies</u>		
Trade in nature	-	(304)

(i) Trade balances given credit term of 30 days.

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

### 20. Other Investments

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>At fair value through profit or loss</b>				
<b>In Malaysia</b>				
Unit trust	2,024	-	-	-
Quoted shares	59,072	71,629	59,072	71,629
	61,096	71,629	59,072	71,629

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**20. Other Investments (Cont'd)**

The fair value of the listed equity securities was determined by reference to the quoted price in an active market, and the fair value of the trust funds was determined by reference to the quoted prices provided by financial intermediaries.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Current</b>				
<i>Financial assets measured at fair value through profit or loss</i>				
Over the counter trust funds and quoted shares measured at fair value on recurring basis and classified as level 1 of the fair value hierarchy	<b>61,096</b>	71,629	<b>59,072</b>	71,629

**21. Fixed Deposits with Licensed Banks and Cash and Bank Balances**

(a) Fixed deposits with licensed banks

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Fixed deposits with licensed banks with maturity less than 3 months	<b>60,719</b>	4,375	-	-
Fixed deposits with licensed banks with maturity more than 3 months	<b>328</b>	381	-	-
Fixed deposits pledged with licensed banks	<b>12,472</b>	4,331	<b>1,065</b>	1,044
	<b>73,519</b>	9,087	<b>1,065</b>	1,044

The fixed deposits with licensed banks of the Group and of the Company amounting to RM12,472,000 and RM1,065,000 (2024: RM4,331,000 and RM1,044,000) respectively have been pledged as securities for the banking facilities granted to the Group and the Company as disclosed in Note 29(b) to the financial statements.

The maturity of the fixed deposits of the Group and of the Company are 30 to 365 days and 365 days (2024: 30 to 365 days and 365 days) respectively.

The weighted average interest rates per annum of the fixed deposits with licensed banks of the Group and of the Company are 3.03% and 1.98% (2024: 2.79% and 2.00%) respectively.

(b) Cash and bank balances

The cash and bank balances of the Group and of the Company amounting to RM4,263,000 (2024: RM4,439,000) are placed as collateral for banking facilities granted to the Company as disclosed in Note 29(b) to the financial statements.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**22. Assets and Liabilities Classified as Held for Sale**

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 January		20,475	-	-	-
Transfer from property, plant and equipment	4	20,998	-	-	-
Transfer from right-of-use assets	5	43,302	-	-	-
Transfer from investment properties	6	1,530	20,475	-	-
Transfer from investment in subsidiaries	7	-	-	600	-
Net assets/(liabilities) classified as held for sale		4,759	-	-	-
Disposal		(20,475)	-	-	-
At 31 December		70,589	20,475	600	-

**Financial year ended 31 December 2025**

- (i) On 13 March 2026, Signature Cabinet Sdn. Bhd. (“SCSB”), a wholly-owned subsidiary of the Company has entered into a sales and purchase agreement with Boon Koon Capital Sdn. Bhd. to dispose 1 unit of leasehold land and building held under H.S.(D) 241037, PT No. 9926, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor with postal address of No.24, Jalan Teknologi, Taman Sains Selangor 1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan for a total cash consideration of RM66,000,000. The carrying amount of leasehold land and buildings is RM64,300,000.

As the assets were planned for disposal, the assets have been reclassified as asset classified as held for sale. The disposal is yet to be completed as at the date of this report.

- (ii) On 24 March 2026, the Company had entered into a share sale agreement with Crown Furniture Trading Sdn. Bhd. to dispose 600,000 units of ordinary shares in Signature Home Living Sdn. Bhd. (“SHL”).

At the end of the current reporting period, the Company had presented the investment in subsidiaries in SHL in statement of financial position as “Assets and Liabilities Classified Held for Sales”. The Group had presented the assets and liabilities of SHL in consolidated statement of financial position as “Assets and Liabilities Classified as Held for Sales”. The disposal is expected to be completed by subsequent financial year.

The carrying value of assets and liabilities classified as held for sale and investment in subsidiaries by the Group and the Company are measured at carrying amount, amounting to RM 4,758,000 and RM600,000 respectively.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 22. Assets and Liabilities Classified as Held for Sale (Cont'd)

#### Financial year ended 31 December 2025 (Cont'd)

The assets and liabilities classified as held for sale on the Group's statement of financial position as at 31 December 2025 are as follows:

	Note	2025 RM'000
<b>2025</b>		
<b>Group</b>		
<b>Assets</b>		
Property, Plant and Equipment	4	1,326
Right-of-use Assets	5	2,186
Inventories		3,614
Trade Receivables		746
Other Receivables		1,041
Cash and bank balances		2,092
		<b>11,005</b>
<b>Liabilities</b>		
Trade payables		753
Other payables		3,269
Lease liabilities	28	2,224
		<b>6,246</b>
Net assets/(liabilities) classified as held for sale		<b>4,759</b>

In accordance with MFRS 5, the assets and liabilities held for sale of the above disposal group had been written down to their fair value less costs to sell.

The asset classified as held for sale on the Company's statement of financial position as at 31 December 2025 is as follows:

	2025 RM'000
<b>Asset</b>	
Investment in subsidiaries	600

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**22. Assets and Liabilities Classified as Held for Sale (Cont'd)**

**Financial year ended 31 December 2025 (Cont'd)**

- (iii) On 29 October 2025, Space Alliance Contracts Sdn. Bhd. ("SAC"), an indirectly 37.5%-owned subsidiary of the Company has entered into a sales and purchase agreement with a third party to dispose of 2 units of office lots and 2 units of shop lots held under Lot 932, Bandar Kajang, Daerah Ulu Langat, Negeri Selangor with postal address of Jalan TKS 2, Taman Kajang Sentral, 43000 Kajang, Selangor Darul Ehsan for a total cash consideration of RM1,530,000. The carrying amount of the buildings on freehold land is RM1,530,000.

The disposal is yet to be completed as at the date of this report.

**Financial year ended 31 December 2024**

On 13 August 2024, Signature Realty Sdn. Bhd., a wholly-owned subsidiary of the Company has entered into a sales and purchase agreement with a third party to dispose of 2 units of freehold land for a total cash consideration of RM25,700,000. The disposal was completed on 27 March 2025.

**23. Share Capital**

	Group and Company			
	Number of shares		Amount	
	2025	2024	2025	2024
	Units ('000)	Units ('000)	RM'000	RM'000
<b>Issued and fully paid (no par value)</b>				
<b>Ordinary shares</b>				
At 1 January/31 December	<b>645,497</b>	645,497	<b>160,723</b>	160,723

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 of the Company. All ordinary shares rank equally with regards to the Company's residual assets. In respect of the Company's treasury shares that are held by the Company, all rights are suspended until those shares are reissued.

**24. Treasury Shares**

	Group and Company			
	Number of shares		Amount	
	2025	2024	2025	2024
	Units ('000)	Units ('000)	RM'000	RM'000
At 1 January	-	10,804	-	4,931
Disposal of treasury shares	-	(10,804)	-	(4,931)
At 31 December	-	-	-	-

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**24. Treasury Shares (Cont'd)**

The shareholders of the Company, by a resolution passed in the last Annual General Meeting held on 10 June 2024, renewed their approval for the Company's plan to repurchase its own shares. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interest of the Company and its shareholders.

The Company has the right to cancel, resell these shares and/or distribute these shares as dividends at a later date. As treasury shares, the rights attached as to voting, dividends and participation in other distribution are suspended.

In the previous financial year, the Company has disposed of a total of 10,804,000 units of treasury shares with a carrying amount of RM4,931,000 at an average price of RM0.46 per ordinary share.

**25. Merger Deficit**

The merger deficit is related to the subsidiaries which were consolidated under merger accounting principles.

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

**26. Reserves**

	Note	Group	
		2025 RM'000	2024 RM'000
<b>Non-distributable</b>			
Revaluation reserve	(a)	<b>26,747</b>	27,043
Foreign currency translation reserve	(b)	<b>(8,886)</b>	(2,495)
		<b>17,861</b>	24,548

(a) Revaluation reserve

This is in respect of revaluation surplus net of tax arising from the revaluation of the Group's land and buildings and is non-distributable.

	Group	
	2025 RM'000	2024 RM'000
At 1 January	<b>27,043</b>	-
Revaluation surplus	-	35,594
Realisation of revaluation reserve	<b>(296)</b>	(197)
Deferred tax liabilities recognised directly in equity	-	(8,354)
At 31 December	<b>26,747</b>	27,043

(b) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 27. Other Payables

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Non-current</b>					
Other payable	(a)	-	11,915	-	11,915
<b>Current</b>					
Other payables					
- Related parties		92	-	-	-
- Third parties		7,892	14,326	65	487
		<b>7,984</b>	<b>14,326</b>	<b>65</b>	<b>487</b>
Accruals		52,344	34,923	3,647	2,330
Amount due to a Director		6,513	340	6,513	340
Deposits received	(b)	15,854	10,029	-	-
Goods and Services Tax payable		1,977	3,058	-	-
		<b>84,672</b>	<b>62,676</b>	<b>10,225</b>	<b>3,157</b>
Total other payables		<b>84,672</b>	<b>74,591</b>	<b>10,225</b>	<b>15,072</b>

Related parties refer to companies in which certain Directors of the Company have substantial financial interests.

(a) Included in other payables of the Group and of the Company is a contingent consideration of RM Nil (2024: RM11,915,000) for the acquisition of 45% equity interest in ZZBSB in the financial year ended 31 December 2023.

(b) Included in the Group's deposits received is deposit received from customers amounting to RM12,635,000 (2024:RM9,472,000).

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**28. Lease Liabilities**

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 January		18,303	26,074	69	-
Additions		33,131	3,597	13,214	134
Accretion of interest		1,266	1,096	67	6
Payments		(14,117)	(11,033)	(252)	(71)
Reassessment of lease contracts		4,128	(469)	-	-
Termination of lease contracts		(1,130)	(940)	(6)	-
Transfer to liabilities classified as held for sales	22	(2,224)	-	-	-
Exchange differences		20	(22)	-	-
At 31 December		39,377	18,303	13,092	69
Presented as:					
Non-current		26,952	9,584	11,580	-
Current		12,425	8,719	1,512	69
		39,377	18,303	13,092	69

The maturity analysis of lease liabilities of the Group and of the Company at the end of the reporting period are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Within one year	14,497	9,395	2,245	71
Later than one year but not later than two years	14,311	6,406	2,245	-
Later than two years but not later than five years	10,924	3,464	6,736	-
Later than five years	4,607	128	4,866	-
	44,339	19,393	16,092	71
Less: Future finance charges	(4,962)	(1,090)	(3,000)	(2)
Present value of lease liabilities	39,377	18,303	13,092	69

The Group leases various motor vehicles and buildings. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The weighted average incremental borrowing rate applied to lease liabilities of the Group and of the Company at the reporting date are 2.76% and 5.91% (2024: 4.81% and 5.49%) respectively.

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 29. Bank Borrowings

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Secured</b>				
Bank overdraft	4,987	4,991	4,987	4,991
Bankers' acceptance	61,509	51,780	-	-
Margin financing	9,905	9,777	9,905	9,777
Revolving credit	83,000	83,000	83,000	83,000
Term loans	97,849	146,732	83,719	121,452
	<b>257,250</b>	<b>296,280</b>	<b>181,611</b>	<b>219,220</b>
<b>Non-current</b>				
<b>Secured</b>				
Revolving credit	30,000	30,000	30,000	30,000
Term loans	65,621	113,497	52,660	90,288
	<b>95,621</b>	<b>143,497</b>	<b>82,660</b>	<b>120,288</b>
<b>Current</b>				
<b>Secured</b>				
Bank overdraft	4,987	4,991	4,987	4,991
Bankers' acceptance	61,509	51,780	-	-
Margin financing	9,905	9,777	9,905	9,777
Revolving credit	53,000	53,000	53,000	53,000
Term loans	32,228	33,235	31,059	31,164
	<b>161,629</b>	<b>152,783</b>	<b>98,951</b>	<b>98,932</b>
	<b>257,250</b>	<b>296,280</b>	<b>181,611</b>	<b>219,220</b>

The bank borrowings of the Group and of the Company are secured by the followings:

- (a) legal charge over freehold and leasehold land and buildings of certain subsidiaries as disclosed in Notes 4(a), 5(a) and 6(a) to the financial statements respectively;
- (b) pledged of fixed deposits and cash and bank balances as disclosed in Notes 21(a) and 21(b) to the financial statements respectively; and
- (c) corporate guarantee by the Company.
- (d) The Group and the Company have complied with all the covenants as at 31 December 2025 and 31 December 2024.

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 29. Bank Borrowings (Cont'd)

Maturity of the bank borrowings of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Within one year	161,629	152,783	98,951	98,931
Between one and two years	34,757	37,427	33,525	35,514
Between two and five years	52,971	82,477	48,860	76,850
After five years	7,893	23,593	275	7,925
	<b>257,250</b>	<b>296,280</b>	<b>181,611</b>	<b>219,220</b>

The weighted average interest rates per annum of the bank borrowings of the Group and of the Company at the reporting date are as follows:

	Group		Company	
	2025 %	2024 %	2025 %	2024 %
Bank overdraft	6.75	6.70	6.50	6.50
Bankers' acceptance	5.50	5.55	-	-
Margin financing	5.75	6.00	6.00	6.00
Revolving credit	6.32	6.26	6.30	6.26
Term loans	5.40	5.39	5.36	5.48

### 30. Trade Payables

	Group	
	2025 RM'000	2024 RM'000
Trade payables		
- Related parties	164	434
- Third parties	67,619	81,962
	<b>67,783</b>	<b>82,396</b>
Retention sum payable	23,373	15,246
Trade accruals	88,023	89,763
	<b>179,179</b>	<b>187,405</b>

Related parties refer to companies in which certain Directors of the Company have substantial financial interests.

The normal trade credit term granted to the Group range from 30 to 90 days (2024: 30 to 90 days) depending on the terms of the contracts.



## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 32. Revenue (Cont'd)

Disaggregation of the Group's revenue from contracts with customers:

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Total RM'000
<b>Group</b>				
<b>2025</b>				
<b>Major goods and services</b>				
Sale of goods	94,279	1,255	9,864	105,398
Contract revenue	116,321	274,995	472,593	863,909
Total revenue from contracts with customers	<b>210,600</b>	<b>276,250</b>	<b>482,457</b>	<b>969,307</b>
<b>Geographical market</b>				
Malaysia	208,000	-	482,457	690,457
Singapore	-	276,250	-	276,250
Outside Malaysia	2,600	-	-	2,600
Total revenue from contracts with customers	<b>210,600</b>	<b>276,250</b>	<b>482,457</b>	<b>969,307</b>
<b>Timing of revenue recognition</b>				
At a point in time	94,279	1,255	9,864	105,398
Over time	116,321	274,995	472,593	863,909
Total revenue from contracts with customers	<b>210,600</b>	<b>276,250</b>	<b>482,457</b>	<b>969,307</b>

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**32. Revenue (Cont'd)**

Disaggregation of the Group's revenue from contracts with customers: (Cont'd)

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Total RM'000
<b>Group</b>				
<b>2024</b>				
<b>Major goods and services</b>				
Sale of goods	81,729	2,676	3,157	87,562
Contract revenue	135,656	273,286	384,669	793,611
Total revenue from contracts with customers	217,385	275,962	387,826	881,173
<b>Geographical market</b>				
Malaysia	214,785	-	387,826	602,611
Singapore	-	275,962	-	275,962
Outside Malaysia	2,600	-	-	2,600
Total revenue from contracts with customers	217,385	275,962	387,826	881,173
<b>Timing of revenue recognition</b>				
At a point in time	81,729	2,676	3,157	87,562
Over time	135,656	273,286	384,669	793,611
Total revenue from contracts with customers	217,385	275,962	387,826	881,173

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 33. Finance Costs

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expenses on:				
Bank overdraft	317	300	317	300
Bankers' acceptance	2,508	1,883	-	-
Lease liabilities	1,266	1,096	67	6
Revolving credit	5,631	5,254	5,631	5,254
Term loans	6,532	9,331	5,268	7,822
Bridging loan interest	-	28	-	-
Unwinding of interest	181	-	181	139
Others	671	906	554	655
	17,106	18,798	12,018	14,176

### 34. Profit before Tax

Profit before tax is arrived at after charging/(crediting):

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration:				
- Statutory audit:				
- Current year:				
- UHY	457	387	113	113
- Member firm of UHY International	154	176	-	-
- Other auditors	3	4	-	-
- Non-statutory audit	21	6	6	6
Amortisation of intangible assets	996	4,927	-	-
Bad debt written off	-	114	-	-
Depreciation of:				
- Property, plant and equipment	11,221	10,296	132	111
- Right-of-use assets	13,268	10,559	213	67
Impairment losses on:				
- Contract assets	1,100	2,506	-	-
- Trade receivables	6,484	3,842	-	-
- Investment in associates	64	-	-	-
Incorporation fee	-	10	-	-

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 34. Profit before Tax (Cont'd)

Profit before tax is arrived at after charging/(crediting): (Cont'd)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Leases expenses relating to short-term leases:				
- Buildings	1,146	1,714	-	-
- Equipment	36	13	-	-
Loss on revaluation of property, plant and equipment	-	170	-	-
Loss/(Gain) on foreign exchange				
- Realised	855	2,229	(517)	809
- Unrealised	(1,755)	(3,917)	(1,361)	(3,285)
Non-executive Directors' fee	360	210	213	210
Property, plant and equipment written off	150	529	-	-
Bad debt recovered	-	(240)	-	-
Government grant income	(63)	(50)	-	-
Dividend income from other investments	(70)	(287)	(70)	(287)
Fair value loss/(gain) on:				
- Investment properties	45	(781)	-	-
- Other financial assets	(23)	(10)	(8)	(10)
- Other investments	(6,392)	(11,926)	(6,392)	(11,926)
Loss/(Gain) on disposal of:				
- Investment in subsidiaries	-	-	11,130	-
- Investment properties	-	60	-	-
- Other investments	996	(1,354)	996	(1,354)
- Property, plant and equipment	(156)	(147)	-	-
- Assets held for sales	(5,226)	-	-	-
Gain on termination of lease contract	(54)	(39)	-	-
Interest income from:				
- Licensed banks	(3,245)	(2,855)	(119)	(157)
- Subsidiaries	-	-	(250)	(30)
- Related companies	-	(82)	-	-
- Others	(124)	(81)	(2)	(9)
Rental income	(1,125)	(1,546)	(155)	-
Reversal of impairment losses on:				
- Contract assets	(1,865)	(3,093)	-	-
- Trade receivables	(1,663)	(1,624)	-	-

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 35. Taxation

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Tax expenses recognised in profit or loss</b>				
Current tax provision				
- Malaysian income tax	20,161	18,120	316	315
- Foreign tax	13,433	15,254	-	-
(Over)/Under provision in prior year	(55)	593	(37)	50
	<b>33,539</b>	<b>33,967</b>	<b>279</b>	<b>365</b>
<b>Deferred tax (Note 10)</b>				
Relating to origination and reversal of temporary differences	666	(361)	-	-
Over provision in prior year	(1,297)	(167)	-	-
	<b>(631)</b>	<b>(528)</b>	<b>-</b>	<b>-</b>
<b>Real property gain tax</b>				
Current tax provision	1,192	-	-	-
	<b>34,100</b>	<b>33,439</b>	<b>279</b>	<b>365</b>

Malaysian income tax is calculated at the statutory tax rate of 24% of the estimated assessable profits for the financial year. Taxation for other jurisdiction is calculated at the rates prevailing in the respective jurisdictions.

A reconciliation of income tax expenses applicable to profit before tax at the statutory income tax rate to income tax expenses at the effective income tax rate 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	150,233	155,975	59,096	51,615
At Malaysian statutory tax rate of 24%	36,056	37,434	14,183	12,388
Effect of different tax rate in other jurisdictions	(4,769)	(6,082)	-	-
Income not subject to tax	(3,277)	(4,280)	(20,138)	(17,216)
Expenses not deductible for tax purposes	3,416	5,224	6,271	5,143
Crystallisation of revaluation reserve	(93)	(62)	-	-
Deferred tax assets not recognised	3,236	1,501	-	-
Utilisation of deferred tax not recognised	(196)	(588)	-	-
Tax rebate and tax exemption scheme	(113)	(134)	-	-
Real property gain tax ("RPGT")	1,192	-	-	-
(Over)/Under provision of income tax in prior year	(55)	593	(37)	50
Over provision of deferred tax in prior year	(1,297)	(167)	-	-
Tax expenses for the financial year	<b>34,100</b>	<b>33,439</b>	<b>279</b>	<b>365</b>

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 35. Taxation (Cont'd)

The Group and the Company have the following estimated unabsorbed capital allowances, unabsorbed industrial building allowances and unused tax losses available for carry forward to offset against future taxable profits. The said amounts are subject to approval by the tax authorities.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unabsorbed capital allowances	12,513	5,434	-	-
Unabsorbed industrial building allowances	100	100	-	-
Unused tax losses	17,737	12,572	-	-
	<b>30,350</b>	<b>18,106</b>	<b>-</b>	<b>-</b>

### 36. 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 the owners of the parent and the weighted average number of ordinary shares in issue during the financial year as follows:

	Group	
	2025	2024
Profit attributable to the owners of the parent (RM'000)	83,872	84,840
Weighted average number of ordinary shares in issue (in thousand of shares)		
- Ordinary shares in issue as at 1 January	645,497	645,497
- Treasury shares held as at 1 January	-	(10,804)
- Disposal of treasury shares	-	10,804
Weighted average number of ordinary shares in issue as at 31 December (in thousand of shares)	645,497	645,497
Basic earnings per ordinary share (sen)	13.0	13.1

#### (b) Diluted earnings per share

The Group has no dilution in their earnings per ordinary share as there are no dilutive potential ordinary shares. There have been no other transactions involving ordinary shares or potential ordinary shares since the end of the reporting period and before the authorisation of these financial statements.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 37. Staff Costs

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries, wages and other emoluments	121,462	112,279	7,310	6,043
Defined contribution plans	7,476	6,886	871	739
Social security contributions	728	490	55	47
Other benefits	8,812	2,465	607	547
Benefit-in-kind	62	62	-	-
	<b>138,540</b>	<b>122,182</b>	<b>8,843</b>	<b>7,376</b>

Included in the staff costs above is aggregate amount of remuneration received/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
<b>Executive Directors of the Company</b>				
Fees	105	96	105	96
Salaries, other emoluments and benefit	182	132	182	132
Defined contribution plans	22	16	22	16
Social security contributions	2	2	2	2
Other benefit	2	-	2	-
	<b>313</b>	<b>246</b>	<b>313</b>	<b>246</b>
<b>Non-Executive Directors</b>				
Fees	360	210	213	210
<b>Executive Directors of the subsidiaries</b>				
Salaries, other emoluments and benefit	18,801	5,459	-	-
Defined contribution plans	702	337	-	-
Social security contributions	10	19	-	-
Other benefit	199	113	-	-
Benefit-in-kind	41	41	-	-
	<b>19,753</b>	<b>5,969</b>	<b>-</b>	<b>-</b>
	<b>20,426</b>	<b>6,425</b>	<b>526</b>	<b>456</b>

**NOTES TO THE  
 FINANCIAL STATEMENTS**  
 31 DECEMBER 2025

**38. Dividends**

**In respect of the financial year ended 31 December 2025:**

	<b>Group and Company RM'000</b>
First interim single-tier dividend of RM0.03 per ordinary share in respect of the financial year ended 31 December 2025, paid on 12 December 2025	<b>19,364</b>
Second interim single-tier dividend of RM0.0175 per ordinary share in respect of the financial year ended 31 December 2025, payable on 15 April 2026	<b>11,296</b>
	<b>30,660</b>

**In respect of the financial year ended 31 December 2024:**

	<b>Group and Company RM'000</b>
Third interim single-tier dividend of RM0.04 per ordinary share, in respect of the financial year ended 31 December 2024, paid on 24 March 2025	<b>25,820</b>

The Directors do not recommend any final dividend payment in respect of financial year ended 31 December 2025.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 39. Reconciliation of Liabilities Arising from Financing Activities

The table below shows the details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes:

	Note	At 1 January RM'000	Financing cash flows (i) RM'000	New lease [Note 5(c)] RM'000	Other changes (ii) RM'000	At 31 December RM'000
<b>Group</b>						
<b>2025</b>						
Amount due to ultimate holding company	16	2,890	(2,593)	-	-	297
Amount due to related companies	18	-	61	-	-	61
Lease liabilities	28	18,303	(12,851)	33,131	794	39,377
Bankers' acceptance	29	51,780	9,729	-	-	61,509
Margin financing	29	9,777	128	-	-	9,905
Revolving credit	29	83,000	-	-	-	83,000
Term loans	29	146,732	(48,153)	-	(730)	97,849
		<b>312,482</b>	<b>(53,679)</b>	<b>33,131</b>	<b>64</b>	<b>291,998</b>

	Note	At 1 January RM'000	Financing cash flows (i) RM'000	New lease [Note 5(c)] RM'000	Other changes (ii) RM'000	At 31 December RM'000
<b>Group</b>						
<b>2024</b>						
Amount due to ultimate holding company	16	-	2,890	-	-	2,890
Lease liabilities	28	26,074	(9,937)	3,597	(1,431)	18,303
Bankers' acceptance	29	28,842	22,938	-	-	51,780
Bridging loan	29	5,815	(5,815)	-	-	-
Margin financing	29	7,816	1,961	-	-	9,777
Revolving credit	29	78,000	5,000	-	-	83,000
Term loans	29	184,393	(34,026)	-	(3,635)	146,732
		<b>330,940</b>	<b>(16,989)</b>	<b>3,597</b>	<b>(5,066)</b>	<b>312,482</b>

## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 39. Reconciliation of Liabilities Arising from Financing Activities (Cont'd)

The table below shows the details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes: (Cont'd)

	Note	At 1 January RM'000	Financing cash flows (i) RM'000	New lease [Note 5(c)] RM'000	Other changes (ii) RM'000	At 31 December RM'000
<b>Company</b>						
<b>2025</b>						
Amount due to ultimate holding company	16	2,890	(2,688)	-	-	202
Amount due to subsidiaries	18	28,769	29,996	-	-	58,765
Lease liabilities	28	69	(185)	13,214	(6)	13,092
Margin financing	29	9,777	128	-	-	9,905
Revolving credit	29	83,000	-	-	-	83,000
Term loans	29	121,452	(37,733)	-	-	83,719
		245,957	(10,482)	13,214	(6)	248,683

	Note	At 1 January RM'000	Financing cash flows (i) RM'000	New lease [Note 5(c)] RM'000	Other changes (ii) RM'000	At 31 December RM'000
<b>Company</b>						
<b>2024</b>						
Amount due to ultimate holding company	16	-	2,890	-	-	2,890
Amount due to subsidiaries	18	10,936	17,833	-	-	28,769
Lease liabilities	28	-	(65)	134	-	69
Margin financing	29	7,816	1,961	-	-	9,777
Revolving credit	29	78,000	5,000	-	-	83,000
Term loans	29	168,351	(43,264)	-	(3,635)	121,452
		265,103	(15,645)	134	(3,635)	245,957

(i) The financing cash flows include the net amount of proceeds from/repayment of bankers' acceptance, bridging loan, margin financing, revolving credit and term loans, payment of lease liabilities, disposal of property, plant and equipment, purchase of property, plant and equipment and net movement of advances from/repayment to ultimate holding company, immediate holding company, related companies and subsidiaries in the statements of cash flows.

(ii) Other changes include lease modification, termination of lease contract, exchange differences and unrealised foreign exchange.



**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**42. 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 elsewhere in the financial statements, the Group and the Company have the following transactions with related parties during the financial year:

	2025 RM'000	2024 RM'000
<b>Group</b>		
<b>Transactions with ultimate holding company</b>		
Management fee	-	(2,918)
Progress billing received/recceivable	<b>83,776</b>	-
Lease expense paid	<b>(202)</b>	-
<b>Transactions with immediate holding company</b>		
Management fee	<b>(2,655)</b>	-
<b>Transactions with related companies</b>		
Purchases	<b>(5,838)</b>	(3,008)
Sales	<b>336</b>	670
Interest income	<b>3,312</b>	-
Lease expense paid	<b>2,624</b>	-
Progress billing paid/payable	<b>(656)</b>	-
Progress billing received/recceivable	<b>19,539</b>	-
<b>Transactions with associate companies</b>		
Purchases	-	(2,214)
Sales of goods	-	2,950
Progress billing received/recceivable	-	174
<b>Transactions with companies in which certain Directors of the Company are also the Directors and/or shareholders that have substantial financial interests</b>		
Lease expense paid	-	(2,042)
Purchases	<b>(3,980)</b>	(468)
Sales of goods	<b>1,440</b>	-
Progress billing received/receivable	-	65,534

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 42. Related Party Disclosures (Cont'd)

(b) Significant related party transactions (Cont'd)

Related party transactions have been entered into the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the Group and the Company have the following transactions with related parties during the financial year: (Cont'd)

	2025 RM'000	2024 RM'000
<b>Company</b>		
<b>Transactions with ultimate holding company</b>		
Lease expense paid	(187)	-
Management fee	-	(2,918)
<b>Transaction with immediate holding company</b>		
Management fee	(2,655)	-
<b>Transactions with subsidiaries</b>		
Dividend income received	76,409	54,870
Management fee received/receivable	10,351	8,623
Interest income	250	30
Lease expense paid	(65)	(71)
Purchase of property, plant and equipment	(5)	-
Disposal of property, plant and equipment	5	-
Rental income	155	-

(c) Compensation of key management personnel

Information regarding compensation of key management personal are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries, other emoluments and benefit	5,412	5,674	2,417	1,740
Defined contribution plans	663	362	297	211
Social security contributions	11	7	4	3
Other benefit	193	145	104	45
Benefit-in-kind	10	25	10	25
	<b>6,289</b>	<b>6,213</b>	<b>2,832</b>	<b>2,024</b>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 43. Segment Information

Operating segments are prepared in a manner consistent with the internal reporting provided to the Group Executive Directors as its Group operating decision makers in order to allocate resources to segments and to assess their performance. For management purposes, the Group is organised into business units based on their products and services, and has four reportable segments as follows:

- (i) Design, manufacture and retail of kitchen and wardrobe systems - involved in the designing, manufacturing and retailing of Group core business as in kitchen cabinets and wardrobe from point of design to delivery to the projects, retailers and end consumers.
- (ii) Interior fit-out works - specialises in interior fit-out and design consultation for commercial projects.
- (iii) Others - consists of dormant and investment holding companies which are non-core business and for investment holding purposes.

The Group Executive Directors assess the performance of the reportable segments based on their profit before interest expense and taxation. The accounting policies of the reportable segments are the same as the Group's accounting policies.

Borrowings and investment-related activities are managed on a group basis by the central treasury function and are not allocated to reportable segments.

Each reportable segment assets is measured based on all the assets (including goodwill) of the segment other than investment in associates and tax-related assets.

Each reportable segment liabilities is measured based on all liabilities of the segment other than tax-related liabilities.

Assets, liabilities and expenses which are common and cannot be meaningfully allocated to the reportable segments are presented under unallocated items. Unallocated items comprise mainly corporate assets (primarily the Company's headquarters) and head office expenses.

Transfer prices between operating segments are at arm length basis in a manner similar to transactions with third parties. The effects of such inter-segment transactions are eliminated on consolidation.

Capital expenditure consist of addition of property, plant and equipment, right-of-use assets under lease financing and investment properties.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**43. Segment Information (Cont'd)**

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Others RM'000	Elimination RM'000	Total RM'000
<b>2025</b>						
<b>Revenue</b>						
External customers	210,600	276,250	408,762	72	-	895,684
Inter-segment	45,869	3,870	73,695	86,760	(136,499)	73,695
Total revenue	256,469	280,120	482,457	86,832	(136,499)	969,379
<b>Results</b>						
Segment results	14,586	86,523	62,257	61,483	(50,104)	174,745
Interest income	330	627	2,291	424	(303)	3,369
Finance costs	(1,817)	(778)	(2,646)	(12,185)	320	(17,106)
Depreciation	(10,530)	(12,685)	(1,638)	(235)	(397)	(25,485)
Share of result of associates, net of tax	-	-	-	14,710	-	14,710
Profit before tax	2,569	73,687	60,264	64,197	(50,484)	150,233
Taxation						(34,100)
Profit for the financial year						116,133
Non-controlling interests						(32,261)
Profit for the financial year attributable to owners of the parent						83,872

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**43. Segment Information (Cont'd)**

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Others RM'000	Elimination RM'000	Total RM'000
<b>2025</b>						
<b>Assets</b>						
Capital expenditure	8,320	2,490	4,657	288	-	15,755
Segment assets	349,043	220,012	434,115	331,969	(247,323)	1,087,816
Unallocated assets	3,494	-	30	180,332	40,021	223,877
						1,311,693
<b>Liabilities</b>						
Segment liabilities	176,345	67,793	185,176	284,614	(123,518)	590,410
Unallocated liabilities	7,675	13,122	11,653	339	225	33,014
						623,424

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**43. Segment Information (Cont'd)**

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Others RM'000	Elimination RM'000	Total RM'000
<b>2025</b>						
<b>Non-cash expenses/(income)</b>						
Fair value (gain)/loss on:						
- Investment properties	(55)	-	155	(55)	-	45
- Other finance asset	-	-	(14)	(9)	-	(23)
- Other investments	-	-	-	(6,392)	-	(6,392)
Government Grant income	-	(63)	-	-	-	(63)
Impairment losses on:						
- Contract assets	862	-	238	-	-	1,100
- Trade receivables	4,357	-	2,127	-	-	6,484
Gain on termination of lease contracts	(54)	-	-	-	-	(54)
Property, plant and equipment written off	120	30	-	-	-	150
Loss/(Gain) on disposal of:						
- Investment in subsidiaries	-	-	-	11,130	(11,130)	-
- Other investments	-	-	-	996	-	996
- Property, plant and equipment	(14)	-	(142)	-	-	(156)
Reversal of impairment losses on:						
- Contract assets	(1,793)	-	(72)	-	-	(1,865)
- Trade receivables	(1,324)	-	(339)	-	-	(1,663)
Unrealised (gain)/loss on foreign exchange	(171)	(321)	98	(1,317)	(44)	(1,755)

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**43. Segment Information (Cont'd)**

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Others RM'000	Elimination RM'000	Total RM'000
<b>2024</b>						
<b>Revenue</b>						
External customers	217,385	275,962	387,826	77	-	881,250
Inter-segment	38,187	425	1,387	63,494	(103,493)	-
Total revenue	255,572	276,387	389,213	63,571	(103,493)	881,250
<b>Results</b>						
Segment results	19,943	98,656	58,857	56,730	(45,450)	188,736
Interest income	483	2,315	213	197	(190)	3,018
Finance costs	(1,041)	(884)	(2,100)	(14,836)	63	(18,798)
Depreciation and amortisation	(8,351)	(11,631)	(1,116)	(184)	(4,500)	(25,782)
Share of result of associates, net of tax	-	-	-	8,801	-	8,801
Profit before tax	11,034	88,456	55,854	50,708	(50,077)	155,975
Taxation						(33,439)
Profit for the financial year						122,536
Non-controlling interests						(37,696)
Profit for the financial year attributable to owners of the parent						84,840

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**43. Segment Information (Cont'd)**

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Others RM'000	Elimination RM'000	Total RM'000
<b>2024</b>						
<b>Assets</b>						
Capital expenditure	2,077	5,758	1,325	323	-	9,483
Segment assets	312,747	252,587	282,699	338,291	(211,283)	975,041
Unallocated assets	3,235	58	171	180,380	25,522	209,366
						<u>1,184,407</u>
<b>Liabilities</b>						
Segment liabilities	138,930	70,799	205,461	308,750	(101,915)	622,025
Unallocated liabilities	8,309	17,323	8,747	191	392	34,962
						<u>656,987</u>

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**43. Segment Information (Cont'd)**

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Others RM'000	Elimination RM'000	Total RM'000
<b>2024</b>						
<b>Non-cash expenses/(income)</b>						
Bad debt written off	-	114	-	-	-	114
Fair value gain on:						
- Investment properties	(570)	-	-	(211)	-	(781)
- Other financial assets	-	-	-	(10)	-	(10)
- Other investments	-	-	-	(11,926)	-	(11,926)
Gain on modification of lease contract	(18)	(18)	(3)	-	-	(39)
Impairment losses on:						
- Contract assets	2,081	-	425	-	-	2,506
- Trade receivables	3,518	-	324	-	-	3,842
Loss on revaluation of:						
- Property, plant and equipment	-	-	170	-	-	170

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**43. Segment Information (Cont'd)**

	Design, manufacture and retail of kitchen and wardrobe systems for Signature brand RM'000	Design, manufacture and retail of kitchen and wardrobe systems for Corten brand RM'000	Interior fit-out works RM'000	Others RM'000	Elimination RM'000	Total RM'000
<b>2024</b>						
<b>Non-cash expenses/(income) (Cont'd)</b>						
Property, plant and equipment written off	529	-	-	-	-	529
Loss/(Gain) on disposal of:						
- Investment properties	-	-	-	60	-	60
- Other investments	-	-	-	(1,354)	-	(1,354)
- Property, plant and equipment	(138)	1	(10)	-	-	(147)
Reversal of impairment losses on:						
- Contract assets	(2,543)	-	(611)	-	61	(3,093)
- Trade receivables	(401)	-	(1,223)	-	-	(1,624)
Unrealised (gain)/loss on foreign exchange	(83)	(675)	142	(3,256)	(45)	(3,917)

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 43. Segment Information (Cont'd)

#### Elimination

Inter-segment revenue are eliminated on consolidation.

#### Geographical segments

In presenting information on the basis of geographical segments, segment revenue is based on geographical location of customers. Segment non-current assets are based on geographical location of the assets. The amount of non-current assets does not include financial instruments and deferred tax assets:

	Revenue		Non-current assets	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Malaysia	<b>690,529</b>	602,688	<b>417,628</b>	448,292
Outside Malaysia	<b>278,850</b>	278,562	<b>39,399</b>	42,354
	<b>969,379</b>	881,250	<b>457,027</b>	490,646

#### Major customers

The Group has large and diversified customers base which consists of individuals and corporations. There was no single customer that contributed 10% or more of the Group's revenue during the current financial year and previous financial year.









## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 44. Financial Instruments (Cont'd)

#### (b) Financial risk management objectives and policies (Cont'd)

##### (i) Credit risk (Cont'd)

The Group has 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 deposits with banks 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 unsecured advances to its subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

At each reporting date, the Group assesses whether any of the receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partial or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines 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, trade receivables 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 reporting period represents the Group's and the Company's maximum exposure to credit risk.

The Group's credit exposures are concentrated mainly on 1 (2024: 1) debtors, which accounted for 10% (2024: 12%) of total trade receivables balance at the end of the reporting period. There are no other customers which individually represents more than 10% of the total trade receivables balances. The Company has no significant concentration of credit risks except for advances to its subsidiaries where risks of default have been assessed to be low.

#### Financial guarantees

The Company provides unsecured financial guarantees to licensed banks for credit facilities granted to certain subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

The Company's maximum exposure to credit risk is RM44,262,000 (2024: RM42,291,000), representing the outstanding credit facilities of the subsidiaries and former subsidiaries at the end of the reporting period. There was no indication that any subsidiary would default on repayment at the end of the reporting period.

##### (ii) Liquidity risk

Liquidity risk refers to the risk that the Group or the Company will encounter difficulty in meeting its financial obligations as and when 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 requirements and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group finances its liquidity through internally generated cash flows and minimises liquidity risk by keeping committed credit lines available.

The Group monitors compliance with financial covenants regularly as part of its risk management framework. Any breach could require accelerated repayment or renegotiation of terms.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**44. 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 2 years RM'000	2 to 5 years RM'000	After 5 years RM'000	Total contractual cash flows RM'000	Total carrying amount RM'000
<b>Group</b>						
<b>2025</b>						
<b>Non-derivative financial liabilities</b>						
Trade payables	179,179	-	-	-	179,179	179,179
Other payables	82,695	-	-	-	82,695	82,695
Amount due to ultimate holding company	297	-	-	-	297	297
Amount due to related companies	2,850	-	-	-	2,850	2,850
Lease liabilities	14,497	14,311	10,924	4,607	44,339	39,377
Bank borrowings	166,705	35,904	57,159	9,059	268,827	257,250
Financial guarantees* (Note 40)	25,476	-	-	-	25,476	-
	<b>471,699</b>	<b>50,215</b>	<b>68,083</b>	<b>13,666</b>	<b>603,663</b>	<b>561,648</b>

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**44. 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 2 years RM'000	2 to 5 years RM'000	After 5 years RM'000	Total contractual cash flows RM'000	Total carrying amount RM'000
<b>Group</b>						
<b>2024</b>						
<b>Non-derivative financial liabilities</b>						
Trade payables	187,405	-	-	-	187,405	187,405
Other payables	59,618	11,915	-	-	71,533	71,533
Amount due to ultimate holding company	2,890	-	-	-	2,890	2,890
Amount due to related companies	1,065	-	-	-	1,065	1,065
Amount due to associate companies	304	-	-	-	304	304
Lease liabilities	9,395	6,406	3,464	128	19,393	18,303
Bank borrowings	164,900	48,423	93,942	26,455	333,720	296,280
Financial guarantees* (Note 40)	32,339	-	-	-	32,339	-
	457,916	66,744	97,406	26,583	648,649	577,780

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**44. 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 2 years RM'000	2 to 5 years RM'000	After 5 years RM'000	Total contractual cash flows RM'000	Total carrying amount RM'000
<b>Company</b>						
<b>2025</b>						
<b>Non-derivative financial liabilities</b>						
Other payables	10,225	-	-	-	10,225	10,225
Amount due to ultimate holding company	202	-	-	-	202	202
Amount due to subsidiaries	58,765	-	-	-	58,765	58,765
Lease liabilities	2,245	2,245	6,736	4,866	16,092	13,092
Bank borrowings	106,281	34,018	51,501	291	192,091	181,611
Financial guarantee* (Note 40)	44,262	-	-	-	44,262	-
	<b>221,980</b>	<b>36,263</b>	<b>58,237</b>	<b>5,157</b>	<b>321,637</b>	<b>263,895</b>

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**44. 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 2 years RM'000	2 to 5 years RM'000	After 5 years RM'000	Total contractual cash flows RM'000	Total carrying amount RM'000
<b>Company</b>						
<b>2024</b>						
<b>Non-derivative financial liabilities</b>						
Other payables	3,157	11,915	-	-	15,072	15,072
Amount due to ultimate holding company	2,890	-	-	-	2,890	2,890
Amount due to subsidiaries	28,769	-	-	-	28,769	28,769
Lease liabilities	71	-	-	-	71	69
Bank borrowings	110,499	45,949	86,409	8,140	250,997	219,220
Financial guarantee* (Note 40)	42,291	-	-	-	42,291	-
	187,677	57,864	86,409	8,140	340,090	266,020

\* Based on the maximum amount that can be called for under the financial guarantee contract.



**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**44. Financial Instruments (Cont'd)**

- (b) Financial risk management objectives and policies (Cont'd)
  - (iii) Market risks (Cont'd)
    - (a) Foreign currency risk (Cont'd)

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows:

	Denominated in						Total RM'000
	SGD RM'000	USD RM'000	RMB RM'000	LKR RM'000	Others RM'000		
<b>Group</b>							
<b>2025</b>							
<b>Monetary assets</b>							
Trade receivables	32,093	98	-	800	-	-	32,991
Other receivables	13	421	1,809	-	204	-	2,447
Fixed deposit with licensed bank	4,110	-	-	328	-	-	4,438
Cash and bank balances	39,538	1,322	15	350	56	-	41,281
<b>Monetary liabilities</b>							
Trade payables	(3,597)	(1,866)	(3,311)	(171)	(2,282)	-	(11,227)
Other payables	(25,754)	(567)	(59)	(134)	-	-	(26,514)
Lease liabilities	(9,382)	-	-	-	-	-	(9,382)
Bank borrowings	(25,573)	-	-	-	-	-	(25,573)
	11,448	(592)	(1,546)	1,173	(2,022)	-	8,461

**NOTES TO THE  
FINANCIAL STATEMENTS**  
31 DECEMBER 2025

**44. Financial Instruments (Cont'd)**

- (b) Financial risk management objectives and policies (Cont'd)
- (iii) Market risks (Cont'd)
- (a) Foreign currency risk (Cont'd)

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows:

	Denominated in						Total RM'000
	SGD RM'000	USD RM'000	RMB RM'000	LKR RM'000	Others RM'000		
<b>Group</b>							
<b>2024</b>							
<b>Monetary assets</b>							
Trade receivables	38,419	-	-	-	-	-	38,419
Other receivables	24	399	1,394	-	182	-	1,999
Fixed deposit with licensed bank	4,175	-	-	381	-	-	4,556
Cash and bank balances	100,337	3,535	13	1,427	65	-	105,377
<b>Monetary liabilities</b>							
Trade payables	(12,049)	(962)	(1,283)	(244)	(507)	-	(15,045)
Other payables	(25,879)	(663)	(986)	(124)	-	-	(27,652)
Lease liabilities	(3,839)	-	-	-	-	-	(3,839)
Bank borrowings	(44,385)	-	-	-	-	-	(44,385)
	56,803	2,309	(862)	1,440	(260)	-	59,430



## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 44. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

Foreign currency risk sensitivity

The following table demonstrates the sensitivity of the Group's and of the Company's profit before tax to a reasonably possible change in the SGD, USD, RMB and LKR exchange rates against RM with all other variables held constant.

	Effects on profit before tax	
	2025 RM'000	2024 RM'000
<b>Group</b>		
<b>Change in currency rate</b>		
<b>SGD</b>		
- Strengthened by 5%	572	2,840
- Weakened by 5%	(572)	(2,840)
<b>USD</b>		
- Strengthened by 5%	(30)	115
- Weakened by 5%	30	(115)
<b>RMB</b>		
- Strengthened by 5%	(77)	(43)
- Weakened by 5%	77	43
<b>LKR</b>		
- Strengthened by 5%	59	72
- Weakened by 5%	(59)	(72)
<b>Others</b>		
- Strengthened by 5%	(101)	(13)
- Weakened by 5%	101	13

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 44. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

Foreign currency risk sensitivity (Cont'd)

The following table demonstrates the sensitivity of the Group's and of the Company's profit before tax to a reasonably possible change in the SGD, USD, RMB and LKR exchange rates against RM with all other variables held constant. (Cont'd)

	Effects on profit before tax	
	2025 RM'000	2024 RM'000
<b>Company</b>		
<b>Change in currency rate</b>		
<b>SGD</b>		
- Strengthened by 5%	(1,064)	(1,952)
- Weakened by 5%	1,064	1,952
<b>USD</b>		
- Strengthened by 5%	*	*
- Weakened by 5%	*	*
<b>Others</b>		
- Strengthened by 5%	*	1
- Weakened by 5%	*	(1)

\* Being amount below than RM1,000.

(b) Interest rate risk

The Group's and the Company's fixed rate deposits placed with licensed banks and borrowings are exposed to a risk of change in their fair value due to changes in interest rates.

The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group and the Company manage its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group and the Company constantly monitor its interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained.

## NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

### 44. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(b) Interest rate risk (Cont'd)

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts at the end of the reporting period was:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Fixed rate instruments:</b>				
<b>Financial assets</b>				
Fixed deposits with licensed banks	73,519	9,087	1,065	1,044
	<b>73,519</b>	<b>9,087</b>	<b>1,065</b>	<b>1,044</b>
<b>Financial liabilities</b>				
Lease liabilities	(39,377)	(18,303)	(13,092)	(69)
Term loans	-	(826)	-	-
	<b>(39,377)</b>	<b>(19,129)</b>	<b>(13,092)</b>	<b>(69)</b>
<b>Floating rate instruments:</b>				
<b>Financial liabilities</b>				
Bank overdraft	(4,987)	(4,991)	(4,987)	(4,991)
Bankers' acceptance	(61,509)	(51,780)	-	-
Margin financing	(9,905)	(9,777)	(9,905)	(9,777)
Revolving credit	(83,000)	(83,000)	(83,000)	(83,000)
Term loans	(97,849)	(145,906)	(83,719)	(121,452)
	<b>(257,250)</b>	<b>(295,454)</b>	<b>(181,611)</b>	<b>(219,220)</b>

### Interest rate risk sensitivity analysis

#### Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have (decreased)/increased the Group's and the Company's profit before tax by RM2,537,000 and RM1,816,000 (2024: RM2,955,000 and RM2,192,000) respectively, arising mainly as a result of higher/lower interest expense on floating rate loans and borrowings. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

NOTES TO THE  
FINANCIAL STATEMENTS  
31 DECEMBER 2025

44. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(c) Equity price risk

Equity price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investment in quoted instruments. These investments are listed on Bursa Malaysia Securities Berhad and are classified as financial assets measured at fair value through profit or loss.

Management of the Group monitors investments in quoted instruments on a portfolio basis. Material investments within the portfolio are managed on an individual basis.

Equity price risk sensitivity analysis

At the reporting date, if the various stock indices had been 5% higher/lower, with all other variables held constant, the Group and the Company's profit before tax would have been RM2,954,000 and RM2,954,000 (2024: RM3,581,000 and RM3,581,000), higher/lower, arising as a result of higher/lower fair value gains on held for trading investments in equity instruments.

(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 carrying amount of long-term floating rate borrowings approximate their fair value as the borrowings will be re-priced to market interest rate on or near reporting date.

It was not practicable to estimate the fair value of investment in unquoted equity due to the lack of comparable quoted prices in an active market and the fair value cannot be reliably measured.







## NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

### 46. Significant Events During the Financial Year (Cont'd)

(b) In conjunction with SAG's listing on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities"), on 14 May 2025, SAG issued the Prospectus for the IPO of 260,000,000 units of ordinary shares in SAG ("IPO Shares") involving:

- 50,000,000 units of new shares available for application by the Malaysian Public;
- 30,000,000 units of new shares available by SAG's eligible directors, employees and persons who have contributed to the success of the Group;
- 20,000,000 units of new shares for application by the entitled shareholders of the Company;
- 125,000,000 units of new shares by way of private placement to selected investors of SAG.

At an issue price of RM0.62 per share, payable in full upon application.

On 5 June 2025, SAG was admitted to the Official List of Bursa Securities and SAG's entire enlarged issued share capital of 1,000,000,000 units of ordinary shares were listed and quoted on the ACE Market of Bursa Securities.

### 47. Subsequent Events

- (a) On 13 March 2026, Signature Cabinet Sdn. Bhd. ("SCSB"), a wholly-owned subsidiary of the Company has entered into a sales and purchase agreement with Boon Koon Capital Sdn. Bhd. to dispose 1 unit of leasehold land and building for a total cash consideration of RM66,000,000. The disposal is yet to be completed up to date.
- (b) On 24 March 2026, the Company had entered into a share sale agreement with Crown Furniture Trading Sdn. Bhd. to dispose 600,000 units of ordinary shares in Signature Home Living Sdn. Bhd. ("SHL"). The disposal is expected to be completed by subsequent financial year.

### 48. Date of Authorisation for Issue of Financial Statements

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 8 April 2026.

## LIST OF PROPERTIES

Location	Description/ Existing use	Tenure	Approximately age of Buildings as at 31 December 2025	Total Area (Square feet)	Carrying Value as at 31 December 2025 (RM'000)	Year of Revaluation/ Acquisition
<b>PROPERTY, PLANT AND EQUIPMENT</b>						
No. 56, Jalan TPP 1/19, Taman Perindustrian Puchong, Batu 12, Puchong, 47100, Puchong, Selangor Darul Ehsan.	Office and Factory Building	Freehold	26 years	8,395	3,000	2024
Lot 10, Jalan P/15, Kawasan Perindustrian MIEL, Seksyen 10, 43650 Bandar Baru Bangi, Selangor Darul Ehsan.	Office and Factory Building	Leasehold 99 years Expires 2098	26 years	20,279	1,804	2024
<b>RIGHT-OF-USE ASSETS</b>						
Lot 10, Jalan P/15, Kawasan Perindustrian MIEL, Seksyen 10, 43650 Bandar Baru Bangi, Selangor Darul Ehsan.	Office and Factory Land	Leasehold 99 years Expires 2098	26 years	20,279	4,193	2024
No. 11, Jalan SC 6, Pusat Perindustrian Sungai Chua, 43000 Kajang, Selangor Darul Ehsan.	Office and Factory Land	Leasehold 99 years Expires 2112	12 years	9,548	2,422	2024
<b>INVESTMENT PROPERTIES</b>						
B3A-5, Block 3A, Jalan Teknologi 2/1B, Kota D'sara Signature Park, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan. (Lot 20)	Shop Office	Leasehold 99 years Expires 2104	16 years	6,157	2,650	2025
B3A-7, Block 3A, Jalan Teknologi 2/1B, Kota D'sara Signature Park, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan. (Lot 19)	Shop Office	Leasehold 99 years Expires 2104	16 years	6,157	2,650	2025
B3A-9, Block 3A, Jalan Teknologi 2/1B, Kota D'sara Signature Park, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan. (Lot 18)	Shop Office	Leasehold 99 years Expires 2104	16 years	9,042	4,250	2025
Unit No. B22 - L1, L2, L3, L4 & L5 Aurora Place, Bandar Bukit Jalil, 57000 Bukit Jalil, Kuala Lumpur.	Shop office	Freehold	7 years	6,056	5,630	2025
Unit D-15-03A, Type E2, Level 6, Tower D, Aragreen Residences	Service Apartment	Freehold	12 years	3,136	2,270	2025
Unit 23, Eve Suites Retail Shop, Jalan PJU 1A/41, Ara Damansara, Mukim Damansara, Selangor Darul Ehsan	Retail Shop	Freehold	11 years	5,036	2,100	2025

## ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2026

Total Number of Issued Shares : 645,497,370 ordinary shares  
 Treasury Shares : Nil  
 Class of Shares : Ordinary Shares  
 Voting Rights : One vote per share

### ANALYSIS OF SHAREHOLDINGS

Distribution of shareholdings according to size:

Size of Holdings	No. of Shareholders		No. of Shares	
		%		%
Less than 100	302	18.78	11,251	0.00
100 to 1,000	289	17.97	99,130	0.02
1,001 to 10,000	448	27.86	2,153,542	0.33
10,001 to 100,000	405	25.19	13,004,445	2.01
100,001 to less than 5% of issued shares	162	10.07	276,438,002	42.83
5% and above of issued shares	2	0.13	353,791,000	54.81
<b>TOTAL</b>	<b>1,608</b>	<b>100.00</b>	<b>645,497,370</b>	<b>100.00</b>

### DIRECTORS' SHAREHOLDINGS

(as per Register of Directors' Shareholdings)

Name	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Datuk Seri Chiau Beng Teik, JP	-	-	388,618,472 <sup>1</sup>	60.21
Datuk Wira Chiau Haw Choon	-	-	388,618,472 <sup>1</sup>	60.21
Dato' Che Halin Bin Mohd Hashim	6,000,000	0.93	-	-
Shelly Chiau Yee Wern	-	-	-	-
Rozahan Bin Osman	-	-	-	-
Chee Jee Kong	-	-	-	-

Note:

<sup>1</sup> Deemed interested in the shares held via PP Chin Hin Realty Sdn. Bhd. which in turn hold shares in Divine Inventions Sdn. Bhd. which in turn hold shares in Chin Hin Group Berhad which in turn holds shares in Signature International Berhad, pursuant to Section 8(4) of the Companies Act 2016.

### SHARES HELD BY THE CHIEF EXECUTIVE OFFICER WHO IS NOT A DIRECTOR OF THE COMPANY

Name	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Lau Kock Sang	8,000	0.00 <sup>1</sup>	-	-

Note:

<sup>1</sup> Negligible

## ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2026

### SUBSTANTIAL SHAREHOLDERS

(as per Register of Substantial Shareholders)

Name of Substantial Shareholders	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
Chin Hin Group Berhad	388,618,472	60.21	-	-
Divine Inventions Sdn. Bhd.	-	-	388,618,472 <sup>1</sup>	60.21
PP Chin Hin Realty Sdn. Bhd.	-	-	388,618,472 <sup>2</sup>	60.21
Datuk Seri Chiau Beng Teik, JP	-	-	388,618,472 <sup>3</sup>	60.21
Datuk Wira Chiau Haw Choon	-	-	388,618,472 <sup>3</sup>	60.21

**Notes:**

<sup>1</sup> Deemed interested by virtue of its shareholdings in Chin Hin Group Berhad which in turn holds shares in Signature International Berhad, pursuant to Section 8(4) of the Companies Act 2016.

<sup>2</sup> Deemed interested by virtue of its shareholdings in Divine Inventions Sdn. Bhd. which in turn hold shares in Chin Hin Group Berhad which in turn holds shares in Signature International Berhad, pursuant to Section 8(4) of the Companies Act 2016.

<sup>3</sup> Deemed interested in the shares held via PP Chin Hin Realty Sdn. Bhd. which in turn hold shares in Divine Inventions Sdn. Bhd. which in turn hold shares in Chin Hin Group Berhad which in turn holds shares in Signature International Berhad, pursuant to Section 8(4) of the Companies Act 2016.

### SHARES HELD BY DIRECTORS IN RELATED CORPORATION

The changes in the deemed interest of Directors in related corporation are disclosed in the Directors' Report for the financial year ended 31 December 2025 on page 159 of this Annual Report.

### LIST OF THIRTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1.	CHIN HIN GROUP BERHAD	308,391,000	47.78
2.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK ISLAMIC BERHAD FOR CHIN HIN GROUP BERHAD	45,400,000	7.03
3.	PERTUBUHAN KESELAMATAN SOSIAL PKSACT41969 P2	22,266,200	3.45
4.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD PEMBANGUNAN SUMBER MANUSIA BERHAD	21,739,000	3.37
5.	AMANAH RAYA BERHAD KUMPULAN WANG BERSAMA SYARIAH	18,384,500	2.85
6.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD	15,000,000	2.32
7.	BBL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD	14,000,000	2.17
8.	AMANAH RAYA BERHAD KUMPULAN WANG BERSAMA	13,076,000	2.03
9.	FRAZEL GROUP SDN. BHD.	11,000,000	1.70
10.	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FRAZEL GROUP SDN BHD	6,928,200	1.07

## ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2026

**LIST OF THIRTY LARGEST SHAREHOLDERS (CONT'D)**

No.	Name	No. of Shares	%
11.	PHILLIP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FRAZEL GROUP SDN BHD	6,485,200	1.00
12.	HSBC NOMINEES (ASING) SDN BHD SOCIETE GENERALE PARIS	6,400,000	0.99
13.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD (MY4563)	5,827,472	0.90
14.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOO KOK LIANG (3026765)	5,285,700	0.82
15.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LAU KIM SAN (7014763)	4,996,600	0.77
16.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR K.SENG SENG CORPORATION BERHAD (M04)	4,580,000	0.71
17.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHE HALIN BIN MOHD HASHIM	4,000,000	0.62
18.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE KEAN LENG (7010488)	3,462,900	0.54
19.	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KEH CHUAN SENG	3,270,000	0.51
20.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEOH HAI HIN (7001329)	3,061,900	0.47
21.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEO LAY BAN (7011300)	3,043,200	0.47
22.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LAU KIM SAN (M04)	3,024,800	0.47
23.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR NG LEE CHIN (M04)	3,022,800	0.47
24.	CHAN WAH KIANG	2,730,000	0.42
25.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEE HAI PENG (MY4633)	2,586,300	0.40
26.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YANG PAI FEI (7003109)	2,440,000	0.38
27.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YEOH HOCK SENG	2,262,700	0.35
28.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR HO SIEW LOON	2,260,700	0.35
29.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR SEAH CHYE NGIAP (M04)	2,211,800	0.34
30.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOW CHIA WEI	2,140,000	0.33



## NOTICE OF ANNUAL GENERAL MEETING

**6. Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature** **Ordinary Resolution 6**

“THAT subject always to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given for the Company and/or its subsidiaries (the “Group”) to enter into recurrent related party transactions of a revenue or trading nature with the related parties as set out in Section 2.5 of Part A of the Circular to Shareholders dated 30 April 2026, provided that such transactions are necessary for the Group’s day-to-day operations and are carried out in the ordinary course of business, at arm’s length and on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not detrimental to the interests of the minority shareholders of the Company.

THAT the authority conferred by such mandate shall continue to be in force until:-

- (i) the conclusion of the next annual general meeting of the Company following this annual general meeting, at which time it shall lapse, unless by a resolution passed at that meeting the authority is renewed;
- (ii) the expiration of the period within which the next annual general meeting is required to be held pursuant to Section 340(2) of the Companies Act 2016 (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or
- (iii) revoked or varied by a resolution passed by the shareholders in a general meeting,

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to do all such acts and things as they may consider necessary or expedient in order to give full effect to this resolution.”

**7. Proposed Renewal of Shareholders' Mandate for Share Buy-Back** **Ordinary Resolution 7**

“THAT subject to the Companies Act 2016 (“Act”), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approval of the relevant regulatory authorities, where such approvals are required, the Company be and is hereby authorised to purchase such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the best interest of the Company (“Share Buy-Back Mandate”) provided that:

- (a) the aggregate number of ordinary shares in the Company which may be purchased and/or held as treasury shares by the Company pursuant to the Share Buy-Back Mandate shall not exceed ten per centum (10%) of the total number of issued shares of the Company as at the point of purchase(s);
- (b) the maximum funds to be allocated by the Company for the purpose of purchasing its ordinary shares shall not exceed the total retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of purchase; and









CDS account number of holder	
No. of Ordinary Shares held	

## PROXY FORM

I/We \_\_\_\_\_  
 (Full Name in Capital Letters)

NRIC/Passport No. or Company No. \_\_\_\_\_  
 (New and Old NRIC No.)

of \_\_\_\_\_  
 (Full Address)

being a member(s) of **Signature International Berhad** hereby appoint the following person(s):-

Full Name (in Block Letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			
Mobile Phone No.			

and

Full Name (in Block Letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			
Mobile Phone No.			

or failing him/her, \*the Chairman of the Meeting as my/our proxy(ies), to vote for me/us on my/our behalf at the 19th Annual General Meeting ("AGM") of the Company to be held at Menara Chin Hin, Level 19, Stellarium, No. 1, Jalan Naga Emas, Sri Petaling, 57000 Kuala Lumpur, Malaysia on Monday, 29 June 2026 at 10.00 a.m. or at any adjournment thereof, and to vote as indicated below:

Ordinary Resolutions	For	Against
1. To approve the payment of Directors' fees up to an aggregate amount of RM500,000 for the period from 30 June 2026 until the next AGM of the Company.		
2. To re-elect Dato' Che Halin Bin Mohd Hashim as Director.		
3. To re-elect Shelly Chiau Yee Wern as Director.		
4. To re-appoint UHY Malaysia PLT as Auditors of the Company and to authorise the Board of Directors to fix their remuneration.		
5. Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
6. Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		
7. Proposed Renewal of Shareholders' Mandate for Share Buy-Back.		

(Please indicate with an "X" in the space provided above on how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his/her discretion.)

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 2026

\_\_\_\_\_  
 Signature / Common Seal of Member(s)\*

\_\_\_\_\_  
 Contact No.

\* Manner of execution:

- If you are an individual member, please sign where indicated.
- If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.
- If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:
  - at least two (2) authorised officers, one (1) of whom shall be a director; or
  - any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.

**Notes:**

- (i) For the purposes of determining who shall be entitled to attend this meeting, the Company shall be requesting the Bursa Malaysia Depository Sdn Bhd to make available to the Company, a **Record of Depositors as at 22 June 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to attend this meeting or appoint a proxy to attend, participate, speak and vote on his behalf.
- (ii) A member of the Company who is entitled to attend and vote at a general meeting may appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to attend, participate, speak and vote in his place. A proxy may but need not be a member of the Company.
- (iii) A member of the Company who is entitled to attend and vote at a general meeting of the Company may appoint not more than 2 proxies to attend, participate, speak and vote instead of the member at the general meeting.
- (iv) Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint not more than 2 proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- (v) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
- (vi) Where a member, an authorised nominee or an exempt authorised nominee appoints more than 1 proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies. The appointment shall not be valid unless he specifies the proportion of his shareholdings to be represented by each proxy.
- (vii) The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 19th AGM or adjourned general meeting at which the person named in the appointment proposes to vote:
  - (a) In hard copy form  
To be deposited with the Company's Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
  - (b) By electronic means  
The proxy form can be electronically lodged with the Company's Share Registrar via Vistra Share Registry and IPO (MY) portal ("the Portal") at <https://srmv.vistra.com>. Please refer to the Administrative Guide of the 19th AGM for further information on electronic submission of proxy form via the Portal.

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AFFIX  
STAMP  
HERE

**THE SHARE REGISTRAR**  
**SIGNATURE INTERNATIONAL BERHAD**  
c/o Tricor Investor & Issuing House Services Sdn Bhd  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite, Avenue 3  
Bangsar South, No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Wilayah Persekutuan  
Malaysia

*Please fold here to seal*

- (viii) Please ensure **ALL** the particulars as required in the proxy form are completed, signed and dated accordingly.
- (ix) Last day, date and time for lodging the proxy form is **Saturday, 27 June 2026 at 10.00 a.m.**
- (x) Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Company's Share Registrar at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the general meeting or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
- (xi) Please bring an **ORIGINAL** of the following identification papers (where applicable) and present it to the registration staff for verification:
  - a. Identity card (NRIC) (Malaysian), or
  - b. Police report (for loss of NRIC) / Temporary NRIC (Malaysian), or
  - c. Passport (Foreigner).
- (xii) For a corporate member who has appointed an authorised representative instead of a proxy to attend this meeting, please deposit the **original or duly certified certificate** of appointment of authorised representative with the Share Registrar of the Company at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, the drop-in box provided at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia if this has not been lodged with the Company's Share Registrar earlier:
  - (a) If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.
  - (b) If the corporate member does not have a common seal, the certificate of appointment of authorised representative should be affixed with the rubber stamp of the corporate member (if any) and executed by:
    - (1) at least two authorised officers, one of whom shall be a director; or
    - (2) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.
- (xiii) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 19th AGM will be put to vote by way of poll.





TOTAL HOME & LIVING SOLUTIONS

**SIGNATURE INTERNATIONAL BERHAD** 200601034359 (754118-K)

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