



UWC BERHAD

(201801012223)

(1274239-A)

INNOVATION IN MOTION, EVOLVING IN EXCELLENCE

ANNUAL REPORT 2025

Table of CONTENTS



VISION

To be the preferred integrated OEM partner providing complete solutions with leading edge technology



MISSION

To provide comprehensive solutions for High-Tech Strategic Partners, to delight the customers, to develop supplier partnerships and to be the workplace of choice



CORE VALUES

- U** – Unity
- W** – Willpower
- C** – Commitment

8th ANNUAL GENERAL MEETING



Sri Mas Ballroom, Level 4,
Bayview Hotel Georgetown Penang,
25A Farquhar Street,
10200 George Town,
Penang, Malaysia



Friday, 9 January 2026
2.30 p.m.

Corporate Information	02
Corporate Structure	03
Media Highlights	04 - 05
Financial Highlights	06
Chairman's Statement	07 - 08
Management Discussion & Analysis	09 - 13
Board of Directors	14
Profile of Directors	15 - 24
Profile of Key Senior Management	25 - 26
Corporate Governance Overview Statement	27 - 32
Sustainability Report	33 - 77
Statement on Risk Management and Internal Control	78 - 81
Audit Committee Report	82 - 88
Nomination Committee Statement	89 - 92
Directors' Responsibility Statement	93
Additional Compliance Information	94-95
Financial Statements	96 - 160
List of Properties	161
Analysis of Shareholdings	162 - 163
Notice of Eighth Annual General Meeting	164 - 166
Statement Accompanying Notice of AGM	167
Proxy Form	
Administrative Guide	

Innovation In Motion, Evolving In Excellence

The wafer semiconductor is used as a core element of the design, representing UWC Berhad's expertise in utilising cutting-edge technology to keep up with the ever-evolving needs of customers, delivering both quality and efficiency as a one-stop manufacturer.

Embodying UWC's commitment to embracing technological advancements to deliver the most effective solutions, a hummingbird, known for its resilience and agility, is incorporated to represent UWC's strength in overcoming adversities and thriving amidst new innovations. Outlined in yellowish-golden futuristic vectors with a glow on its beak to symbolise precision and excellence, the hummingbird is designed to be hovering over the wafer, signifying UWC's mastery of intricate, high-tech solutions, with the aim to elevate the excellence of their services.

Set against a dark background with illuminated beams mimicking the global market, this design represents limitless potential and forward momentum to excel in the industry. Overall, this visually-striking concept of incorporating a wafer positioned atop the tower of beams with a soaring hummingbird, conveys the innovative pursuit of UWC to reach greater heights with cutting-edge advancements.



Corporate Information

BOARD OF DIRECTORS

Dato' Wan Hashim Bin Wan Jusoh

Independent Non-Executive Chairman

Dato' Seri Ng Chai Eng

Executive Director/Group CEO

Dato' Lau Chee Kheong

Executive Director/Group COO

Dato' Seri Lee Teong Li

Independent Non-Executive Director

(Appointed on 31 July 2025)

Dato' F'ng Meow Cheng

Independent Non-Executive Director

Jariyah Binti Hashim

Independent Non-Executive Director

Dr. Ng Chin Liang

Alternate Director to Dato' Seri Ng Chai Eng/Deputy Group CEO

Ng Sze Yen

Alternate Director to Dato' Lau Chee Kheong/Deputy Group COO

AUDIT COMMITTEE

Chairman

Dato' F'ng Meow Cheng

Member

Dato' Seri Lee Teong Li
Jariyah Binti Hashim

REMUNERATION COMMITTEE

Chairman

Dato' Seri Lee Teong Li

Member

Jariyah Binti Hashim
Dato' F'ng Meow Cheng

NOMINATION COMMITTEE

Chairman

Dato' Seri Lee Teong Li

Member

Jariyah Binti Hashim
Dato' F'ng Meow Cheng

RISK MANAGEMENT COMMITTEE

Chairman

Jariyah Binti Hashim

Member

Dato' Seri Lee Teong Li
Dato' F'ng Meow Cheng

COMPANY SECRETARY

Chan Eoi Leng

MAICSA 7030866
SSM PC No. : 202008003055

REGISTERED OFFICE

No. 37B, Jalan Basco Kepayang 1

Basco Avenue @ Kepayang

31400 Ipoh

Perak

Tel : (605) 541 7618

Fax : (605) 541 7618

HEAD OFFICE/PRINCIPAL PLACE OF BUSINESS

PMT 744-745, Jalan Cassia Selatan 5/1
Taman Perindustrian Batu Kawan
14110 Bandar Cassia
Pulau Pinang
Tel : (604) 555 6937
Fax : (604) 589 9509
Website : www.uwcberhad.com.my
E-mail : uwc@uwcberhad.com.my

AUDITORS

BDO PLT (201906000013
(LLP0018825-LCA) & AF 0206)
Chartered Accountants
51-21-F, Menara BHL
Jalan Sultan Ahmad Shah
10050 Pulau Pinang
Tel : (604) 222 0288
Fax : (604) 222 0299

PRINCIPAL BANKER

Hong Leong Bank Berhad
No.1823-G1, Jalan Perusahaan Auto-City
North-South Highway Juru Interchange
13600 Prai, Pulau Pinang
Tel : (604) 502 1488
Fax : (604) 507 9488

SHARE REGISTRAR

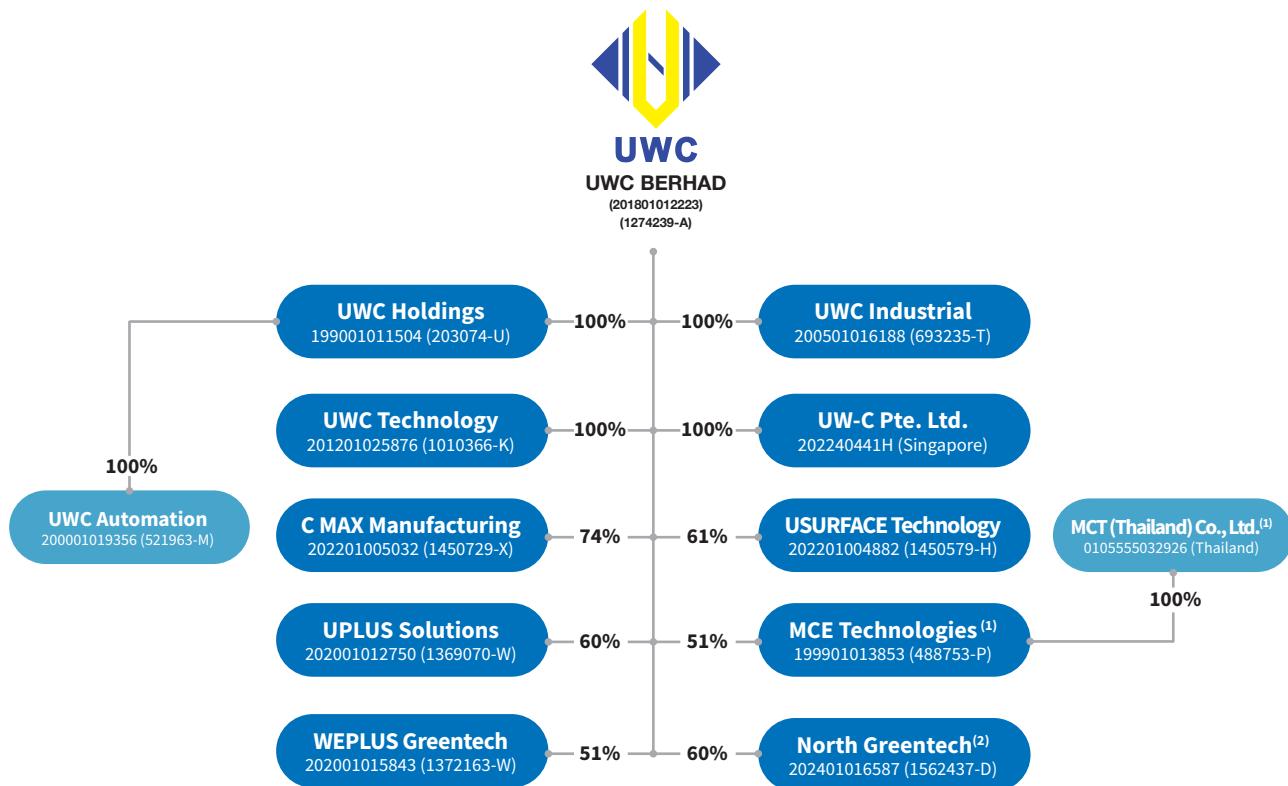
Tricor Investor & Issuing House Services Sdn. Bhd.
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No.8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : (603) 2783 9299
Fax : (603) 2783 9222

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Name : UWC
Stock Code : 5292
Sector : Technology
Sub-sector : Semiconductor

Corporate STRUCTURE

As At 31 July 2025



⁽¹⁾ Acquired on 8 November 2023

⁽²⁾ Incorporated on 29 April 2024

Company	Date of Incorporation	Ownership Interest	Principal Activities
UWC Berhad	29 March 2018		Investment holding
UWC Holdings Sdn. Bhd.	22 August 1990	100%	Provision of precision sheet metal fabrication and value-added assembly services
UWC Industrial Sdn. Bhd.	31 May 2005	100%	Provision of precision sheet metal fabrication and value-added assembly services, contract manufacturing of automated test equipment
UWC Automation Sdn. Bhd.	28 July 2000	100%	Provision of precision machined components
UPLUS Solutions Sdn. Bhd.	01 June 2020	60%	Provision of engineering, designing, manufacturing and assembling for automation solutions
USURFACE Technology Sdn. Bhd.	10 February 2022	61%	Manufacturing of machinery, provision of sheet metal fabrication and finishing treatment
C MAX Manufacturing Sdn. Bhd.	11 February 2022	74%	Provision of precision sheet metal fabrication
WEPLUS Greentech Sdn. Bhd.	29 June 2020	51%	Manufacturing, trading, distribution and assembling of all range of plastic injection molding products and plastic parts
UWC Technology Sdn. Bhd. (Formerly known as Surfplate Technology Sdn. Bhd.)	18 July 2012	100%	Manufacturing of front-end semiconductor equipment and components
UW-C Pte. Ltd.	14 November 2022	100%	Dormant
MCE Technologies Sdn. Bhd.	16 July 1999	51%	Manufacturing in metal components
MCT Thailand Co., Ltd.	29 February 2012	51%	Manufacturing of metal stamping for computer equipment and automotive spare parts
North Greentech Sdn. Bhd.	29 April 2024	60%	Dormant

Media Highlights

<https://www.uwcberhad.com.my/news/>

拿督斯里黃才榮
**企業因AI而變
UWC因變而強**

UWC AND UWC BERHAD STRENGTHEN INDUSTRY-ACADEMIA COLLABORATION THROUGH STRATEGIC MOU

NIBONG TEHAR, 4 March 2025 - Universiti Sains Malaysia (USM) and UWC Berhad today formally signed a Memorandum of Understanding (MOU) at the School of Aerospace Engineering, marking a significant step towards fostering collaboration between academia and industry.

In her opening remarks, the Director of the Engineering Campus, Professor Dr Mariati Jaafar @ Mustaphi expressed her enthusiasm for the collaboration and emphasised the University's commitment to bridging the gap between both parties.

"This partnership is an important step in fostering collaboration between us, paving the way for innovation, knowledge sharing and meaningful opportunities for our students and researchers," said Mariati.

"At the Engineering Campus USM, we believe that strong industry links are key to equipping our graduates with the skills and experience needed for the evolving global landscape," said Mariati.

9/24/25, 9:38 AM

吉利收购UWC公司冲15周年-财经-快点财经

本网站有使用Cookies, 请同意同意接受才能继续浏览。 [立即同意](#)

“后台设置”收到8条 排挤不执行同事 移民局总长认“愧有愧于脸”【星洲网闻】一起关心2026年财

首页 最新 头条 热门 国内 国际 商经 财经 娱乐 地方 体育 副刊 学海 星洲人 百格 星语录

9/24/25, 9:41 AM

Strong FY26 earnings growth seen for UWC

[Facebook](#) [Twitter](#) [Instagram](#) [LinkedIn](#) [Email](#)

CORPORATE NEWS

Friday, 12 Sep 2025

UWC's orderbook increased to RM180mil (from RM160mil a quarter ago).

9/24/25, 9:41 AM

Strong FY26 earnings growth seen for UWC | The Star

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CORPORATE NEWS

Thursday, 18 Sep 2025

Kenanga Research said it is forecasting above-consensus earnings in FY26 by 21% and FY27 by 32%.

9/24/25, 9:41 AM

UWC earnings to gain from front-end chip ops

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CORPORATE NEWS

Thursday, 18 Sep 2025

Kenanga Research said it is forecasting above-consensus earnings in FY26 by 21% and FY27 by 32%.

9/24/25, 9:41 AM

UWC Group of Companies

13 September at 12:31 - **Champions Diamond In A Lotus** -

UWC BERHAD HONORED WITH LAM RESEARCH 2025 SUPPLIER EXCELLENCE AWARD FOR OUTSTANDING LEADERSHIP IN OPERATIONAL EXECUTION

► Penang, Malaysia, August 21, 2025 - UWC Berhad ("UWC" or the "Group"), a proudly hometown Malaysian company and leading integrated engineering solutions provider, is proud to announce that it has been awarded the 2025 Supplier Excellence Award by Lam Research Corporation ("Lam Research" or "Lam") , a global leader in innovative wafer fabrication equipment and services for the semiconductor industry .

The award, presented in the Leadership in Operational Execution category, highlights UWC's end-to-end operational excellence - from precision engineering and agile manufacturing to disciplined, reliable supply chain execution . This achievement reinforces UWC's pivotal role in enabling Lam Research to build a resilient, scalable, and sustainable global supply chain .

"This award is more than an recognition - it is a reflection of the passion, discipline, and innovation that drive every member of the UWC family ," said Dato Sri Ng Chai Ling, CEO of UWC Berhad. "To stand as a Malaysian company recognized globally by Lam Research is an extraordinary milestone. It reflects the passion and precision of our people , the trust of our partners , and the unwavering support of our stakeholders . This achievement inspires us to keep raising the bar , driving operational excellence, and delivering advanced solutions that help shape the future of the semiconductor industry .

By excelling in Leadership in Operational Execution, UWC has showcased its ability to integrate precision engineering expertise , cutting-edge technologies , and a disciplined operational culture to deliver results that meet the fast-evolving needs of the global semiconductor market.

► A Proud Malaysian Milestone

This recognition marks an important moment for Malaysia's manufacturing sector , showing that local companies can grow and deliver value on the global stage . For UWC, it is a meaningful acknowledgement of our steady commitment to nurturing talent , embracing innovation , and strengthening advanced manufacturing capabilities . We remain focused on contributing to Malaysia's growth and supporting the development of a stronger, more competitive presence in the global technology ecosystem.

9/24/25, 9:41 AM

Supplier Day 2025

ASK EDGE BURSA SGX

UWC's 4Q net profit surges on semiconductor market recovery

By Erie Zainul / [thedemakalaya.com](https://www.thedemakalaya.com)
10 Sep 2025, 08:02 pm

KUALA LUMPUR (Sept 10): Penang-based engineering supporting services provider UWC Bhd (KL:UWC) has posted a near seven-fold rise in net profit for its fourth financial quarter ended July 31, 2025 (4QFY25), underpinned by a rebound in the semiconductor sector.

Net profit for the May-July period came in at RM16.46 million, compared with RM2.37 million in the previous year's corresponding quarter, according to the group's Bursa Malaysia filing on Wednesday. Earnings per share (EPS) improved to 1.49 sen from 0.21 sen.

...Media Highlights

要聞 **光明日報**



■ 嘉裕斯里莫才才（右）向霹雳王三拉惹依斯干达讲解生产的过程。

UWC直流充電樁啟用 霹三王拉惹親見證

（威南6月讯）UWC Berhad子公司North Greentech Sdn. Bhd. (NGT)推介首款直流充電樁啟用仪式，霹雳三王拉惹依斯干达亲临见证。

NGT推出多款直流充電樁，功率涵盖60kW、90kW、120kW、180kW、240kW，最高充電速度達100kW，可滿足不同車輛充電需求，並能為車主提供更快速、更高效的充電服務。

■ 嘉裕斯里莫才才（右）向霹雳王三拉惹依斯干达、霹雳州财政司拿督莫哈末卡米、拉惹依斯干达、霹雳州拿督斯里莫哈末卡米、拉惹依斯干达、霹雳州拿督斯里莫哈末卡米、拉惹依斯干达。

向可持续发展
DC快速充電器引領大馬

NGT（圖）嘉裕斯里莫才才（右）向霹雳王三拉惹依斯干达、霹雳州财政司拿督莫哈末卡米、拉惹依斯干达、霹雳州拿督斯里莫哈末卡米、拉惹依斯干达、霹雳州拿督斯里莫哈末卡米、拉惹依斯干达。

UWC执行董事兼集团首席执行官黄才荣表示，UWC致力于推动可持续发展，通过技术创新和绿色能源解决方案，为社会和环境创造积极影响。此次推出的DC快充桩是UWC在绿色能源领域的重要里程碑，标志着UWC在推动绿色出行方面迈出了坚实的一步。

■ 嘉裕斯里莫才才（右）向霹雳王三拉惹依斯干达、霹雳州财政司拿督莫哈末卡米、拉惹依斯干达、霹雳州拿督斯里莫哈末卡米、拉惹依斯干达、霹雳州拿督斯里莫哈末卡米、拉惹依斯干达。

UWC confident after strong 4Q earnings

Thursdays, 11 Sep 2023



The company said it continues to focus on commencing new projects, acquiring new customers and scaling large

UWC's DC fast chargers range from 60 kW to 400 kW, with an upcoming satellite model delivering up to 800 kW through multiple dispensers – built for efficiency, scalability, and high performance.

Aligned with the National Energy Transition Roadmap (NETR) and the Carbon Mobility agenda 2021-2030, these chargers are now available for commercial, industrial, and fleet use, offering a smart balance of speed, design, and efficiency.

Dato' Ng Chee Eng, Executive Director and Group CEO of UWC Berhad, said: "This launch marks a key milestone in UWC's mission to support Malaysia's clean energy goals. As a proud Malaysian company, we continue to demonstrate our commitment to sustainable transportation. The introduction of these long-awaited electric vehicle charging infrastructure is the key to a greener future. We are excited to learn and grow with this milestone, UWC strengthens its vision to lead with innovation, sustainability, and Malaysian engineering excellence, powering progress toward a greener, smarter future."

UWC banks on front-end semiconductor business

Tuesday, 07 Sep 2023



Corporate NEWS

UWC's front-end semiconductor business segment is set to drive growth, driven by rising demand for advanced chipmaking tools.

As a leading Malaysian company, we are committed to supporting the nation's industrial and sustainable transportation. The introduction of these long-awaited electric vehicle charging infrastructure is the key to a greener future. We are excited to learn and grow with this milestone, UWC strengthens its vision to lead with innovation, sustainability, and Malaysian engineering excellence, powering progress toward a greener, smarter future."

UWC Powers Malaysia's Clean Energy Future with Launch of Locally Engineered DC EV Chargers

BERIKAAN, PERNAS, 6 Oktober 2023 – UWC Berhad ("UWC" or "The Group"), an integrated engineering and technology solutions provider, proudly launched its direct current (DC) electric vehicle (EV) charger, officiated by Dato' Raja Raja Mohd Persek Darul Riduan, "Duli Yang Amat Mulia Raja Inderakar, Gourakarim Bni Almarhum Sultan Idris Shah II.

UWC's DC fast chargers range from 60 kW to 400 kW, with an upcoming satellite model delivering up to 800 kW through multiple dispensers – built for efficiency, scalability, and high performance.

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UWC had the honour of hosting YB Steven Sim (Minister of Human Resources), YB Liew Chin Tong (Deputy Minister of Investment, Trade & Industry (MITI), YB Zairil Khir Johari (Penang EXCO), Dato' Loo Lee Lam (CEO of InvestPenang), and Mr. Thomas Mattheve (Group CEO of TalentCorp), along with their esteemed teams.

As a proud Malaysian semiconductor company, this visit marked a significant milestone in our journey of innovation and talent development.

Led by our Group DCEO and GM, Ms. Ng Sze Yen, our management team engaged the ministers in impactful discussions on UWC's capabilities, culture, and commitment to building future-ready talent.

The delegation toured our production floors, gaining firsthand insights into our technologies, people, and processes.

Their strong interest in both our innovations and values was truly energizing. ☺

We look forward to future collaborations that drive Malaysia's semiconductor industry forward.

The visit provided a powerful platform for open dialogue and collaboration. Together, we express how much we learn from others in reshaping global competitiveness and highlighting the urgent need for stronger support systems in Malaysia.

At UWC, we hold true to the values behind our name – Unity, Willpower, and Commitment. ☺ We may be one company, but we believe in standing together with industry and government partners to strive for fairer ground, stronger ecosystems, and a brighter future for Malaysian innovation. ☺

Thank you to all delegates for your time, insights, and shared determination to drive meaningful progress. We move forward – united, resilient, and committed. ☺

We are incredibly proud to celebrate our CEO, Dato' Ng Chee Eng, on being conferred the prestigious Dato' Sri title which is a true recognition of his visionary leadership, unwavering dedication, and contributions to the industry and nation. ☺

To mark this special occasion, a group of our talented UWC Management gathered to extend their heartfelt congratulations. This meaningful gesture reflects our deep respect and admiration for a leader who continues to inspire us. ☺

Congratulations once again, Dato' Sri! We're honored to walk this journey with you as ONE UWC, united by Unity, Willpower & Commitment.

南洋商學院 Nanyang Siang Pau • 16 August • UWC's official opening ceremony. 聖約翰的開幕禮。

南洋商學院 UWC

Dear friends, this caption may have been automatically translated by Facebook. In the event of any discrepancy, the original Chinese version shall prevail. We are not responsible for any inaccuracies resulting from the auto-translation.



整合上下游領域 UWC與時並進越轉越行

New Milestone in Talent Development!

This year, we've achieved a new milestone in our commitment to nurturing future talent. In the past, we sponsored nearly 300+ Form 5 school leavers, but starting this year, we've expanded our efforts by sponsoring both Form 4 and Form 5 students.

By engaging students earlier, we aim to build stronger exposure to engineering and industry pathways. Every week, our dedicated coaches visit schools to guide these students, and during every school break, we organize engaging STEM activities to keep their curiosity and learning momentum alive.

This early intervention helps students explore their interests in engineering and better understand real industry environments. It's all part of UWC's talent pipeline strategy developing future-ready individuals from the ground up.

Our Deputy Chief Operating Officer Ng Sze Yen had the privilege of receiving recognition from JPN and STEM Penang.



WE'RE PROUD TO ANNOUNCE THAT OUR COO, PROF. DATO' LAU CHEE KHEONG, HAS BEEN AWARDED THE LEADERSHIP EXCELLENCE IN VOCATIONAL EDUCATION! ☺

This recognition celebrates his bold efforts in championing TVET, empowering youth with hands-on skills, and building strong bridges between education and industry. ☺

At UWC, we believe great leadership shapes great talent. This award reflects our ongoing mission to grow our people, nurturing skills, and powering transformation from the ground up. ☺

Congrats, Prof. Dato' Lau! ☺ A Leader Who Builds Futures ☺

整合上下游領域 UWC與時並進越轉越行

2023年8月14日 由財經時報 0.2K



UWC Berhad公司總經理與精英大合照。

UWC子公司NGT推出DC快充桩 点亮大马绿色新未来

2023年8月14日 由財經時報 0.2K



霹雳三王拉惹依斯干达（前左三）为直流电动汽车充电桩主持启用仪式。前左二为UWC执行董事兼集团首席执行长拿督斯里莫才荣。

吉都加湾UWC Berhad (UWC) 延下子公司North Greentech Sdn. Bhd. (NGT) 正式推出首座直流充电桩 (DC) ，并邀请霹雳三王拉惹依斯干达出席启用礼，标志着马来西亚电动汽车充电桩技术发展迈步新里程。

UWC执行董事兼集团首席执行长拿督斯里黄才荣表示，此次推出的DC快充桩是公司往国家清洁能源转型路上的重要成就。作为本土工程解决方案提供商，UWC致力于通过可靠的本地设计与制造技术，强化电动汽车生态体系，推动国家迈向绿色、可持续的未来。

黄才荣指出，这一研发成果不仅提升了公司的技术能力，也进一步巩固了企业在快速演进的科技产业中领导竞争力的领先地位。

LEADERSHIP EXCELLENCE IN VOCATIONAL EDUCATION

PROF.DATO' LAU CHEE KHEONG

PROF.DATO' LAU CHEE KHEONG



We're proud to announce that our COO, Prof. Dato' Lau Chee Kheong, has been awarded the Leadership Excellence in Vocational Education! ☺

This recognition celebrates his bold efforts in championing TVET, empowering youth with hands-on skills, and building strong bridges between education and industry. ☺

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Congrats, Prof. Dato' Lau! ☺ A Leader Who Builds Futures ☺

OFFICIAL LAUNCH OF STEM TALENT PIPELINE DEVELOPMENT PROGRAMMES

APRIL 15, 2023 | KONTRAK MUDARABAH A | UWC



WE'RE PROUD TO ANNOUNCE THAT OUR COO, PROF. DATO' LAU CHEE KHEONG, HAS BEEN AWARDED THE LEADERSHIP EXCELLENCE IN VOCATIONAL EDUCATION! ☺

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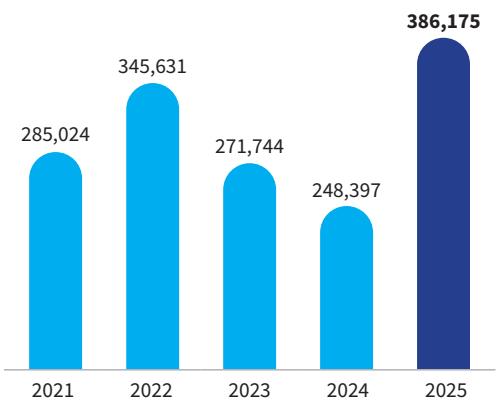
Congrats, Prof. Dato' Lau! ☺ A Leader Who Builds Futures ☺

Annual Report 2025 • 05

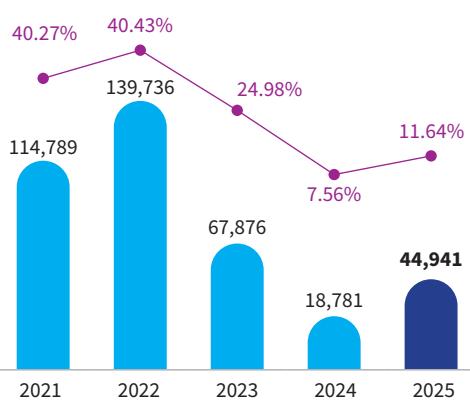
Financial Highlights

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Revenue (in RM'000)	285,024	345,631	271,744	248,397	386,175
Profit Before Taxation (in RM'000)	114,789	139,736	67,876	18,781	44,941
Profit After Taxation (in RM'000)	91,533	106,774	53,826	13,196	39,524
EBITDA (in RM'000)	125,840	154,069	82,342	35,192	67,987
Basic EPS (sen)	8.3	9.7	5.0	1.4	3.7
Diluted EPS (sen)	8.3	9.7	5.0	1.4	3.7
Shareholders' Equity (in RM'000)	304,782	397,521	422,241	453,053	494,844
Return on Equity	30%	27%	13%	3%	8%
Current ratio (times)	5.8	6.4	10.3	6.9	3.0
Gearing ratio	0.0	0.0	0.0	0.0	0.1

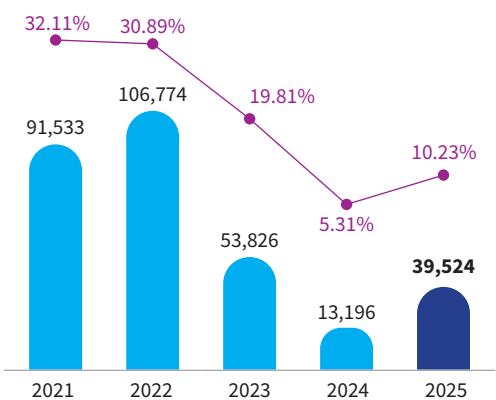
Revenue (RM'000)



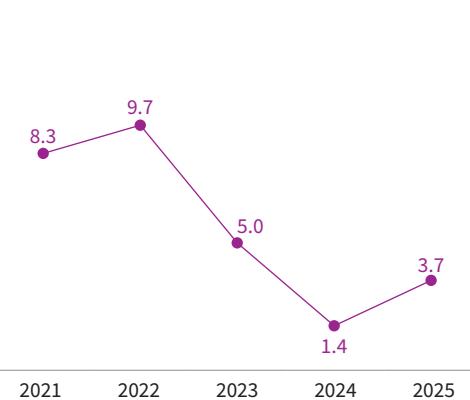
Profit Before Taxation (RM'000)



Profit After Taxation (RM'000)



Basic Earnings Per Share (Sen)



Chairman's Statement



DATO' WAN HASHIM BIN WAN JUSOH
Independent Non-Executive Chairman

UWC Berhad ("UWC" or the "Group") remains optimistic about its business prospects and the industries which it operates in, supported by signs of the market's recovery. Building on this positive momentum, UWC is actively driving new project launches, expanding its customer base, and strengthening strategic partnerships to reinforce its market position. By enhancing its capabilities and pursuing innovations, UWC aims to capture greater value across the semiconductor and life-sciences and medical technology, positioning itself to achieve sustainable growth in the years ahead.

Dear valued shareholders,

On behalf of the Board of Directors, I am pleased to present the annual report and audited financial statement of UWC Berhad for the financial year ended 31 July 2025 ("FYE2025").

FYE2025 presented uncertainties arising from potential changes in US tariffs. Despite the challenging market conditions, UWC continues to demonstrate resilience and adaptability.

As market recovery gains traction, we remain steadfast in our focus on driving operational efficiency and strengthening production capabilities, which will reinforce our competitiveness and position UWC to capture the next phase of sustainable growth.

FINANCIAL PERFORMANCE HIGHLIGHT

I am pleased to report that UWC delivered a resilient performance in FYE2025, achieving revenue of RM386.2 million and a profit after tax of RM39.5 million, representing growth of 55.5% and 199.5% respectively compared to FYE2024. This strong performance was driven by the semiconductor segment, which contributed 61.0% of total revenue, while the life sciences and medical technology segment accounted for 19.5% of total revenue.

The Group also maintained a healthy financial position, with cash and cash equivalents of RM26.7 million, a gearing ratio of 0.1 times, and current ratio of 3.0 times. Backed by this solid balance sheet, UWC is well-positioned to strengthen its capabilities and seize emerging opportunities in the coming years.

...Chairman's Statement

ECONOMIC OUTLOOK AND INDUSTRY PROSPECTS

The Malaysian economy is expected to maintain a steady growth trajectory, with GDP projected to expand between 4.0% and 4.8% in 2025. This outlook reflects a balance mix of opportunities and challenges arising from global trade dynamics. While external uncertainties persist, more favourable trade negotiations, pro-growth policies in major economies and sustained demand, particularly in electrical and electronic products, are expected to bolster Malaysia's export performance and overall economic growth.

To further stimulate growth, Bank Negara Malaysia implemented its first interest rate cut in five years in July 2025, a move aimed at cushioning the economy from external headwinds and stimulating domestic investment. These measures are expected to bolster business confidence and sustain economic momentum into 2026.

Globally, the semiconductor market is projected to grow by 8.5% in 2026, driven largely by sustained demand in the memory, logic, and analogue, alongside emerging applications in artificial intelligence, data centres and electric mobility. Given these conditions, UWC is strategically positioned to capitalise on these opportunities through its proven expertise in precision manufacturing and growing presence in the front-end semiconductor segment.

MOVING FORWARD

Looking ahead, UWC remains focused on strengthening its capabilities and expanding presence across high-growth segments of the semiconductor and life sciences and medical technology industries. The global push for AI, advanced computing, electric vehicles, and medical technology continues to reshape supply chains and create opportunities for integrated engineering and manufacturing partners like UWC.

A key priority is to accelerate our expansion in front-end semiconductor equipment and wafer fabrication-related assemblies. Ongoing investments in cleanroom facilities and advanced production lines will enhance production efficiency, manufacturing resilience, and improve readiness for large-scale new product introduction. These investments will enhance our capacity to serve global customers in high-precision front-end modules.

In the life sciences and medical technology segment, UWC will focus on broadening its portfolio of module assemblies and box-build solutions, building on its track record as a trusted partner for equipment used in genomics, diagnostics, surgical workflow, and patient-care solutions. The Group will continue to engage in collaborative project transfers with global customers, enabling faster entry into new applications and strengthening its market presence.

Beyond its core businesses, UWC aims to leverage opportunities in next-generation technologies, including 5G network equipment, autonomous-vehicle-related chip testing, and EV battery testing solutions. These adjacent areas will provide additional growth drivers and support diversification over the long term.

Together, these strategic priorities will drive UWC's momentum into 2026 and the years ahead as we deliver sustainable growth, enhance resilience and strengthen our position in the semiconductor ecosystem.

BUILDING A SUSTAINABLE FUTURE

At UWC, sustainability is a core principle guiding our business philosophy. We believe that sustainable growth comes from balancing strong financial performance and our responsibility to the environment and society. In FYE2025, we enhanced our efforts by integrating ESG principles across our operations. More details on our ESG efforts are available in the Sustainability Statement on page 33 to 77 of this report.

APPRECIATION

I would like to extend my sincere appreciation to the Board, management team, and all employees of UWC for their outstanding contributions throughout the year. Your professionalism and perseverance have been the cornerstone of the Group's continued achievements.

My heartfelt gratitude also goes to our valued stakeholders, including our suppliers, customers, business partners, regulatory bodies, and financial institutions. Your continued trust and support have strengthened our ability to adapt in a dynamic environment.

Finally, to our esteemed shareholders, we are immensely thankful for your confidence in the Group. Your belief in our vision empowers us to pursue sustainable growth and deliver enduring value.

Yours faithfully,

DATO' WAN HASHIM BIN WAN JUSOH
Independent Non-Executive Chairman



Management Discussion & Analysis

Review of 2025

The financial year ended 31 July 2025 (“FYE2025”) marked a period of transition and gradual recovery for the global technology industry. Customer ordering activities improved in tandem with the rebound in advanced technology applications, signalling renewed confidence across key markets. Despite external headwinds such as uneven macroeconomic conditions and ongoing geopolitical tensions that continued to impact supply chains, sentiments within the semiconductor industry strengthened steadily throughout the year.

During the year, UWC saw an uptick in revenue contributions from the semiconductor segment, driven by robust demand from both front-end and back-end customers. Recovery in this segment was further supported by ongoing momentum in artificial intelligence (“AI”), the acceleration of electric vehicle (“EV”) development, high-performance computing, and increased industrial automation. While earnings growth in the first half of FYE2025 was moderated by clients’ cautious ordering patterns amid tariff-related uncertainties, stronger demand in the latter half of the year drove an overall uplift in performance.

UWC was honoured with the 2025 Supplier Excellence Award from Lam Research under the Leadership in Operational Execution category. This recognition highlights the Group’s strong operational discipline, precision engineering capabilities and agile manufacturing practices, positioning UWC as a trusted strategic partner within the global semiconductor supply chain. Receiving this award from a leading multinational corporation not only underscores UWC’s reputation on the international stage but also reinforces Malaysia’s rising prominence in the global technology ecosystem.

Key Milestones

1990 Incorporated UWC Holdings and commenced operations as a trading company	2022 Incorporated subsidiaries to facilitate Group’s business expansion plans	2023 Incorporated a subsidiary in Singapore to extend Group’s business foot prints Completed construction of Class 100 cleanroom for front-end semiconductor business Set up new fabrication site in Taiping, Perak to expand our production capacity Acquired the entire equity interest in UWC Technology to pivot into front-end semiconductor manufacturing business and other higher value activities Met the globally recognised standards and qualified for inclusion into the FTSE4Good Bursa Malaysia (F4GBM) Index, and FTSE4Good Bursa Malaysia Shariah (F4GBMS) Index; demonstrating strong Environmental, Social and Governance (“ESG”) practices Acquired MCE Technologies Sdn. Bhd. and MCT (Thailand) Co. Ltd. to ramp up the Group’s production capacity and offer geographical diversification to UWC’s manufacturing sites
1992 Ventured into the mould making business and started providing metal stamping services	2021 Awarded to manufacture world’s highest frequency 5G millimeter-wave test chamber from a key customer Completed construction of Class 10,000 cleanroom for front-end semiconductor equipment Expansion to a factory in Taiping, Perak	
1994 Expanded our services to include metal cutting	2020 Incorporated UPLUS Solutions as a subsidiary company and commenced business in the manufacturing of automation solutions Ventured into COVID-19 high-throughput virus extraction test equipment Contribution made to Penang States Government and schools by donating hand sanitizer, and COVID-19 Screening Booth to Penang General Hospital	
1997 Set up our first manufacturing plant in Bukit Minyak, Penang Ventured into the provision of sub-assembly services to our customers	2019 Ventured into front-end semiconductor segment Listed on Main Market of Bursa Malaysia Securities Berhad Ventured into 5G tester segment	2024 Awarded an EcoVadis Silver Medal 2023 ranking in the top 15% for our ongoing sustainability achievements Completed construction of new warehouse facility in Batu Kawan Industrial Park to expand our production capacity
2000 Incorporated UWC Automation and commenced business in the manufacturing of precision machined components	2018 Relocated our entire operations to our new manufacturing plant in Batu Kawan, Penang Set up UWC Education Center at Seberang Perai Polytechnic	2025 Signed Memorandum of Understanding (MoU) with Universiti Sains Malaysia (USM) to strengthen talent development, research collaboration, and innovation. Hosted multiple ministerial and industry delegations, strengthening collaboration in innovation and semiconductor talent development. Recognized by Jabatan Pendidikan Negeri and STEM Penang for UWC’s impactful contribution to STEM education and youth talent development.
2005 Incorporated UWC Industrial to provide metal fabrication and value-added assembly services to the semiconductor industry	2017 Set up the UWC Scholarship Fund	
2006 Ventured into the life science and medical technology industry	2014 Ventured into the heavy equipment industry and secured our first order from Bromma (Malaysia) Sdn Bhd	
2007 Set up our second manufacturing plant in Bukit Minyak, Penang		
2010 Completed our first order for the provision of full-assembly services for a MNC in the semiconductor industry		

...Management Discussion & Analysis

Key Awards

2007

Received the Top 50 Enterprise Awards Malaysia under the category of Golden Award from Malaysia Entrepreneurs' Development Association

2008

Received best on-time supplier recognition award from Harmer & Simmons Ltd

2012

Received supplier recognition award from Teradyne

2014

Received supplier recognition award from Agilent

2015

Received Sin Chew Business Excellence Award 2015 under the category of Product and Service Excellence

2016

Received Golden Eagle Award under the Excellent Eagles category from Nanyang Business Daily

2017

Received recognition for outstanding commitment and support of new product introduction from Teradyne

2018

Received strategic partner award from Manpower Department, Ministry of Human Resources Malaysia

2019

Received supplier recognition award from Keysight for Best in Class Performance Quality

2020

Received recognition in 2020 Forbes Asia's Best Under A Billion list

2021

Received Manufacturing Sector Award Category 3 in conjunction with Industry Excellence Award (AKI) 2020 from Ministry of International Trade and Industry (MITI)

2022

Received supplier recognition award from Teradyne

2023

Received Malaysia Sustainability Excellence Award from KSI Strategic Institute for Asia Pacific

2024

Received 2023 PRISM Award (ESG Collaboration: Social Impact) from ASM as being recognised for exceptional performance, continuous progression, and contributions to ESG practices
Received Manufacturing Asia Awards 2024 from Manufacturing Asia

2025

Received the Lam Research 2025 Supplier Excellence Award for Leadership in Operational Execution, recognizing UWC's world-class precision engineering and operational excellence.

UWC officially certified as an Akademik Dalam Industri (ADI) Centre, marking its recognition as a structured learning and industry-academic excellence hub.

BUSINESS OVERVIEW

UWC is an integrated engineering service provider offering one-stop solutions to companies across the semiconductor, life sciences, and medical technology industries. We provide a full spectrum of engineering solutions, from precision piece part manufacturing to full turnkey assemblies, enabling customers to streamline their supply chains through a single trusted partner.

Our manufacturing expertise spans metal fabrication, precision machining, plastic fabrication, and surface treatment, which are supported by advanced automation and in-process testing technologies. These capabilities allow us to produce highly complex intermediate products such as frames, chambers, and enclosures with the precision demanded by the front-end semiconductor ecosystem. Beyond fabrication, we offer assembly, sub-assembly integration, and system-level integration, where our self-manufactured parts and modules are combined into finished products ready for deployment.

In recent years, UWC has progressively moved up the value chain, expanding the scope from component manufacturing to delivering high-value turnkey solutions, including testers, semiconductor-related modules, and advanced equipment assemblies. The addition of wafer fabrication-related assemblies and critical front-end components in FYE2025 marks a significant step in broadening our portfolio. These ventures not only strengthen our participation in the global semiconductor supply chain but also align with structural industry growth driven by AI, high-performance computing, and electrification.

Outside the semiconductor industry, UWC continues to serve the life sciences and medical technology sectors, where demand for high-precision engineering solutions and medical instrumentation remains resilient. Our involvement in these industries provides a steady earnings base, complementing the cyclical nature of the semiconductor market.

Backed by continuous investments in technology, talent, and cleanroom infrastructure, UWC has built a strong foundation to capture opportunities in high-barrier industries. By combining precision engineering with system-level integration and expanding into wafer fabrication-related assemblies, the Group is well-positioned to support customers' next-generation roadmaps and sustain its long-term growth trajectory.

...Management Discussion & Analysis

FINANCIAL REVIEW

UWC delivered a strong financial performance for FYE2025, supported by recovery of the semiconductor sector and improved operational momentum. The Group recorded revenue of RM386.2 million, marking a 55.5% increase from RM248.4 million in the previous financial year. Profit after tax tripled to RM39.5 million, compared to RM13.2 million in FYE2024. The robust turnaround was mainly driven by stronger order flows from semiconductor customers and improved production efficiency, alongside steady contributions from the life sciences and medical technology segment.

The semiconductor segment continued to serve as the Group's primary revenue contributor, benefitting from increased investment in front-end semiconductor equipment and renewed new product introduction ("NPI") activities among customers. Looking ahead, the semiconductor recovery is expected to continue into the coming year, underpinned by structural trends in AI, 5G, and EVs. Meanwhile, the life sciences and medical technology segments provided steady earnings throughout the year, supported by ongoing demand for high-precision engineering solutions where the life sciences segment is expected to remain as a stable growth pillar.

In FYE2025, the Group achieved earnings per share of 3.68 sen, representing a 161.0% improvement from 1.41 sen in the preceding year. Return on equity strengthened to 8.0%, in tandem with earnings growth. As at 31 July 2025, UWC maintained a robust financial position with cash and bank balances of RM26.7 million, while other investments amounted to RM7.9 million. The Group recorded a low gearing ratio of 0.1 times and current ratio of 3.0 times. Backed by a solid balance sheet and improving market conditions, UWC is well-positioned to capitalise on the semiconductor upcycle and sustain growth across its key customer segments.

REVIEW OF OPERATING ACTIVITIES

TECHNOLOGY

In FYE2025, UWC advanced its technological foundation through a series of strategic upgrades in high-precision machining, automation systems, and digital manufacturing tools. These enhancements were guided by the Group's commitment with a focus on achieving tighter tolerances, shortening cycle times and building resilience into complex production environments, particularly for front-end semiconductor and life sciences applications that demand the highest standards of consistency and reliability.

A key focus area during the year was the enhancement of machining capabilities. The installation of 5-axis simultaneous vertical machining centres and rotary table systems for double-column machines significantly expanded our ability to perform multi-axis operations. These investments reduced fixture requirements, shortened cycle times, and improved process repeatability, while delivering tighter positional accuracy and fine surface finishes demanded by advanced customer programmes.

To complement these core upgrades, we invested in a shrink-fit machine to improve gripping torque and extend tool life, thereby ensuring stability in high-speed machining. The introduction of an NC dry ice cleaning system further enhanced machine reliability by reducing contamination and maintenance downtime. These investments translated into higher uptime and more reliable output across critical machining lines.

Digitalisation remained central to UWC's transformation journey. The Group implemented HYPER MILL 5-axis CAM software and HYPER MILL virtual machining, providing our engineers with advanced programming tools, efficient toolpaths, and reliable collision avoidance. The virtual machining platform allowed toolpaths to be validated before execution, reducing dry-run requirements and boosting machinist confidence. At the same time, the deployment of BLUM probing systems and Solid CAM software strengthened in-process measurement and real-time compensation, ensuring consistency in parts production and further reducing operator dependency.

Together, these investments supported higher throughput, improved first-pass yield, and greater confidence in handling complex projects. Importantly, they reinforced UWC's readiness to participate in a wider range of NPI activities, enabling us to meet customers' evolving requirements in AI, high-performance computing, and advanced medical technologies.

SALES AND MARKETING

In FYE 2025, UWC sustained its market presence across key industries and geographies, supported by stronger demand from semiconductor and life sciences customers. The semiconductor segment continued to be the Group's largest revenue contributor, accounted for approximately 61.0% of the year's total revenue. This reflects the ongoing recovery in both front-end and back-end activities. The life sciences and medical technology segments delivered steady contributions, accounted for around 19.5%, reinforcing its role as a stable earnings pillar.

From a geographical perspective, Malaysia remained the Group's largest revenue contributor. The country made up for approximately 53.0% of total sales. This reflects UWC's strong presence in the domestic semiconductor ecosystem and continued collaboration with multinational clients operating locally. The United States contributed around 19.7%, supported by sustained demand from regional customers. Singapore and Thailand remained as important international markets, collectively accounted for approximately 19.7%, driven by resumed project rollouts and increased supply chain diversification. The remaining revenue was derived from other regions, including Mexico, Korea, India, and selected Asia-Pacific and European countries.

...Management Discussion & Analysis

SALES AND MARKETING (cont'd)

Customer engagement remained a key focus in FYE 2025. UWC continued to prioritise responsiveness, solution-based collaboration and regular technical engagement to support high-value programmes and NPI activities. Close partnerships with strategic customers enabled the Group to deepen project visibility and secure long-term opportunities in both semiconductor and life sciences segments.

Looking ahead, the semiconductor market in Malaysia is expected to strengthen further in line with global industry recovery and increasing foreign direct investments into the country. National initiatives to promote high-value electronic and semiconductor activities will continue to create opportunities across advanced manufacturing, front-end capabilities and engineering services. With its sustained investment in technology, cleanroom development and precision engineering, UWC is well-positioned to leverage these opportunities and expand its role within the regional and global supply chain.

CHALLENGES AND STRATEGY

CONSTANTLY IDENTIFYING AND DEPLOYING LATEST TECHNOLOGIES

Remaining at the forefront of technological advancement is a cornerstone of UWC's strategy. In industries where product complexity is escalating and customer requirements evolve rapidly, the Group continues to strengthen its capabilities by combining advanced equipment, digitalisation, and process innovation. This approach ensures that UWC remains a trusted partner for next-generation semiconductor and life sciences projects.

In FYE2025, we enhanced our machining foundation with the installation of four new 5-axis VMC machines, enabling greater precision and efficiency. These machines significantly shortened cycle times by up to 76% for some projects while enabling us to handle complex geometries and tighter tolerances required in front-end semiconductor assemblies.

Our product development department played a pivotal role in translating these capabilities into customer-ready solutions. Among the milestones achieved during the year were the successful completion of a major light source assembly for front end module, new plastic fabrication and weldment qualifications for critical process modules, and the delivery of chassis systems for semiconductor testing applications. The Group also advanced towards mass production of a test handler system, expanded into gas enclosure projects, and delivered a series of racking solutions and precision-machined components for medical technology. Collectively, these milestones underscore the Group's ability to translate continuous investments in innovation into tangible commercial results.

In parallel, UWC continued to progress its digital transformation roadmap. Key initiatives launched during the year included the FA Portal 2.0, ICRF Portal 2.0, and the use of RPA automation for job creation and order release, which have improved efficiency, accuracy and lead-time management. Enhancements such as the Transmittal Report System and EDCN 2.0 were introduced to strengthen engineering workflows and governance, while future initiatives to enhance overall engineering capabilities and productivity are scheduled for rollout in FY2026. These investments represent important steps in our journey towards a fully digitalised, Industry 4.0-enabled operation.

As part of the ongoing efforts to benchmark against international best practices, UWC participated in Euro Blech 2024 in Hannover, Germany, one of the world's largest exhibitions for sheet metal processing. This platform provided invaluable exposure to the latest innovations in automation, sustainability and digital manufacturing, ensuring that our investment priorities remain aligned with global trends.

By constantly identifying and deploying the latest technologies, UWC continues to reinforce its reputation as a forward-looking engineering partner. Our proactive embrace of automation, digitalisation, and high-precision capabilities positions the Group to deliver greater value to customers, navigate evolving industry requirements, and sustain growth in both the semiconductor and life sciences markets.

CUSTOMER PERFORMANCE

The recovery of the semiconductor sector in FYE 2025 supported a noticeable improvement in customer activities, particularly in the front-end supply chain. Increased order visibility and rising NPI engagements, especially in AI, electrification, and high-performance computing applications, signalled a positive shift in demand. Both front-end and back-end semiconductor customers recorded higher order volumes, reflecting renewed confidence and momentum across the industry.

Life sciences and medical technology continued to provide steady revenue contributions, anchored by ongoing healthcare demand and technological innovation in diagnostics and medical instrumentation. The Group's growing involvement in medical instrumentation projects has helped diversify its revenue base beyond the semiconductor sector.

UWC also remained focused on exiting lower-margin operations and reallocating resources to high-growth, technology-intensive segments. By aligning closely with multinational clients and maintaining strong collaboration throughout product development cycles, the Group is well-positioned to capture growth opportunities amid the sector's recovery.

...Management Discussion & Analysis

CHALLENGES AND STRATEGY (cont'd)

HUMAN CAPITAL

Our people form the foundation of UWC's long-term growth strategy. In FYE2025, we continued to strengthen our workforce by expanding our pool of engineers and technical specialists, particularly in mechatronics, digital manufacturing, and advanced machining. This expansion ensures that we are equipped to manage increasing project complexity while preparing the organisation for opportunities in emerging technologies.

The Group remained committed to employee development through structured training programmes, aimed at enhancing technical expertise and leadership capabilities. To complement this, UWC encouraged international exposure to global best practices. At EuroBlech 2024 in Hannover, representatives gained insights into the latest sheet metal and automation technologies, reinforcing our strategy to adopt sustainable and digitally enabled manufacturing solutions.

To recognise contributions and strengthen retention, approximately 1,946,300 shares were awarded under the Share Grant Scheme during the year. This initiative continues to motivate employees, reward excellence, and align their interests with the Group's long-term performance.

Looking forward, UWC will continue to strike a balance between automation and human talent. While investments in digitalisation and advanced manufacturing technologies enhance productivity, it is the dedication, adaptability, and innovative spirit of our people that will ensure the Group's continued success in 2026 and beyond.

FORWARD LOOKING STATEMENT

UWC looks ahead with measured confidence, underpinned by robust forecasts for semiconductor growth and sustained momentum in life sciences. We believe our solid investments in technology, cleanroom infrastructure, and front-end capabilities will allow us to capitalise on the next upcycle.

Globally, the semiconductor industry is projected to grow by 8.5% in 2026, reaching USD760.7 billion in total sales, according to WSTS forecasts. This growth is expected to be broad-based, with strong contributions from memory, logic and analogue segments. In parallel, wafer fab equipment spending has been forecasted to grow by 6.6% in 2026, reaching USD69.0 billion, reflecting continued expansion in capacity, especially for advanced nodes.

In the life sciences and medical technology sectors, industry forecasts remain favourable. The global medical devices market is expected to grow at a compound annual growth rate (CAGR) of 6.0% over the medium term, rising from around USD640.45 billion in 2024 to approximately USD1,157.0 billion. This trajectory underscores durable demand driven by ageing populations, regulatory changes, and continued innovation in diagnostics and therapeutics.

UWC expects to leverage its strengthened front-end capability to capture a greater share of higher-margin wafer-level assemblies and critical process components. At the same time, steady demand from medical device customers will continue to underpin revenue stability and diversify earnings away from semiconductor cyclicalities.

Assuming steady execution, UWC anticipates continuing growth in revenue and profitability in FY2026, driven by volume recovery, increased content per unit, improved manufacturing utilisation, and tighter integration with customer roadmaps. We remain vigilant about macro uncertainties, geopolitical risk, and foreign exchange volatility, and will continue to manage these through prudent hedging, operational flexibility, and disciplined investment.

In short, 2026 holds the promise of lasting growth, anchored in structural trends of AI, electrification, advanced computing, and health technologies, and UWC is well-positioned to ride forward with resilience and innovation.

CONCLUSION

FYE2025 marked a decisive year for UWC as the Group navigated the semiconductor recovery while strengthening its technological, operational and human capital foundations. The improvement in both front-end and back-end semiconductor demand, combined with the continued resilience of the life sciences segment, supported stronger financial performance and renewed growth momentum.

Strategic investments in precision machining, automation, digitalisation and cleanroom capabilities have bolstered the Group's readiness for more complex, higher-margin programmes. The recognition from Lam Research through the 2025 Supplier Excellence Award reinforced UWC's reputation as a reliable global partner and reflected the Group's disciplined execution and quality-driven culture.

Supported by a diversified customer base, operational agility and forward-looking strategy, UWC is well-placed to capture the next wave of industry opportunities, deliver sustainable value to stakeholders and build on its trajectory of long-term growth.

Dato' Seri Ng Chai Eng

Executive Director/Group CEO

Board Of Directors



From left to right:

1. Ng Sze Yen

Alternate Director to Dato' Lau Chee Kheong/Deputy Group COO

2. Dato' F'ng Meow Cheng

Independent Non-Executive Director

3. Dato' Lau Chee Kheong

Executive Director/Group COO

4. Dato' Wan Hashim Bin Wan Jusoh

Independent Non-Executive Chairman

5. Dato' Seri Ng Chai Eng

Executive Director/Group CEO

6. Dr. Ng Chin Liang

Alternate Director to Dato' Seri Ng Chai Eng/Deputy Group CEO

7. Dato' Seri Lee Teong Li

Independent Non-Executive Director

8. Jariyah Binti Hashim

Independent Non-Executive Director

Profile Of Directors



DATO' WAN HASHIM BIN WAN JUSOH

Independent Non-Executive Chairman

AGE
68

GENDER
Male

NATIONALITY
Malaysian

Qualification

1. Bachelor of Science in Resource Economics, Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia)

Date first appointed to the Board

7 November 2018

Membership of Board Committee

None

Working Experience and Occupation

1. Assistant Director, MIDA Kuala Lumpur (1981 – 1991)
2. Deputy Director, MIDA Los Angeles, USA (1991 – 1995)
3. Director, MIDA Kuala Lumpur (1996 – 2003)
4. Director, MIDA Boston, USA (2003 – 2006)
5. Director, MIDA New York, USA (2007 – 2008)
6. Director of Foreign Direct Investment Promotion, MIDA Kuala Lumpur (2009 – 2011)
7. Senior Director, MIDA Kuala Lumpur (2011 – 2012)
8. Executive Director, MIDA Kuala Lumpur (2012 – 2014)
9. Senior Executive Director, MIDA Kuala Lumpur (2014 – 2017)

Present Appointment

1. Independent Non-Executive Director of NuEnergy Holdings Berhad (formerly known as ILB Group Berhad)
2. Independent Non-Executive Director of AYS Ventures Berhad

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DATO' SERI NG CHAI ENG

Executive Director/Group Chief Executive Officer

AGE 62 | GENDER Male | NATIONALITY Malaysian

Qualification

1. Malaysian Skills Certificate Level 1 (formerly known as Sijil Kecekapan Ketukangan Peringkat Asas)
2. Malaysian Skills Certificate Level 2 (formerly known as Sijil Kecekapan Ketukangan Peringkat Pertengahan)
3. Certificate in Administrative Management, Centre for Business Studies (London)
4. Certificate in Production and Quality Control Management, Centre for Business Studies (London)

Date first appointed to the Board

29 March 2018

Membership of Board Committee

None

Working Experience and Occupation

1. Apprentice electrician, Mattel (Malaysia) Sdn. Bhd. (1982 – 1983)
2. Senior Technician, Leader Electrical Appliances Manufacturing Sdn. Bhd. (now known as GUH Electrical Appliances Sdn. Bhd.) (1985 – 1990)
3. Plant Manager, Leader Electrical Appliances Manufacturing Sdn. Bhd. (now known as GUH Electrical Appliances Sdn. Bhd.) (1990)

Present Appointment

1. Advisor of the Federation of Malaysian Foundry and Engineering Industries Associations (FOMFEIA)
2. Industry Relations Chairman of Penang Premium Business Enterprise Association (PPBEA)
3. Chairman in Sekolah Jenis Kebangsaan (C) Beng Teik (Pusat)
4. Director of UMedic Group Berhad
5. Director of all subsidiaries of UWC Berhad
6. Director of several private limited companies

Any family relationship with any director and/or major shareholder of UWC

He is the father of Dr. Ng Chin Liang, his Alternate Director

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DATO' LAU CHEE KHEONG

Executive Director/Group Chief Operations Officer

AGE	GENDER	NATIONALITY
62	Male	Malaysian

Qualification

1. Sekolah Menengah Jenis Kebangsaan Hua Lian Taiping, Perak
2. Professional Diploma in Business Administration (Finance), Genovasi Centre for Higher Learning

Date first appointed to the Board

29 March 2018

Membership of Board Committee

None

Working Experience and Occupation

1. Technical Supervisor, Tekskill Component Sdn. Bhd. (1980 – 1984)
2. Supervisor, Toriki Metal Engineering Sdn. Bhd. (1984 – 1986)
3. Assistant Factory Manager, Leader Electrical Appliances Manufacturing Sdn. Bhd. (now known as GUH Electrical Appliances Sdn. Bhd.) (1986 – 1991)

Present Appointment

1. Vice President of Persatuan Alumni Sekolah Hua Lian Taiping Zon Utara Malaysia
2. Vice President of Lembaga Jemaah Pengurus Sekolah SJK (C) Chiao Nan, Pulau Pinang
3. Vice Chairman of Hua Lian High School Taiping
4. Advisor Kelab Sukan Dan Rekreasi Roket Pulau Pinang.

5. Committee Member of Persatuan Kebajikan 88 Kapten Pulau Pinang
6. Chairman of Construction Committee of SJK (C) Chiao Nan, Pulau Pinang
7. Advisor for Penang Foundry & Engineering Industries Association
8. Deputy Chairman of Int'l & Domestic Trade Fair of North Perak Chinese Chamber of Commerce and Industry
9. Honorary Chairman of Low Clan Association Penang
10. Director of all subsidiaries of UWC Berhad
11. Director of several private limited companies

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DATO' SERI LEE TEONG LI

Independent Non-Executive Director

AGE 64 | **GENDER** Male | **NATIONALITY** Malaysian

Qualification

1. Manufacturing Management, The SANNO Institute of Management, Japan
2. Certificate in Computer Programming and Information Procession, City and Guilds of London Institute

Date first appointed to the Board

31 July 2025

Membership of Board Committee

1. Audit Committee (Member)
2. Risk Management Committee (Member)
3. Nomination Committee (Chairman)
4. Remuneration Committee (Chairman)

Working Experience and Occupation

1. Senior Manager, Dynacraft Incorporated Sdn. Bhd. (1979 – 1992)
2. Operations Manager, Gotoh Manufacturing, Japan (1993 – 1998)
3. Vice President, AKN Industries Sdn. Bhd. (1999 – 2001)
4. Director, Am-Seiko Sdn. Bhd. (2001 – 2007)
5. Regional General Manager, Amphenol TCS Malaysia Sdn. Bhd. (2008 – Present)

Present Appointment

1. Chairman of Federation of Malaysian Manufacturers, Penang Branch
2. Director of Amphenol TCS (Malaysia) Sdn. Bhd.

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

0/0

...Profile Of Directors



DATO' F'NG MEOW CHENG
Independent Non-Executive Director

AGE | **GENDER** | **NATIONALITY**
59 | Female | Malaysian

Qualification

1. Bachelor of Science in Business Administration, University of Southwestern Louisiana, USA
2. Master of Management, Australian Institute of Business, Australia
3. Member of Malaysian Institute of Certified Public Accountants
4. Member of Malaysian Institute of Accountants

Date first appointed to the Board

7 November 2018

Membership of Board Committee

1. Audit Committee (Chairman)
2. Risk Management Committee (Member)
3. Nomination Committee (Member)
4. Remuneration Committee (Member)

Working Experience and Occupation

1. System Planner, Sony Electronics (M) Sdn. Bhd. (1991 – 1992)
2. Audit Junior to Assistant Manager, Russ Ooi & Associates (1992 – 1996)
3. Manager, H. B. Ooi & Co (1996 – 1998)
4. Manager, K. B. Tan & Co (1998 – 2002)
5. Auditor, MC F'ng & Associates (2002 – Present)

Present Appointment

1. Independent Non-Executive Director of Aurelius Technologies Berhad
2. Independent Non-Executive Director of SNS Network Technology Berhad
3. Independent Non-Executive Director of PSP Energy Berhad
4. Director of several private limited companies

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



JARIYAH BINTI HASHIM

Independent Non-Executive Director

AGE 63 | **GENDER** Female | **NATIONALITY** Malaysian

Qualification

1. Bachelor of Science (Chemistry), Western Illinois University, Macomb
2. Master of Science (Chemistry), Western Illinois University, Macomb
3. Honorary Master of Economics, Universiti Malaysia Perlis
4. Train-The-Trainer (TTT) Certified Trainer

Date first appointed to the Board

2 May 2024

Membership of Board Committee

1. Audit Committee (Member)
2. Risk Management Committee (Chairman)
3. Nomination Committee (Member)
4. Remuneration Committee (Member)

Working Experience and Occupation

1. Engineer, Process Engineering, Advanced Micro Devices ("AMD") (1986 – 1991)
2. Manager, Process Engineering, AMD (1991 – 1994)
3. Director of Quality Engineering, Environment, Health & Safety ("EHS"), Facilities and Physical Distribution, AMD (1994 – 2001)
4. Director of Quality Engineering, EHS, Security, HR Business Partner and Total Continuous Process Improvement, AMD (2001 – 2010)

5. Vice President, Education and Human Capital Division, Northern Corridor Implementation Authority ("NCIA") (2010 – 2016)
6. Vice President, Manufacturing Division, NCIA (2016 – 2019)
7. Regional Head, Perak and Pulau Pinang, NCIA (2019 – 2022)

Present Appointment

1. Member of Kelab Pembangunan TVET and Usahawan Pulau Pinang
2. Board Member of Koperasi Usahawan Pendidikan Latihan Teknikal dan Vokasional Pulau Pinang (UTVET) Berhad

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

...Profile Of Directors



DR. NG CHIN LIANG

Alternate Director to Dato' Seri Ng Chai Eng/
Deputy Group Chief Executive Officer

AGE	GENDER	NATIONALITY
32	Male	Malaysian

Qualification

1. Bachelor of Arts (First Class Honours) in Accounting and Finance, University of Exeter, UK
2. Master of Science (Distinction) in Accounting and Finance, University of Exeter, UK (Under Scholarship)
3. Fellow Member of the Association of Chartered Certified Accountants
4. Member of the Malaysian Institute of Accountants
5. Doctor of Business Administration, Wawasan Open University

3. Member of Institute-Industry Management Board, Institut Latihan Perindustrian Arumgam Pillai Nibong Tebal
4. Member of Technical Advisory Committee, Institut Teknikal Jepun Malaysia (JMTI)
5. Council Member of Federation Malaysia Manufacturer
6. Advisor of Junior Chamber International (JCI) Bayan
7. Director of Penang Science Cluster
8. Council of Experts the Government-Industry TVET Coordination Body (GITC)
9. Director of several private limited companies

Date first appointed to the Board

15 November 2019

Membership of Board Committee

None

Working Experience and Occupation

1. Audit Associate, Deloitte PLT, Penang (2015 – 2016)
2. Assistant Finance Manager, UWC Holdings Sdn. Bhd. (2016 – 2018)
3. Head of Corporate Affairs and Communications, UWC Berhad (2018 – 2019)

Any family relationship with any director and/or major shareholder of UWC

He is the son of Dato' Seri Ng Chai Eng, the Executive Director/ Group CEO and major shareholder of UWC

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

6/6

Present Appointment

1. Vice Chairman of Penang Skill and Development Centre
2. Member of Industry Advisory Committee, Politeknik Seberang Perai

...Profile Of Directors



NG SZE YEN

Alternate Director to Dato' Lau Chee Kheong/
Deputy Group Chief Operations Officer

AGE 42 | **GENDER** Female | **NATIONALITY** Malaysian

Qualification

1. Bachelor of Mechanical Engineering, Universiti Tun Hussein Onn
2. Certified Innovation Professional (CIP) at Global Innovation Management Institute
3. Certified Innovation Manager at Global Innovation Management Institute
4. Master of Business Administration (MBA) at HELP University

Date first appointed to the Board

3 Jan 2025

Membership of Board Committee

None

Working Experience and Occupation

1. Project Engineer, UWC Holdings Sdn. Bhd. (2006 – 2009)
2. Senior Engineer, UWC Holdings Sdn. Bhd. (2009 – 2010)
3. Assistant Business Development Manager, UWC Holdings Sdn. Bhd. (2010 – 2011)
4. Business Development Manager, UWC Holdings Sdn. Bhd. (2011 – 2018)
5. Head of Operation, UWC Berhad (2018 – 2020)
6. General Manager, UWC Berhad (2020 – 2024)
7. Deputy Group Chief Operations Officer (2024 – Present)

Present Appointment

1. Board of Director in SJK (C) Kim Sen
2. Vice Chairman, PIBG (Parent-Teacher Association), SJKC Kim Sen
3. Member of Activity Committee, SMJK Jit Sin
4. Academy Advisor in UWC Professional Diploma Programs
5. Industry Advisor, Wawasan Open University

Any family relationship with any director and/or major shareholder of UWC

Niece of Dato' Seri Ng Chai Eng

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Number of board meetings attended in the financial year

2/2

...Profile Of Directors

Training Programs attended by the Director

The following are the seminar, conference, webinar and sharing session attended by the Directors as at financial year ended 31 July 2025 (“FYE 2025”).

Name of Directors	Mode of Training	Title
Dato' Wan Hashim Bin Wan Jusoh	Webinar Physical Physical	Briefing on Greenhouse Gas (GHG) Inventory and Reporting Anti-Corruption Training for Directors Amendments to Listing Requirements
Dato' Seri Ng Chai Eng	Webinar Webinar	Driving Export Competitiveness: A Sustainability Perspective from Malaysia and Singapore HSBC Global Private Banking 2025 Mid-Year Investment Outlook
Dato' Lau Chee Kheong	Webinar Training External	Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 2025 Alibaba AI Study Tour Asia-Pacific Business Forum 2025
Dato' Seri Lee Teong Li	Physical Physical Physical Physical Physical	Safety Measure in Major Hazard Industries - (CIMAH) Malaysia Technical Standards Forum (MTSFB) - Smart Manufacturing Strengthening Industrial Productivity Through Talent Regional Comprehensive Economic Partnership (RCEP) Revolution, Maximise Your Trade Potential Green Technology & Energy Efficiency (EECA Act)
Dato' F'ng Meow Cheng	Webinar Webinar Webinar Webinar Webinar	MIA Webinar Series: Tax and Law Relating to Property Transaction, Capital Gains Tax, Estates and Trusts MIA Webinar Series: Practical Implementation of e-Invoicing in Malaysia - Concepts & Challenges SSM X BNM: Roles and Responsibilities of Company Secretaries as Compliance Officers Under AMLA 2001 MIA Webinar Series: Accounting for Financial Instruments in Accordance with MPERS (Covering Section 11, 12 & 22) Case Study-Based MFRS Webinar: MFRS 18 – Presentation and Disclosure in Financial Statements
Jariyah Binti Hashim	Webinar Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP) Understanding IFRS S1 and S2: Climate and Sustainable Reporting Simplified by CA Swati Gupta
Dr. Ng Chin Liang	Physical Webinar Physical Physical Webinar	Empowering the Malaysian Workforce: Innovations and Strategies for Sustainable Growth The Digital Shift: Empowering SMEs in Manufacturing seminar Market Outlook Propelling Malaysia Forward 2024 Penang Series Leadership Project ~ Strategic Entrepreneurs Program Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Ng Sze Yen	External External External External External Webinar	Lean Six Sigma (Yellow Belt) INDUSTRIAL RELATIONS ACT 1967 (AMENDMENT 2020) AI-Powered HR: Automate Tasks, Boost Productivity Safety & Health Committee Compliance Auditing and Risk Monitoring Cleanroom Management / Protocol Technology Mandatory Accreditation Programme Part I

...Profile Of Directors

Remuneration

The following are the remuneration breakdown of all directors as at FYE 2025.

Name of Directors	Salaries (RM'000)	Fees (RM'000)	Bonus (RM'000)	Employee Provident Fund and Social Security Organisation (RM'000)	Allowances (RM'000)	Share Grant Scheme Expense (RM'000)	Total (RM'000)
Dato' Seri Ng Chai Eng	832	-	-	34	-	-	866
Dato' Lau Chee Kheong	832	-	-	34	-	-	866
Dato' Wan Hashim Bin Wan Jusoh	-	72	-	-	6	-	78
Dato' Seri Lee Teong Li	-	-	-	-	-	-	-
Dato' F'ng Meow Cheng	-	36	-	-	3	-	39
Jariyah Binti Hashim	-	36	-	-	3	-	39
Dr. Ng Chin Liang	270	-	-	34	19	49	372
Ng Sze Yen	437	-	-	47	18	108	610

Profile Of Key Senior Management

Tan Kean Hean

Head of Machining Division

Age : 60
Gender : Male
Nationality : Malaysian

Qualification

1. Apprentice Certificate, Lembaga Latihan Perindustrian dan Persijilan Ketukangan Kebangsaan Kementerian Buruh Malaysia

Date first appointed to the Key Senior Management

1 May 2018

Working Experience and Occupation

1. Technician, Loh Kim Teow Engineering Sdn. Bhd. (1986 – 1991)
2. Sales and Application Engineer, George Cohen (Malaysia) Sdn. Bhd. (1992 – 1997)
3. Director, Numeric Precision Engineering Sdn. Bhd. (1997 – 2000)
4. Head of Machining Division, UWC Berhad (2018 – Present)

Present Appointment

Director of UWC Automation Sdn. Bhd.

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

Chong Yee Beng

Senior Manager of Engineering Division

Age : 56
Gender : Male
Nationality : Malaysian

Qualification

1. Bachelor of Mechanical Engineering, Universiti Teknologi Malaysia

Date first appointed to the Key Senior Management

1 May 2018

Working Experience and Occupation

1. Technical Engineer, Antah Schindler Sdn. Bhd. (1993 – 1995)
2. Senior Purchasing Engineer, Antah Schindler Sdn. Bhd. (1995 – 2002)
3. Production Manager, Advance Engineering Manufacturer Sdn. Bhd. (2002 – 2003)
4. Engineering Manager, UWC Holdings Sdn. Bhd. (2003 – 2018)
5. Senior Manager of Engineering Division, UWC Berhad (2018 – Present)

Present Appointment

None

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None

...Profile Of Key Senior Management

Khor Kean Seng

Senior Manager of Industrial Engineering and Production Division

Age : 55

Gender : Male

Nationality : Malaysian

Qualification

1. Diploma in Electrical Engineering, Institut Teknologi Butterworth

Date first appointed to the Key Senior Management

1 May 2018

Working Experience and Occupation

1. Engineer, Penang Seagate Industries (M) Sdn. Bhd. (1992 – 1993)
2. Supervisor, UWC Holdings Sdn. Bhd. (1993)
3. Section Head, UWC Holdings Sdn. Bhd. (1993 – 2010)
4. Factory Manager, UWC Holdings Sdn. Bhd. (2010 – 2018)
5. Senior Manager of Industrial Engineering and Production Division, UWC Berhad (2018 – Present)

Present Appointment

None

Any family relationship with any director and/or major shareholder of UWC

None

Any conflict of interests that the person has with UWC

None

Other than traffic offences, the list of convictions for offences within the past five (5) years and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year

None



Corporate Governance Overview Statement

The Board of Directors (“the Board”) of UWC Berhad (“UWC” or “the Company”) recognises the importance of sound corporate governance and is committed to uphold the high standard of corporate governance and ethics throughout the Company and its Group of Companies (“the Group”).

This Corporate Governance Overview Statement (“Statement”) is presented pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the resolution and approval of the Board.

The objective of this Statement is to provide an overview of the application of the corporate governance practices of the Group during the financial year ended 31 July 2025 (“FYE 2025”). In accordance with Malaysian Code on Corporate Governance (“MCCG”) issued by the Securities Commission Malaysia (“SC”), the main principles governing these governance practices are namely Board Leadership and Effectiveness; Effective Audit and Risk Management; and Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

Separately, the Board has also provided specific disclosures on the application of each Practice in its Corporate Governance (“CG”) Report. The stakeholders are advised to read this Statement in conjunction with the CG Report. The CG Report is available on the Company’s website at www.uwcberhad.com.my as well as the Company’s announcement made to Bursa Securities on 26 November 2025 together with the announcement of Annual Report FYE 2025.

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities

The Board is entrusted to overseeing the overall management of the business affairs of the Group; determining all major policies; ensuring effective strategies and management are in place; assessing the performance of the Group and its management team; and reviewing the systems of risk management and internal control of the Group.

When implementing the business plan, the Executive Directors are responsible for executing corporate decisions made by the Board while the Non-Executive Directors scrutinise the management performance by providing independent views and advice in the interests of the shareholders at large.

In order to ensure that its obligations to its shareholders and other stakeholders are understood, the Board has defined and collectively review and approved its roles and responsibilities as well as its schedule of reserved matters in its Board Charter.

The Board will periodically review and track the management performance through its review of the interim financial results of the Group. The Board is kept abreast of the latest updates of the Company in the quarterly Board Meeting.

The Group has in place the Anti-Bribery and Anti-Corruption Policy in keeping with the commitment set forth to prevent and detect bribery and corruption. This Policy is prepared in accordance with the Malaysian Anti-Corruption Commission Act 2009 and Malaysian Anti-Corruption Commission (Amendment) Act 2018.

In addition, the Group has also adopted Whistle Blowing Policy. The objective of this Whistle Blowing Policy is to create open work environment practice within the Group. The Code of Conduct serve as a tool for the Board to convey and instil its values into the organisation. During the financial year, the Board has reviewed and approved the revised Code of Conduct to ensure they are implemented effectively and kept compliance with the changes in regulatory requirements.

In putting the Diversity Policy into action, the Board, through Nomination Committee, will conduct all prospective Board appointment processes in a manner that promotes diversity on. Candidates will be identified and shortlisted based on meritocracy focusing on variety of factors, including, among others, professional experiences, business experiences, skills, expertise and academic grounding whilst taking into consideration diversity of gender, age and ethnicity.

The Board has also introduced the Fit and Proper Policy for Directors which defines the criteria in the evaluation of directors before their appointment and/or re-election to the Board.

The Board adopted Conflict of Interest (“COI”) Policy applicable to all Directors and Key Senior Management of the Group. This COI Policy provides guidance to identify and manage any circumstances that might give rise to COI situation. No change to the Terms of Reference of Risk Management Committee following a review.

The Board Charter, Code of Conduct, Whistle Blowing Policy, Anti-Bribery and Anti-Corruption Policy, Diversity Policy, the Fit and Proper Policy for Directors, COI Policy as well as the Terms of Reference of the Board Committees are published onto the corporate website at www.uwcberhad.com.my. The Board Committees referred to the Audit Committee, Risk Management Committee, Nomination Committee and Remuneration Committee.

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

I. Board Responsibilities (cont'd)

The Board Chairman instils good governance practices, leadership and effectiveness in the Board through chairing of board and shareholders meetings and deliberating together with the Board members on board matters and policies. The position of Board Chairman and Group Chief Executive Officer ("CEO") are held by different individuals. The role of the Board Chairman is to ensure the effective functioning of the Board while the key roles of the Group CEO is to lead and manage the Group's operations and business activities as well as execute the decisions made by the Board.

The Board is assisted by the qualified and competent Chartered Secretaries who are qualified in accordance with the requirements of the Companies Act 2016 and equipped with relevant experience and competence on statutory and regulatory requirements. The Company Secretaries assist the Board in discharging its duties in regard to compliance with regulatory requirements, guidelines, legislations and the principles of best corporate governance practices.

Board papers were circulated to the Board members at least seven (7) days in advance of each Board meetings in order to provide the Board members with information beforehand so that they can deliberate issues more effectively during the Board meetings. During the board meeting, Executive Directors and Management were also invited to attend the Board meetings to provide explanations to the Board on the agenda discussed.

The Board also has access to all information and assistance necessary for the discharge of its responsibilities. Subject to Board's approval, all Board members could seek independent professional advice in discharging their responsibilities, at the expense of the Group.

The underlying factors of Directors' commitment to the Group are devotion of time and continuous improvement of knowledge and skill sets. During the financial year, six (6) Board meetings were held. These meetings were attended by all members of the Board.

The Board is responsible for the overall direction on the sustainability efforts and initiatives of the Group. The roles and responsibilities of the sustainability governance bodies are disclosed in Sustainability Report of this Annual Report. In order to discharge their duties effectively as Director, the Board attended appropriate seminars, trainings, or workshops during the year to continuously enhance their knowledge and stay abreast of latest developments relating to sustainability matters. In line with Practice 4.5 of the MCCG, the Board has appointed Dr. Ng Chin Liang, the Deputy Group CEO to lead the sustainability initiatives of the Group.

The Board is updated regularly by the Company Secretaries and management on the training programme available by regulators and professional bodies. The present Board members have attended the following trainings:

Name of Directors	Mode of Training	Title
Dato' Wan Hashim Bin Wan Jusoh	Webinar	Briefing on Greenhouse Gas (GHG) Inventory and Reporting
	Physical	Anti-Corruption Training for Directors
	Physical	Amendments to Listing Requirements
Dato' Seri Ng Chai Eng	Webinar	Driving Export Competitiveness: A Sustainability Perspective from Malaysia and Singapore
	Webinar	HSBC Global Private Banking 2025 Mid-Year Investment Outlook
Dato' Lau Chee Kheong	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Training	2025 Alibaba AI Study Tour
	External	Asia-Pacific Business Forum 2025
Dato' Seri Lee Teong Li	Physical	Safety Measure in Major Hazard Industries - (CIMAH)
	Physical	Malaysia Technical Standards Forum (MTSFB) - Smart Manufacturing
	Physical	Strengthening Industrial Productivity Through Talent
	Physical	Regional Comprehensive Economic Partnership (RCEP) Revolution, Maximise Your Trade Potential
	Physical	Green Technology & Energy Efficiency (EECA Act)

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

I. Board Responsibilities (cont'd)

Name of Directors	Mode of Training	Title
Dato' F'ng Meow Cheng	Webinar	MIA Webinar Series: Tax and Law Relating to Property Transaction, Capital Gains Tax, Estates and Trusts
	Webinar	MIA Webinar Series: Practical Implementation of e-Invoicing in Malaysia - Concepts & Challenges
	Webinar	SSM X BNM: Roles and Responsibilities of Company Secretaries as Compliance Officers Under AMLA 2001
	Webinar	MIA Webinar Series: Accounting for Financial Instruments in Accordance with MPERS (Covering Section 11, 12 & 22)
	Webinar	Case Study-Based MFRS Webinar: MFRS 18 – Presentation and Disclosure in Financial Statements
Jariyah Binti Hashim	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Webinar	Understanding IFRS S1 and S2: Climate and Sustainable Reporting Simplified by CA Swati Gupta
Dr. Ng Chin Liang	Physical	Empowering the Malaysian Workforce: Innovations and Strategies for Sustainable Growth
	Webinar	The Digital Shift: Empowering SMEs in Manufacturing seminar
	Physical	Market Outlook Propelling Malaysia Forward 2024 Penang Series
	Physical	Leadership Project ~ Strategic Entrepreneurs Program
	Webinar	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Ng Sze Yen	External	Lean Six Sigma (Yellow Belt)
	External	INDUSTRIAL RELATIONS ACT 1967 (AMENDMENT 2020)
	External	AI-Powered HR: Automate Tasks, Boost Productivity
	External	Safety & Health Committee Compliance Auditing and Risk Monitoring
	External	Cleanroom Management / Protocol Technology
	Webinar	Mandatory Accreditation Programme Part I

II. Board Composition

Presently, the majority of the board members are Independent Non-Executive Directors. This composition is on par with Paragraph 15.02 of the MMLR as well as the practice required for Large Company under the MCCG. Descriptions of the background of each director are presented in the respective Profile of Directors in this Annual Report.

The Nomination Committee (“NC”) reviewed the independence of the Independent Directors annually based on the requirements and definition of “independent director” as set out in the MMLR, the confirmation of independence declared by Independent Directors as well as their objectivity in carrying out their duties and responsibilities objectively.

The appointment of Board and key senior management are based on objective criteria, merit and with due regards for diversity in skills, experience, age, cultural background and gender. The current diversity in age distribution, gender and skillsets of the existing Board are shown in Practice 5.5 of the MCCG in the CG Report.

When identifying candidates for appointment as director, the NC would consider recommendations from existing board members, management, major shareholders and third-party sources, thereafter shortlist candidates for the Board's further deliberation.

The Board evaluates candidates for directorship based on their skills, knowledge, professionalism, character and experience in line with the needs of the Group.

On 19 December 2024, the NC has considered the nomination for appointment of Madam Ng Sze Yen (“Madam Ng”) for appointment as an alternate director to Dato’ Lau Chee Kheong and Deputy Group Chief Operations Officer (“COO”). The NC has assessed the suitability of Madam Ng based on her qualification and contributions to the Group and opined that Madam Ng was a suitable candidate aligning with the Group’s succession planning strategy, given her extensive management experience and invaluable in-depth technical knowledge in engineering, both have been instrumental in driving value creation for the Group. Accordingly, the NC had recommended the appointment of Madam Ng as Alternate Director and Deputy Group COO to Dato’ Lau Chee Kheong for Board's consideration and approval.

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

II. Board Composition (cont'd)

During the year, the NC has also reviewed and assessed the suitability, qualifications, experience and independence of Dato' Seri Lee Teong Li ("Dato' Seri Lee") for appointment as an Independent Non-Executive Director. Based on the satisfactory outcome of the said nomination evaluation, the NC resolved to recommend the appointment of Dato' Seri Lee as an Independent Non-Executive Director to the Board.

The Board has adopted a Fit and Proper Policy for Directors. The purpose of this Policy is to define the criteria (i.e. character, experience, integrity, competence and time commitment to effectively discharge his/her role) in the evaluation of directors before their appointment and re-election to the Board.

The board is committed to workplace diversity and recognizes the benefits arising from employee and board diversity. UWC has in place a Diversity Policy for the Board and its workforce as the Board is of the collective opinion that the Diversity Policy is a formalisation of the Group's commitment to gender diversity at board level and across the Group.

The INEDs, Dato' F'ng Meow Cheng and Jariyah Binti Hashim are female Directors which represents 33% female representation on Board. Their presence is in line with Practice 5.9 of the MCGC, as well as MMLR which mandates presence of at least one (1) female Director on board. The Board views the incorporation of gender diversity in the boardroom as a long-term goal, and is committed to provide equal opportunities and nurturing diversity within the Group.

An annual assessment of the Board is undertaken following the completion of the financial year. The evaluation is carried out by way of questionnaires distributed to all Directors. The questionnaires cover the composition, role, procedures and practices of the Board as a whole, as well as the self-assessments of each individual Director's performance. In the assessments, the NC took into consideration, among others but not limited to, the character, experience, integrity, personality, competence and contribution of each Director. All responses are treated with strict confidentiality and submitted to the Company Secretary for summarization for consideration by the NC and subsequent report back to the Board.

On 10 September 2025, the Company Secretaries tabled the results of the annual evaluations performed by the directors for the financial year 2025 to the NC, which cover the following areas:

- i. Review of the current Board's structure, size and composition;
- ii. Assess the effectiveness of the Board as a whole and Board's Committee as well as the contribution of each individual Director;
- iii. Evaluation of the Board's effectiveness in addressing Environmental, Social and Governance ("ESG") considerations and sustainability targets;
- iv. Review the required mix of skills and experience and other qualities, including core competences of the members of the Board,
- v. Evaluation on the level of Independency of the Independence Directors,
- vi. Review of the training and professional development attended by the Directors; and
- vii. Review and recommendation on the re-election of retiring Directors.

The NC noted satisfactory results from the above evaluations and reported to the Board accordingly.

The NC had conducted an annual review over the performance of the Audit Committee and its members, the NC was of the view that Audit Committee and its members have carried out their duties in accordance with the terms of reference of the Audit Committee. At the same time, the executive Board members, in reviewing the reports from the Audit Committee, affirmed that Audit Committee and its members have carried out their duties in accordance with the terms of reference of the Audit Committee.

III. Remuneration

Broadly, the remuneration policy of the Board requires that the remuneration of the Non-Executive Directors to be determined in accordance with their experience and the level of responsibilities assumed in the Board Committees, their attendance and special skills and expertise they bring to the Board whilst the remuneration of the Executive Directors will be based on the individual's and Group's performance, the market conditions trends and industry practice.

The Board has established its Remuneration Committee comprising wholly Independent Non-Executive Directors. The terms of reference of the Remuneration Committee are posted onto corporate website.

The Remuneration Committee which consists wholly of Non-Executive Directors recommends the remuneration for the Executive Directors. The determination of the remuneration of the Non-Executive Directors is a matter for the Board as a whole. Individual Director abstains from deliberations and voting on the decision in respect of their own remuneration.

...Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness (cont'd)

III. Remuneration (cont'd)

The Remuneration Committee met three (3) times during the financial year.

Pursuant to Section 230(1) of the Companies Act 2016, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

The detailed disclosure of the Directors' remunerations is reported in Practice 8.1 of the MCCG in the CG Report. Nevertheless, details of the remuneration of the Senior Management are not disclosed on a named basis as the Board is of the view that such disclosure may expose our key senior management to unwarranted attention. The Board also believes that non-disclosure of the remuneration information on top five (5) senior management (who are not Board members) will not affect the interest of its shareholders.

However, the Board would endeavour to ensure that the remuneration of the top five (5) senior management commensurate with their duties and responsibilities and aligned to market pay-outs.

Principle B: Effective Audit and Risk Management

I. Audit Committee

The members of Audit Committee ("AC") comprising fully Independent Non-Executive Directors. The Chairman of the Committee is not the Chairman of the Board. Members of the AC are financially literate, with diverse background, experiences and knowledge in accountancy, business management, commercial and corporate laws as well as national investment policies and administration.

None of the members of the AC are former audit partners of the current External Auditors of the Group. The AC is mindful of the minimum three (3) years cooling off period best practice under the MCCG when considering the appointment of former key audit partner from its current External Auditors.

The present External Auditors have been appointed since financial year 2011. Nonetheless, the External Auditor' practises a seven (7) year engagement partner rotation policy.

Before the commencement of the current financial year audit, the AC has reviewed and deliberated with the External Auditors on their audit planning memorandum, covering the audit risk areas, approach, emphasis and timeline.

The External Auditors confirmed that independence check and confirmation procedures are carried out in the firm and there is no conflict of interest for rendering their non-audit services to UWC presently.

II. Risk Management and Internal Control

The Board acknowledges its overall responsibility for maintaining a sound internal control system for the Group identifying and reviewing risks; and ensuring the implementation of appropriate systems to manage risks. While the Board has delegated its oversight role in risk management and the system of internal controls to the Risk Committees, the Board understands the principal risks of the business that the Group is engaged in.

The risk management processes in identifying, evaluating, managing and documenting key risks in UWC are embedded in the operation and business processes in accordance with the ISO Environment and Quality Management System. These processes are performed by respective Heads of Department and reported to the Executive Directors cum Group CEO and COO. During the year, the management has reported to the Risk Management Committees of the status of its key risks.

The detailed features of the Group's risk management and internal control framework are disclosed under Statement of Risk Management and Internal Control ("SORMIC") of this Annual Report.

The Internal Auditors will review the systems of internal control of the Group based on the audit plan approved by the AC. The Internal Auditors will then report their findings, their suggestions for improvement and the management responses to the AC. The progress of the implementation of recommended actions are being monitored through follow up reviews by the Internal Auditors. The AC will then report to the Board on the progress and findings of the internal audit function.

...Corporate Governance Overview Statement

Principle B: Effective Audit and Risk Management (cont'd)

II. Risk Management and Internal Control (cont'd)

During the financial year 2025, the Board has outsourced its internal audit function to KPMG Management & Risk Consulting Sdn. Bhd. ("KPMG MRC"), an independent professional firm which reports directly to the AC. The AC has approved the Internal Audit Plan, which outlines the scopes of internal audit for the whole financial year. Subsequently, the internal audit findings and recommendations for improvement, including action plans agreed with operation level management, were reported to the AC on 17 June 2025.

The AC also reviews and approves the Internal Audit Engagement and fees to ensure the independence and objectivity of the Internal Auditors.

Further details of the Internal Audit function are set out in the AC Report section of this Annual Report.

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

I. Communication with Stakeholders

Information about the Group's business and corporate developments is disseminated through the Company's annual reports, various disclosures to Bursa Securities including quarterly financial results, changes in composition of the Board, changes in shareholdings and others announcements in accordance with the MMLR of Bursa Securities were made from time to time.

In addition, the Group maintains a website at www.uwcberhad.com.my where shareholders or investors may access information of the Group encompassing corporate information, latest financial results, annual reports, announcements to Bursa Securities, Board Charter, other Board policies and Board Committees' terms of reference.

II. Conduct of General Meetings

The Board will ensure that the Notice of the Annual General Meeting ("AGM") is sent to shareholders at least twenty-eight (28) days ahead of the date of general meeting in order to provide sufficient time and opportunity to shareholders to prepare for the discussion in general meetings. The Board Chairman, Chairmen of the respective Board Committees as well as other Board members will be present at the general meetings to respond to shareholders' queries.

The notice of seventh (7th) AGM was despatched to the shareholders on 30 November 2024, which is at least 28 days prior to the meeting held on 6 January 2025. In addition to sending notices, the Company also advertised in a major local news media (The Star) as well as the Company's corporate website.

Likewise, the forthcoming eighth (8th) AGM will be conducted on 9 January 2026 and the Company shall provide the Notice of AGM to the shareholders at least 28 days prior to it. Shareholders who are unable to attend the AGM are advised to appoint proxies to attend and vote on their behalf by completing the proxy form enclosed in the Annual Report and depositing it at the Registered Office at least forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.

All resolutions set out in the Notice of AGM will be put to vote by poll. The Company will also appoint independent scrutineer to validate the vote cast at the general meeting in accordance with the requirements of Paragraph 8.29A of the MMLR of Bursa Securities. The outcome of the AGM will be announced to Bursa Securities on the same meeting day.

Before resorting to the use of technology voting system, the Board will observe the number of shareholders turn-up in the next few general meetings and evaluate the cost and benefit of the electronic and technology voting system options for managing voting by large group of shareholders.

Members of the Board and Board Committees, the management, Company Secretaries and external auditors were present during the 7th AGM held on 6 January 2025 to address any areas of interest or concerns brought up by the shareholders. During the general meeting, the Board addressed all questions posed by shareholders. The Board also presented the response to the queries raised by Minority Shareholders Watch Group ("MSWG") prior to AGM.

The minutes of the 7th AGM detailing the meeting proceedings, outcome of the voting results as well as the response to the MSWG were published on the Company's corporate website in a timely manner.

The Board has deliberated, reviewed and approved this Statement in line with the principles of the MCGC. The Board is satisfied that the Company has fulfilled its obligation under the Code, MCGC, Bursa Securities and all applicable laws and regulations throughout the FYE 2025.

This Statement is made in accordance with a resolution of the Board on 26 November 2025.

Sustainability Report

INTRODUCTION

This sustainability report has been prepared in accordance with the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) as well as in reference to the following frameworks and standards:

- Bursa Malaysia Sustainability Reporting Guide (“Guide”)
- FTSE4Good Bursa Malaysia Index
- Global Reporting Initiative (“GRI”) Standards
- Taskforce on Climate-Related Financial Disclosure (“TCFD”) Framework

The Company and its subsidiaries (“**Group**”) have relied on the guidance provided under the Guide for its sustainability practices. The Guide provides guidance on how to embed sustainability in our organisation and helps us to identify, evaluate and manage our material economic, environmental and social (“**EES**”) risk and opportunities. Our sustainability practices aim to generate long term benefits to our stakeholders in terms of business continuity and value creation. **Besides, we strongly support the 17 United Nations Sustainability Development Goals and will progressively integrated these goals into our sustainability practices.**



FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that UWC Berhad has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (“ESG”) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

UWC Berhad has met the globally recognised standards and successfully been inclusion to the constituents of the FTSE4Good Bursa Malaysia (“F4GBM”) Index and constituents of the FTSE4Good Bursa Malaysia Shariah (“F4GBMS”) Index.

The F4GBM Index, which was launched in December 2014 with 24 constituents, measures the performance of public listed companies (PLCs) that demonstrate strong ESG practices. Meanwhile, the F4GBMS Index that was launched in July 2021 with 54 constituents, is designed to track constituents in the F4GBM Index that are Shariah-compliant in accordance with the Shariah Advisory Council screening methodology. Both indices are reviewed semi-annually in June and December against international benchmarks.

For the latest review period of June 2025, UWC has continued to become a member of the F4GBM Index effective from 23 June 2025.

In addition, UWC Berhad has received Sustainability Excellence Award in Year 2023 from KSI Strategic Institute for Asia Pacific. The award is to recognize UWC Berhad’s commitment to excellence and innovation in areas such as environmental protection, social responsibility and economic sustainability.

During the year, UWC Berhad has received the prestigious PRISM Award in South Korea, acknowledging customer acclaim for outstanding performance, ongoing advancement. This showcases UWC’s attributes of leadership, encompassing ambitious direction, impressive execution, and significant impact; innovation, involving the conception and implementation of novel, creative actions or solutions; and collaboration, reflecting active engagement to attain meaningful result.

The ESG ratings and award received during the year had demonstrated our ongoing commitment to enhance ESG performance, as we are dedicated to incorporating the highest standards of sustainability practices throughout our business and it is a testament to our global commitment. We are pleased to have instilled a strong sustainability mindset among our employees and all stakeholders, which we will continue to seek opportunities to advance our ESG and Sustainability initiatives.

SCOPE OF REPORTING

This report covers the sustainability performance of our core business operations for the financial year ended 31 July 2025 unless stated otherwise.

Our core business operations comprised of manufacturing and provision of precision sheet metal fabrication, precision machined components, value-added assembly services and automation solutions.

...Sustainability Report

ASSURANCE STATEMENT

This Report has not been externally assured. Nonetheless, the Group's sustainability reporting processes are subject to internal validation, assessments and third-party audits disclosed in this Report.

In preparing this Report, we conducted internal validation to verify the accuracy and integrity of the data disclosed. The content of this Report has been reviewed and endorsed by our Board of Directors ("Board") and Sustainability Committee, who have ensured the Report's relevance to the Group's business and that current and material issues are covered. We will consider obtaining external assurance for our sustainability reports in the future years.

COMMITMENT TO SUSTAINABILITY

Our corporate vision is to be the preferred integrated OEM partner providing complete solutions with leading-edge technology while our corporate mission is to be a complete solution for high-tech strategic partners.

Our Board is committed to sustainability practices in our organisation and has appointed Dr. Ng Chin Liang, the Deputy Group CEO, to lead the sustainability development efforts. He is responsible for identifying material sustainability matters and formulating the related sustainability initiatives. Dr. Ng Chin Liang provides strong stewardship towards the implementation of the sustainability initiatives within the Group and he is supported by a number of sub-committees to aid him to discharge this responsibility effectively. Together, Dr. Ng Chin Liang and the sub-committees form the Sustainability Committee which ensures that sustainability practices are embedded and integrated into the Group's business operations rather than as a standalone basis, to ensure continuity, relevance and sustainability of the practices.

The Executive Director cum Group Chief Operations Officer ("COO"), Dato' Lau Chee Kheong was appointed in 2018 as the Chairman of the Safety, Health & Environmental ("SHE") Committee to oversight the safety and health, environment development, including management of health and safety risks. Further details of the activities of SHE Committee set out under the Social Pillar in this Sustainability Report.

We have appointed independent consultant to conduct annual evaluation on UWC's ESG performance which cover various aspects such as Environment, Labour and Human Rights and Ethic in order to drive continual improvements. From there, we utilize the tools to address corrective actions and identify improvements areas to strengthen our current ESG practise. This allows us to fine-tune our sustainability goals and we are endeavoured to achieve a better and more sustainable future for all.

The reporting governance structure is as follows:



* EMS: Environmental Management System

* OHS: Occupational Health and Safety

...Sustainability Report

COMMITMENT TO SUSTAINABILITY (cont'd)

The roles and responsibilities of the above governance bodies are:

The Board

- Oversees the sustainability efforts and initiatives of the Group;
- Reviews and endorses the Group's material sustainability matters;
- Reviews and endorses the sustainability initiatives proposed by the Sustainability Committee;
- Reviews and endorses the annual sustainability report for inclusion in our annual report; and
- Sets strategies that support long-term value creation and includes strategies on EES considerations underpinning sustainability.

Sustainability Committee

- Identifies material sustainability matters that are relevant to the Group's business operations;
- Proposes sustainability initiatives and measures to be implemented across the Group;
- Implements sustainability initiatives that have been approved by the Board;
- Conducts data gathering for sustainability reporting; and
- The Chairman reports the overall progress of the Group's sustainability efforts to the Board.

Sustainability Practices

In line with the Guide, sustainability is viewed in the context of EES, and good governance is regarded as one of the underlying foundations that underpin the focus on performance along the aforementioned dimensions. The terms economic, environmental and social can be explained as follows:

Economic	Environmental	Social
<p>An organisation's impacts on the economic conditions of its stakeholders and on economic systems at local, national, and global levels. It does not focus on the financial condition of the organisation.</p> <p><i>Note: These may include the organisation's procurement practices, or community investment.</i></p>	<p>An organisation's impact on living and non-living natural systems, including land, air, water and ecosystems.</p> <p><i>Note: These may include the organisation's usage of energy and water, discharge of emissions, or loss of biodiversity, etc.</i></p>	<p>The impacts an organisation has on the social systems within which it operates.</p> <p><i>Note: These may include the organisation's relationships with communities, employees, consumers, etc.</i></p>

(Source: Adapted from the GRI Standards)

...Sustainability Report

Stakeholder Engagement

A stakeholder is essentially an individual or a group that has an effect on, or is affected by our Group and our activities. Naturally, our stakeholders influence the way we carry out our business activities and how we formulate our strategies to meet their expectations and to generate long term benefits to our stakeholders in terms of business sustainability and value creation.

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

Stakeholder Groups	Areas of Interest	Engagement Methods
 Investors/ Shareholders	<ul style="list-style-type: none"> • Return on investment • Business prospects • Future roadmap • Corporate governance 	<ul style="list-style-type: none"> • Engagement with shareholders during the Company's annual general meeting • Quarterly reporting • Dissemination of information through the Company's website • Roadshow and Investors' briefing • Whistle Blowing Policy, Shareholder Communication Policy, Corporate Disclosure Policy and Investor Relation Policy
 Directors	<ul style="list-style-type: none"> • Return on investment • Business prospects • Future roadmap • Corporate governance 	<ul style="list-style-type: none"> • Board of Directors meetings • Business updates and CEO reports • Company events
 Management	<ul style="list-style-type: none"> • Human capital • Financial performance • Production performance • Business strategy 	<ul style="list-style-type: none"> • Continuous management progress meeting and reporting • On-going interaction • Company events • ESG related briefings
 Employees	<ul style="list-style-type: none"> • Competitive salary and benefits package • Occupational safety and health • Clear line of reporting and proper communication channel • Work-life balance • Career path and opportunities • UWC Scholarship Fund 	<ul style="list-style-type: none"> • Employee Handbook • Monthly employee meetings • Employee satisfaction survey and feedback • Performance appraisal • Internal training and development • Engagement with employees • Sports and recreation programme • Occupational safety and health programme • Anti-Bribery and Anti-Corruption briefing • Town Hall and Team Building
 Customers	<ul style="list-style-type: none"> • Product quality • Reliable delivery • Competitive prices • Technical advancement • Customer service and responsiveness 	<ul style="list-style-type: none"> • Customer feedback • After sales service • Customer periodic visit and audit • Customer evaluation on suppliers • Training and development • Customer survey
 Vendors	<ul style="list-style-type: none"> • Procurement policy and procedures • Product cost • Industry standard and requirement • Prompt payments within credit period • Business prospects and financial stability 	<ul style="list-style-type: none"> • Supplier Handbook • Disseminate procurement policy and procedures • Supplier evaluation and assessment on suitability of vendors • Reinforcement of code of conduct for ethical practices • Supplier periodic visit and audit • Supplier Day
 Communities	<ul style="list-style-type: none"> • Impact of operations on surrounding environment • Corporate social responsibility • Corporate governance 	<ul style="list-style-type: none"> • Engagement with local communities • Provide job opportunities • Pay attention to polluting emissions and effluents
 Regulatory authorities	<ul style="list-style-type: none"> • Compliance with existing laws • Standards and certification 	<ul style="list-style-type: none"> • Updates on rules and regulations • Consultation with authorities • Attendance at relevant seminars and conferences • Government agency on-site and off-site meetings • Member of the Federation of Malaysia Manufacturers • Member of Malaysia Semiconductor Industry Association

...Sustainability Report

Sustainability Matters

Sustainability matters are the risks and opportunities arising from the EES impacts of an organisation's operations and activities and sustainability matters are considered material if they (a) reflect our Group's significant EES impacts; or (b) substantively influence the assessments and decisions of our stakeholders.

Based on existing policies and practices, we have identified and prioritised the material sustainability matters which have the greatest impacts on our business operations and stakeholders.

United Nations Sustainable Development Goals (“SDGs”)



The SDGs are the blueprint that set by United Nations (“UN”) with collection of 17 interlinked global goals to achieve a better and more sustainable future for all. UWC Berhad is committed to supporting and fulfilling the UN SDGs. We believe in the symbiotic partnership between business, regulatory and society in achieving sustainability in our world.

We focus on aligning our efforts to adopt the UN SDGs which are relevant to our operations. The table below showcases how our sustainability initiatives are aligned with the UN SDGs.

Sustainability Matters	UN SDGs	Sustainability Initiatives
Economic <ul style="list-style-type: none"> - Product Quality - Customer Satisfaction - Supply Chain Management - Innovation - Data Protection and Privacy - Corporate Governance and Ethics 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> </div> <div style="text-align: center;"> <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> <div style="text-align: center;"> <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> </div> </div>	<ul style="list-style-type: none"> ▪ Deliver quality products and services ▪ Meet customers' requirements and expectations ▪ Promote local procurement ▪ Practise the philosophy of Kaizen ▪ Deliver financial values to shareholders such as growth in revenue and earnings and dividend pay out ▪ No cases reported for data breach ▪ Uphold the high standard of corporate governance and ethics ▪ Established Code of Conduct and Whistle Blowing Policy ▪ Established Anti-Bribery and Anti-Corruption Policy and conducted training for all employees ▪ No cases reported for non-compliance with regulatory requirement
Environmental <ul style="list-style-type: none"> - Climate Change and Greenhouse Gas Emissions - Environmental Compliance - Energy Management - Waste Management - Water Management 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>6 CLEAN WATER AND SANITATION</p> </div> <div style="text-align: center;"> <p>7 AFFORDABLE AND CLEAN ENERGY</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>13 CLIMATE ACTION</p> </div> <div style="text-align: center;"> <p>15 LIFE ON LAND</p> </div> </div>	<ul style="list-style-type: none"> ▪ Accreditation of ISO 14001:2015 Environmental Management Systems ▪ Installation of solar power system to reduce carbon footprint ▪ Installation of electric vehicle (“EV”) Charging Station ▪ Advocate energy and paper conservation practise to reduce electricity and paper consumption ▪ Compliance with local regulatory requirements for scheduled waste disposal ▪ Recognition of climate change risk and opportunities ▪ Adopting water management initiatives in water conservation
Workplace <ul style="list-style-type: none"> - Equal Employment Opportunities - Development and Talent Retention - Employee Benefits and Welfare - Human and Labour Rights - Occupational Safety and Health 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>1 NO POVERTY</p> </div> <div style="text-align: center;"> <p>3 GOOD HEALTH AND WELL-BEING</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>4 QUALITY EDUCATION</p> </div> <div style="text-align: center;"> <p>5 GENDER EQUALITY</p> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> </div> <div style="text-align: center;"> <p>10 REDUCED INEQUALITIES</p> </div> </div>	<ul style="list-style-type: none"> ▪ Provide employment with development and talent retention initiatives ▪ Provide equal employment and career growth opportunities for all irrespective of race, religion and disabilities ▪ Uphold human rights and support internationally proclaimed human rights ▪ Support gender equality in our organisation where the women in leadership role comprises 23% of our workforce ▪ Zero tolerance to discrimination and harassment ▪ Zero cases reported for forced or child labour, grievances and discrimination on human right ▪ Safety, Health and Environment (“SHE”) Committee led by Group COO to oversight management of SHE

...Sustainability Report

United Nations Sustainable Development Goals (“SDGs”) (cont'd)

Sustainability Matters	UN SDGs	Sustainability Initiatives
Local Communities <ul style="list-style-type: none">- Local Communities Employment- Corporate Social Responsibility		<ul style="list-style-type: none">▪ Established UWC Scholarship Fund in 2017▪ Community investment with total of approximately RM20,300▪ Established UWC Education Center at Politeknik Malaysia in Seberang Perai▪ Collaboration with Technical and Vocational Education Training▪ Entered Memorandum of Understanding with few several educational institutions▪ Offer internship programme and hired 84 students in current year

ECONOMIC

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

Depending on the financial performance of our Group, we are mindful of rewarding our shareholders with the appropriate returns on their investments in our Company. We engage our shareholders during our annual general meeting which is a platform for them to air their views and to question management on matters of interest. In addition, we conduct periodical investors' briefing and work with independent market researchers for the Group's financial review and analysis. We have in place policies and practices which govern our business dealings and the conduct of our employees and the same have been disseminated to all concerned either through our website or made known to employees at their place of work.

Marketplace

We are committed to conduct our business activities ethically and in a transparent manner so as to build a lasting and trusting business relationship with all our stakeholders.

• Product quality

Our reputation is built upon the quality products we deliver to our customers who are in the semiconductor, life science and medical technology industries which are mostly large Multinational Companies (“MNCs”). Orders from these customers often involve the exchange of confidential information, such as product technologies, designs and specifications. Trust and integrity of the service providers are, therefore, among the major deciding factors for MNCs in selecting their suppliers, and any leakage or unauthorised use of our customers' confidential information could lead to loss of business from these customers. The quality management we have in place is designed to monitor and control the processes from planning and development to production, shorter lead time for delivery and after-sales service in order to fulfil our customers' high demand for quality.

Our ability to provide integrated engineering supporting services has enabled us:

- (i) to participate in design and development activities through our involvement in our customers' new production introduction activities where we assist our customers by providing inputs on design, engineering and manufacturability aspects of a new product;
- (ii) to serve our customers better by helping them to reduce the number of suppliers to whom they outsource for their manufacturing needs; and
- (iii) to have complete control over the entire manufacturing and assembly process which in turn, allows us to readily trace the source of any problem or issue by tracking our entire process flow. The ability to quickly detect the root cause and diagnose the problem throughout the supply chain is critical for most of our MNC customers.

In addition, as most of our manufacturing processes are carried out in-house, we are able to have a better control over the quality of our products, costs of production and delivery lead time. All the above factors have enabled us to maintain our business relationship with our customers.

ECONOMIC (CONT'D)

- **Product quality (Cont'd)**

As a testimony to the quality of our services and capabilities, we have received the following awards:

- 2007 Top 50 Enterprise Awards Malaysia under the category of Golden Award from Malaysia Entrepreneurs' Development Association
- 2008 Best On-Time Supplier Recognition Award from Harmer & Simmons Ltd
- 2012 Supplier Recognition Award from Teradyne
- 2014 Supplier Recognition Award from Agilent
- 2015 Sin Chew Business Excellence Award 2015 under the category of Product and Service Excellence
- 2016 Golden Eagle Award under the Excellent Eagles category from Nanyang Business Daily
- 2017 Outstanding Commitment and Support and New Product Introduction from Teradyne
- 2018 Strategic Partner Award from Manpower Department, Ministry of Human Resources Malaysia
- 2019 Supplier Recognition Award from Keysight for Best in Class Performance Quality
- 2020 Forbes Asia's Best Under A Billion list
- 2021 Manufacturing Sector Award Category 3 in conjunction with Industry Excellence Award (AKI) 2020 from Ministry of International Trade and Industry (MITI)
- 2022 Supplier Recognition Award from Teradyne
- 2023 Malaysia Sustainability Excellence Award from KSI Strategic Institute for Asia Pacific
- 2023 EcoVadis Silver Medal
- 2023 PRISM Award (ESG Collaboration: Social Impact) from ASM
- 2024 Manufacturing Asia Award from Manufacturing Asia
- 2025 Supplier Excellent Award for Leadership in Operational Execution from Lam Research



- **Customer satisfaction**

Our corporate vision is to be the preferred integrated OEM partner providing complete solutions with leading-edge technology. In line with this vision, our service staffs are well trained to give high priority to customer satisfaction and to achieve this attribute our service staffs are required to attend training in product knowledge and soft skills development in line with the Quality Policy commitment within ISO 9001:2015. We believe in product and service quality, reliability of delivery and product satisfaction.

- **Innovation and Industry 4.0**

UWC operates in a dynamic industry and innovation is vital to business success. We are employing business innovation and moving toward to Industry 4.0 environment progressively. In order to adapt Industry 4.0, UWC group have invested in high-end machines with built in remote support interface. Universal data interface for integration of the machines into the networked production facility. The goal is to enable autonomous decision-making processes and real-time connected value creation networks through cyber-physical systems (CPS) and digital technologies (cloud, IoT, Big Data).

ECONOMIC (CONT'D)

- ***Certification***

We have acquired the certification of ISO 9001:2015 - Quality Management Systems which sums up the high standard of management practices in our organisation. This certification ensures our customers consistently receive high quality product and services, which in turns bring many benefits to our customers, management and employees.

We received the ISO 13485:2016 certification (first awarded as ISO 13485:2003 in 2011) for our business processes in the life science and medical technology industry. Based on ISO 9001:2015 framework, ISO 13485:2016 further requires companies to put in place risk management policies as well as maintain effective processes related to the design, manufacture and distribution of medical related devices.

Our environmental management system was accredited with ISO 14001:2015 certification in 2018, demonstrating our ability in managing our environmental responsibilities in a systematic manner. Yearly surveillance audit assessments are conducted by independently appointed audit bodies.

During the year, our Batu Kawan facility have obtained ISO 14644-1:2015 certification, affirming our Class 100 Cleanroom with grade ISO Class 5, 7 and 8 and Class 10,000 Cleanroom with grade ISO Class 7 and 8 have met the respective criteria.

- ***Market presence***

To constantly build up our market share, we regularly visit our customers and suppliers to solidify our market presence. We have visited customers to engage with them and to obtain feedback which will form part of our database to formulate our business strategy to expand our market share.

Our publicity activities are available to be viewed on our website under the "news" category and the presence on social media have both increased public awareness of our Group.

- ***Supply chain management and procurement practises***

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

In addition to that, we work closely with our suppliers to overcome any risk of non-compliance or social issues. We communicate with our supplier via Supplier Handbook about our expectation toward human rights, labour standards and principles of business ethics, such as anti-corruption. Through engaging with our suppliers, we found a lack of knowledge on aspects related to human rights. Due to this, we attempted to enhance their awareness and expect suppliers to acknowledge fundamental principles of human rights as stipulated in our Supplier Handbook acknowledged. To that end, the Group has chosen to have management of its supplier relations coordinated by sourcing/purchasing team which is specifically tasked. This approach is supplemented by employee training programs and actions to raise awareness among the Group's customers and suppliers.

As part of initiatives to drive our supplier to aware about sustainability, we have briefed our supplier about ESG concerns during UWC Supplier Day 2024. We closely monitor our supplier base to mitigate potential supply chain disruption that could be triggered by factors such as severe climate event impacting key suppliers.

Besides, our officers are expected to conduct themselves ethically and are not allowed even to accept non-cash gifts from vendors in relation to cultural/festive celebrations. We will not tolerate any corrupt practices in all business dealings and any breach of the policy will be dealt with severely.

We also pay our suppliers within the stipulated credit period and this practice will help sustain their operations which will be translated into quality service to our Group.

We have an established key supply chain supplying consumable materials, system software, equipment and logistics services for our operations. The local procurement is largely conducted through a screening process managed by Group CEO and General Manager which emphasizes a reliable and cost-effective supply chain.

The Group has also signed a commitment in meeting responsible sourcing of conflict material in response to inhuman treatment in mining from the Republic of Congo and adjoining countries throughout their supply chain.



ESG Briefing during UWC Supplier Day 2024

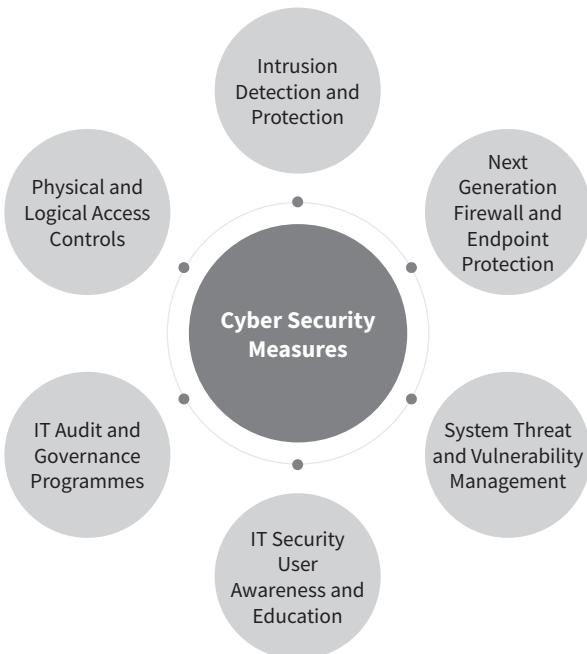
ECONOMIC (CONT'D)

- **IT system**

We are supported by an ERP system which captures all our sales and service, staffs are given access to the system which provides on-time details on stocks and production status. This enables our staffs to engage meaningfully with our customers and therefore cuts down on unnecessary delay in obtaining/extracting data. The system also allows another staff to access to a particular project account in the event the person-in-charge is not around to attend to it. The investment in a reputable IT system will sustain our business practices for the long-term benefits to be derived there from.

- **IT security and data privacy**

Our business model relies heavily on the user's trusts on their data security and safety. Our IT system has all the necessary security features in place to secure our data base and to protect against malware attacks. We secure information assets and personal data of our customers, suppliers and employees through the use of integrated data protection and information security strategy. We have implemented the following cyber security measures, protocols and practises to ensure the safety of our business model from cyber threats.



IT Security Protocols and Practices:

- Deployment of Next Generation Firewall, Endpoint Protection, Antimalware Systems, Access Management System throughout entire Infrastructure
- Data/traffic transmitted through our network is protected for any malicious activities attempting to exploit a known vulnerability and identify and prevent any suspicious activity to ensure detect and prevent the threat
- Apply system and application security patches and perform system vulnerability assessment regularly to prevent malicious attack via the exploitation of vulnerability to ensure maintained secure systems and environment
- Information Security awareness published in UWC Portal and constantly remind and share to employees to ensure that employees are aware of the security standard that need to adhere and maintain awareness of cyber risk
- Regular audit and governance assessment to ensure the robustness of entire IT system and infrastructure
- Limit and control of employee's access to data information and limit the number of privileged accounts while monitor user activities

In FY2025, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.

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

ECONOMIC (CONT'D)

Corporate Governance and Ethics

The board has continuously aimed to promote a sound governance through policies which complied with the latest regulatory requirements and the principles of best corporate governance practices. These include Code of Conduct, Anti-Bribery and Anti-Corruption Policy and Whistle Blowing Policy are made available on our website at www.uwcberhad.com.my. We communicated these Code and Policies to all Directors and employees to ensure the uphold with our core value.

• **Board of Directors**

The Board of UWC recognises the importance of sound corporate governance and is committed to uphold the high standard of corporate governance and ethics throughout the Company and its Group of Companies.

In order to ensure the effective discharge of the Board's duties, the Board has established four committees, each with delegated specific responsibilities in discharging its duties:

- Audit Committee ("AC")
- Remuneration Committee ("RC")
- Nomination Committee ("NC")
- Risk Management Committee ("RMC")

In FY2025, the Board met five (5) times to deliberate and consider routine matters and significant issues requiring thorough deliberation. Attendance at the meetings of the Board and Board Committees was 100% as tabulated below:

Name	BOD	AC	RC	NC	RMC
Executive Director					
Dato' Seri Ng Chai Eng	6/6	-	-	-	-
Dato' Lau Chee Kheong	6/6	-	-	-	-
Independent Non-Executive Chairman					
Dato' Wan Hashim Bin Wan Jusoh	6/6	-	-	-	-
Independent Non-Executive Director ("INED")					
Dato' F'ng Meow Cheng	6/6	5/5	3/3	4/4	1/1
Dato' Lio Chee Yeong ⁽¹⁾	5/5	4/4	3/3	3/3	1/1
Jariyah Binti Hashim	6/6	5/5	3/3	4/4	1/1
Dato' Seri Lee Teong Li ⁽²⁾	-	-	-	-	-
Alternate Director					
Dr. Ng Chin Liang	6/6	-	-	-	-
Ng Sze Yen ⁽³⁾	2/2	2/2	1/1	1/1	-

(1) Ceased as INED on 27 March 2025

(2) Appointed as INED on 31 July 2025

(3) Appointed as Alternate Director on 3 January 2025

All Directors are subject to retire by rotation, at least once every three (3) years but shall be eligible for re-election in accordance with Clause 165.1 of the Company's Constitution. New director appointed by the Board during the year, if any, is required to retire at the next Annual General Meeting ("AGM") and stand for election by shareholders pursuant to Clause 156 of the Company's Constitution. The details regarding the Directors standing for re-election at the next AGM are contained in the Company's Notice of AGM. At the AGM, shareholders are given the right to vote on the Director's re-election.

The AC assist the Board to review any related party transaction and conflict of interest situation that persist or may arise within the Group to mitigate any potential conflict of interest and safeguard the interest of the Group and its minority shareholders. During the year, the AC has reviewed the related party transactions and was satisfied that the related party transactions were transacted on an arm's length basis and on normal commercial terms which are not unfavourable to the Group nor detrimental to the minority shareholders' interest of the Company.

The Boards members are from various professional backgrounds and oversees the operations of the group. The Board views the incorporation of gender diversity in the boardroom as a long-term goal, and is committed to provide equal opportunities and nurturing diversity within the Group. As at 31 July 2025, our board consists six (6) members which is made up of two (2) Executive Directors, one (1) Independent Non-Executive Chairman, three (3) Independent Non-Executive Directors. We have two (2) female directors, equivalent to 33% of the Board as of year-end until the date of this Report. This complies with the requirement of having at least 30% women Directors on the Board, as stipulated by Practice 5.9 of the Malaysian Code on Corporate Governance ("MCCG").

ECONOMIC (CONT'D)

- **Code of Conduct**

Code of Conduct is formulated to reflect UWC corporate value on commitment of integrity, responsibility, diligence and professionalism. The Code sets out the rules outlining conflict of interest, confidentiality, insider trading, protection of assets and funds, compliance with rule and regulations, directorship, gifts and hospitality, anti-bribery, health and safety environment and human and labour rights. This Code of Conduct will be periodically reviewed and updated by the Board to ensure that it is effective, relevant and comply with other regulatory requirements.

Based on FY2025 review, there were no cases reported for non-compliance with the Code of Conduct.

- **Work and business ethics and Anti-Bribery and Anti-Corruption Policy**

Our work ethics require all our employees to discharge their duties and responsibilities in accordance to their job functions professionally, honestly, productively and efficiently. Likewise, for those conducting business on behalf of the Group are required to observe generally accepted business ethics such as engaging in fair negotiations with our customers and vendors and adopting a “win-win” strategy when closing business deals.

With the implementation of the new Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009 which introduces corporate liability provision for bribery and corruption offences that came into effect on 1 June 2020. All the employees are required to undergo the Anti-Bribery and Anti-Corruption Training to ensure holistic understanding of the new provision. The Board will review the Anti-Bribery and Anti-Corruption Policy regularly to consider its suitability, adequacy and effectiveness.

Premised on the aforementioned, we will not tolerate bribery and corruption practices among our employees irrespective of ranks and status. As bribery and corruption practices are punishable crimes, anyone caught will be dealt with severely like reporting to the police and brought to court.

UWC does not make donations to political organizations or political candidates. During the year, there were no reported incidents of corruption or breaches of Anti-Bribery and Corruption. However, should any detected, the Company follows a set of procedures to investigate and address the alleged non-compliance.

	FY2023	FY2024	FY2025
Number of staff disciplined or dismissed due to non-compliance with Anti-Bribery and Anti-Corruption Policy (Headcount)	0	0	0
Cost of fines, penalties, or settlements in relation to corruption (RM)	0	0	0

- **Whistle Blowing Policy**

We are committed to conduct our affairs in an ethical, responsible and transparent manner. In this respect we have a Whistle Blowing Policy in place whereby our employees are encouraged to report any malpractices or wrongdoings to the Chairman of the Audit Committee including any unethical or illegal conduct in financial reporting and to the Managing Director for any employment related concerns. UWC also encourage the stakeholders such as contractors, consultants and business partners to report or raise any real or suspected cases of bribery or corruption whenever he/she become aware of these cases. When a case of violation is confirmed, corrective measures are introduced. In cases, measures were introduced to correct human rights violations, including employee dismissals.

A proper channel is established for whistleblowing to help the stakeholders including external parties and members of the public raise concerns. The stakeholders can make report verbally or writing via email to as set out in the Whistle Blowing Policy which is available on our website. The identity of whistle-blower is protected under this policy.

There were no whistleblowing cases reported during the year.

- **Corporate governance and compliance**

We are committed to uphold the highest standards of corporate governance conduct, sustainability governance and best practices as laid out in the MMLR of Bursa Securities and MCGC. Additional corporate governance policies are elaborated in the Corporate Governance Overview Statement on pages of 27 to 32 of this Report and more comprehensively in our Corporate Governance Report that is available on the website of Bursa Securities.

ECONOMIC (CONT'D)

- **Risk management**

The UWC Internal Audit Team is led by the Head of Audit. Risk assessment is prepared by the operational level and it will be discussed and approved by the respective Head of Department ("HOD"). The respective HODs are responsible for risk reporting to the top management including CEO via management meeting, whereby the risk reporting of risk context under Quality Assurance ("QA") department will be reported by the QA Manager which is separate from the Head of Audit.

The Board is also ultimately responsible for ensuring UWC has an adequate and effective risk management and internal control system. The Risk Management Committee supports the Board with regards to the Group's risk management systems. The risk assessment has been prepared in reference to ISO Quality Management Systems (ISO 9001:2015) and Environmental Management System (ISO 14001:2015). The detailed feature of risk management and internal control framework are disclosed under Statement of Risk Management and Internal Control in accordance with the MCG. The Committee continuously reviews the effectiveness of the risk management process. In addition to that, climate-related risk and opportunities are identified and addressed based on TCFD Framework which helps to aligns our risk management initiatives with the industry best practices.

Based on the Company's procedures to keeping track in FY2025, UWC is pleased to report zero incidents or claims of non-compliance throughout the organization. As such, there is no provision of fines or settlements for ESG related issues during the financial year under review and accordingly none specifically disclosed in the audited accounts. However, should any detected, the Company follows a set of procedures to investigate and address the alleged non-compliance.

UWC has Business Continuity Plan ("BCP") Risk Assessment and Mitigating Action Plan for the catastrophic events, for instance natural disaster, disaster incidents such as fire, electrical failure and hazardous material explosion, information system, operation, material supply and disease. The mitigating or available control and contingency action are deliberated in the plan. The BCP Risk Assessment and Mitigating Action Plan is reviewed annually to ensure it is applicable and up-to-date following our latest business environment.

ENVIRONMENT

As a responsible corporate citizen, we have the responsibility to protect the environment where we operate in. As such we are committed to sustainability development goals and we operate in a way that ensures the environment is clean and safe from harmful pollutants. We believe in preserving the environment for future generations whilst meeting the needs of our stakeholders.

- **Climate change risk assessment**

UWC recognises climate change as a key material sustainability matter that may either present as a relevant risk or opportunity to the business. We identified the climate-related risks and categorized it into two major categories as aligned with the classification of Task Force on Climate-Related Financial Disclosures ("TCFD") framework as below:

- Transition risks are the risks related to transition to a lower-carbon economy;
- Physical risks are the risks related to the physical impacts of climate change.

Climate-Related Risks

Category	Risk Type	Time Horizon	Description
Transition Risks	Policy and legal risks	Medium	<ul style="list-style-type: none"> • Enhanced emissions-reporting obligations • Possibility of introduction carbon tax • Potential increase in electricity tariffs or cancellation of electricity incentives due to surging fuel cost • Exposure to climate-related litigation
	Reputational risks	Medium	<ul style="list-style-type: none"> • Changing customer or community perceptions of an organization's transition to climate-neutral economy
	Technological and industry risks	Medium	<ul style="list-style-type: none"> • Creative destruction due to development and deployment of green technologies • Disruption in conventional operations as new technologies displace older systems
	Market risks	-	No major risk identified
Physical Risks	Acute weather events	-	Unlikely exposed to risk that are event-driven such as cyclones and hurricanes
	Chronic events	-	No major risk related to the risk induced by longer-term shifts in climate patterns such as rise in sea level due to higher temperature

ENVIRONMENT (CONT'D)

- **Climate change risk assessment** (cont'd)

Climate-Related Opportunities

Type	Description
Market	<ul style="list-style-type: none"> • Growing demand in electric vehicle ("EV") create business opportunities
Resource Efficiency	<ul style="list-style-type: none"> • Installation of EV Charging Station in workplace to collect carbon credits • Installation of solar power system with zero GHG emission • Installation of LED lights with lower power consumption • Use of green-technologies machinery such as energy saving and hydraulically driven machines which consume lesser energy • Use of Lithium Battery Electric Forklift with more energy-efficient • Ongoing initiatives on energy and water saving • Replace Inverter air compressor by phase • Installation of timer for existing air conditioner • Installation of Inverter air conditioner for new setup • Installation of motion sensor for washroom's light • Improve energy efficiency: Asses the carbon emissions for new capex/equipment • Renewable energy sourcing: Transition to renewable energy by securing Power Purchase Agreements (PPAs) • Circular economy practices: Process engineer effort in evaluating manufacturing process to reduce waste through material reuse, and designing products • Employee engagement: Educate staff about decarbonization efforts and how they can contribute (e.g., reducing waste, energy-saving tips) • Building insulation: Improve insulation in key areas to minimize heating and cooling needs without major retrofits • Use of environmentally friendly machines in operations



Installation of EV Charging Station



Installation of Solar Panel on the rooftop

Greenhouse gas emission

UWC recognises the significant risk that climate change poses to society that needs to be assessed and managed carefully, we measure and report our greenhouse gas ("GHG") emissions. The total operational GHG emissions of UWC group are measured and disclosed below:

Scope	Type	Source
Scope 1	Direct	<ul style="list-style-type: none"> • Consumption of fuel and diesel in operation and vehicles • Consumption of liquefied petroleum gas ("LPG") used in production
Scope 2	Indirect	<ul style="list-style-type: none"> • Consumption of electricity in operation

ENVIRONMENT (CONT'D)

- **Climate change risk assessment (cont'd)**

GHG Emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Scope 1 ⁽¹⁾	958	1,215	1,838
Scope 2 ⁽¹⁾	4,288	5,353	8,018
Total GHG emissions	5,246	6,568	9,856
Reduction of GHG emissions from installation of solar power system	(764)	(780)	(618)

GHG Emissions Intensity (tCO ₂ e/RM'000 revenue)	FY2023	FY2024	FY2025
GHG emissions intensity	0.0193	0.0264	0.0255

⁽¹⁾ The consolidation approach adopted by UWC in reporting GHG emission is equity share approach.

⁽²⁾ The business operations include Batu Kawan, Penang, Kamunting, Perak, Johor Bahru, Johor and Phetchaburi, Thailand

⁽³⁾ The GHG emissions computed based on the Guidelines issued by Malaysian Green Technology & Climate Change Corporation ("MGTC"), international factors provided by sources such as GHG Protocol Standard and 2006 Intergovernmental Panel on Climate Change ("IPCC") guidelines.

Approximately 81% of total GHG emissions from UWC's operations are attributable to Scope 2. The increase in Scope 1 emissions in tonnes of carbon dioxide equivalent ("tCO₂e"), as compared to FY2024 was due to UWC has expanded their business, participation in exhibitions and trade fairs. Hence, these led to the increased consumption of fuel and diesel in operation and vehicles as well as liquefied petroleum gas ("LPG") in the production during the year. The increase in Scope 2 emissions resulted from higher electricity consumption is mainly attributable by new plant operations, plant extension and complete running of cleanrooms as part of business expansion setup, these are expected to generate intended revenue over time to normalise the GHG emissions intensity. We monitor GHG emissions intensity which is defined as GHG emissions per RM thousand revenue, the GHG intensity ratio was 0.0255 in the current year.

Under the long-term goals for GHG emissions reduction, UWC aims to achieve the following:

- To achieve 3% reduction in GHG emissions intensity in 2027 (5 years from FY2022) as compared to FY2022 as base year; and
- To be Carbon Neutral by 2050 which is aligned to United Nations' Global Roadmap, Net Zero Carbon Emissions ("NZCE") 2050 Roadmap as well as the Climate Governance Malaysia commitment to becoming a carbon-neutral nation by as early as 2050.

In conjunction with Earth Day 2024, UWC has participated in Penang's Plant One Million Trees Planting in One Day program. UWC had planted 20,000 trees during that day, which equivalents to 80 tonnes of CO₂.

As a continuous effort to be eco-friendly and sustainable to the environment, UWC have installed a new EV charging area and adopt green technologies in the operations. The environmentally friendly machines were used in operations to reduce the carbon footprint.



Installation of a new EV charging station at UWC premises on 24th July 2025.

ENVIRONMENT (CONT'D)

- **Energy management**

Carbon emissions play a significant role in climate change. Therefore, we strive to reduce our carbon footprint as an ongoing initiative to reduce electricity consumption and combat climate change. We have installed solar panels on the roofs of our premises in order to reduce our carbon footprint. In order to further reduce the GHG emissions, UWC has replaced air-compressor with inverters by phases. Moreover, UWC has installed inverter air conditioner for new setup sites and motion sensor to trigger washroom's lighting as initiatives to reduce the GHG emissions.

Electricity Consumption	FY2023	FY2024	FY2025
Total electricity consumption (kWh)	7,329,637	9,149,803	13,705,744
Percentage of total kWh over total revenue (%)	2.70%	3.68%	3.55%

We consumed a total of 13,705,744 kWh of electricity in FY2025, representing an increase of 50% in our total energy consumption which was mainly caused subsidiaries being fully operational, new plants have been operated, and production has ramped up during the year, leading to an increased consumption of electricity. Electricity consumption has been buffered by installation of solar power system. The solar power system was able to save up to 1.05 million kWh of electricity during the year and this is equivalent to 932 tonnes of CO₂ equivalent reduction from Scope 2 emission of power plant. The total cost savings from installation of solar panel is approximately 5% of our electricity bills in current year.

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

- ✓ Print only when necessary
- ✓ Switching off lights when not in use
- ✓ Use energy saving features of all devices
- ✓ Shutting down and unplugging equipment or appliances when not in use
- ✓ Conduct more virtual meeting to reduce unnecessary travelling

These initiatives not only reduce our impact toward environment, it also contributes to cost savings. We remain committed to improve efficiency in optimising electricity in a more efficient manner ahead to reduce our environmental footprint.

- **Waste management**

In order to promote sustainable environment, we reduce waste generation through reduction and recycling of non-hazardous waste. Our non-hazardous waste mainly is metal waste which includes mild steel, aluminium, copper, iron and stainless steel. Metal waste is recycled on weekly basis in order to mitigate the problem of metal depletion.

Metal waste	FY2023	FY2024	FY2025
Metal waste recycled (tonne)	733.3	747.1	1,093.5
Metal waste non-recycled (tonne)	0	0	0

We recorded slight increase in waste generation as compared to prior years which was mainly due to a higher New Product Introduction ("NPI") activity during the year, nonetheless still consciously aim to reduce the production of waste through good purchasing practices of materials used, this initiative allows effective use of materials as well as cost saving. We are persisted in its ongoing recycling initiatives by collecting other recyclable materials such as papers, corrugated cartons and plastics. As a responsible business, we remain committed towards expanding our initiative to re-utilise waste in environmentally-friendly approach.

We have scheduled wastes such as contaminated gloves and rags, contaminated container, waste coolant and electronic waste which requires special handling pursuant to the Environmental Quality Act, 1974 and we managed the scheduled waste responsibly to minimise the risk of unintended contact. The scheduled wastes are stored properly in Schedule Waste Room and the packaging is clearly labelled with its identity and appropriate hazard warning. We are maintaining good practices in handling the scheduled wastes to prevent unintended health threats from scheduled waste to our employees and the environment. All scheduled wastes are disposed of by a licensed contractor for off-site treatment. Scheduled waste report is submitted by Safety, Health and Environmental Officer to Department of Environment twice a year.

ENVIRONMENT (CONT'D)

- **Waste management (cont'd)**

Code	Waste Description	Unit	FY2023	FY2024	FY2025
SW410	Contaminated Gloves	kg	275	589	2,207
SW409	Contaminated Container	kg	189	201	84
SW307	Used Coolant Oil	kg	70	885	195
SW110	Florescent Tube	kg	46	83	26
SW306	Spent Hydraulic Oil	kg	-	80	738
SW422	Metal Chips	kg	-	-	27
SW417	Waste Paints	Kg	-	-	5,234

During the reporting year, we had zero incidences of chemical spillage and zero ill health exposed to chemical and metal dust, due to this we received no environmental fines from relevant authorities in this area.

- **Paper usage**

We remain steadfast with our commitment to combat climate change in order to support and contribute towards environmental sustainability. We aware that reducing paper usage and paper recycling have positive indirect effect in environmental conservation which will help to combat climate change.

Paper Usage	FY2023	FY2024	FY2025
Total no. of paper reams	2,995	3,749	5,014
No. of paper reams per employee per year	2.1	2.1	2.3

In 2025, our consumption of A4 paper is at 5,014 reams, which is equivalent to 301 trees. The average paper consumption per employee per year is 2.3 reams. UWC encourages less use of paper in order to reduce deforestation which help to reduce greenhouse gases. We remain cognisant and advocate the following best practices to be adopted by our employees in our premises in order to minimise paper usage:

- ✓ Printing only when necessary
- ✓ Reduce margins and font size
- ✓ Always proof-read and preview before printing
- ✓ Printer set to double-sided printing by default
- ✓ Reuse printed paper by flipping it over to print on the unused side
- ✓ Collect and recycle scrap papers
- ✓ System digitalisation to reduce printed form, such as implementation of IT Requisition System and Maintenance Portal for paperless job request, outsourced payroll system for leave or claim application
- ✓ Implementation of Board of Director Portal to replace hardcopy Board's meeting materials

- **Water management**

Global water security is becoming an increasing risk in the global landscape, and due to this we are committed to responsible usage of water and aim to take actions to continuously improve our water efficiency. Water is a crucial element for our operations as a great deal of water is consumed for wafer fabrication to produce coveted semiconductor chips. Water consumption is conscientiously monitored from time to time, investigation and remedy action is required if there is any unusual usage noted.

As our operations are located in Batu Kawan, Penang, Kamunting, Perak, Johor Bahru, Johor and Petchaburi, Thailand we have identified that it does not operate in areas with water stress, as defined by the World Resources Institute's Aqueduct Water Risk Atlas. Our primary water sources are from municipal water service providers, namely Perbadanan Bekalan Air Pulau Pinang for Batu Kawan plants, Lembaga Air Perak for factories located in Kamunting and Ranhill SAJ Sdn Bhd for Johor plants.

Water Withdrawal	FY2023	FY2024	FY2025
Water withdrawal in water stressed regions	0	0	0
Water withdrawal from municipal water supply system (m ³)	164,923	144,080	233,270
Percentage of total water withdrawal over total revenue (%)	0.0607%	0.0579%	0.0604%

ENVIRONMENT (CONT'D)

- **Water management (cont'd)**

The water consumption has increased over years from 144,080m³ in FY2024 to 233,270m³ in FY2025, meanwhile the percentage of total water withdrawal over total revenue increased as well. During the year, water consumption increased compared to the previous year. This increase was due to subsidiaries becoming fully operational, new plants starting operations, and production ramping up. We are endeavouring to look for initiatives in water conservation for the whole group as well as applied to all subsidiaries which covering all the specific sites such as Batu Kawan, Penang, Kamunting, Perak, Johor Bahru, Johor and Petchaburi, Thailand. During the year, we continue focus on tracking water leakage, increase the cognizant among the employees and encouraging environmentally sustainable practices in the plant. We performed maintenance on water pipes, pumps and tanks regularly to make sure water leakage is promptly addressed in order to prevent water waste.

As of to date, there is no incident of non-compliance with water quality or quantity permits, standards and regulations.

- **Environmental compliance**

All sites are in compliance with the ISO14001 standards, which sets out the criteria for our environmental management system ("EMS"). The system provides us with the policies, processes, plans, practices and records that define the rules governing how a company interacts with the environment. We practise regular assessments to evaluate the environmental aspects and impacts to products and services of the Group. We have received certification of the most recent version of the EMS requirements which is referred as ISO 14001:2015.

Thanks to our sustainability practices to date, there have been no untoward incidents which have a negative impact to our environment. This demonstrates our commitment to fulfil the expectations of our customers and stakeholders whilst maintaining a high environmental compliance standard in delivering our products and services.

- **Competence development and training**

The SHE Officer is a competent person who is registered with the Director General of the Health ("DOSH") managing matters relating to workplace safety and health which is compliance with Occupational Safety and Health (Safety and Health Officer) Regulations 1997. To ensure the environmental agendas are being addressed technically, UWC also aims to provide its employees with recognized qualifications in sustainability and SHE matters to develop their technical competencies and expertise. The SHE Officer has attended the Competency Course and received Certified Environmental Professional in Scheduled Waste Management ("CePSWaM") 2022 accredited by the Department of Environment - Environment Institute of Malaysia ("DOE-EiMAS").

SOCIAL

Our employees are our greatest asset and managing them is our priority. We strive to create an inspiring work place which emphasis welfare and development. We also actively involved in community engagement to develop programmes in order to meet the needs of local communities.

Workplace

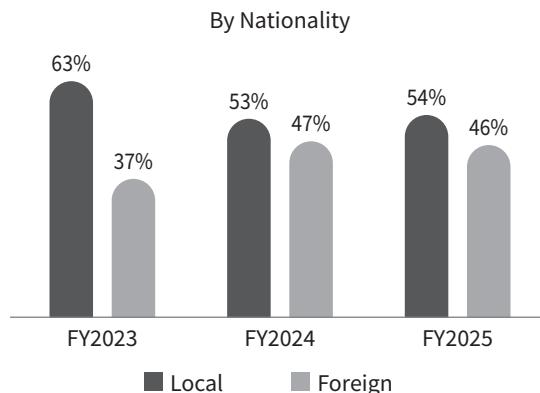
We have in place our Employee Handbook which spelt out our HR policies and practices and comply with the Employment Act, 1955. In order to retain our talents, we strive to offer competitive remuneration package which is comparable to the industry, as well as creating a healthy and conducive workplace. This strategy will provide us with a stable and productive workforce that contributes to our sustainability efforts. Furthermore, we have in place our Code of Conduct to govern the ethics and behaviour of our employees in the discharge of their duties in our workplace as well as in our business dealings with customers, vendors and service providers.

- **Equal employment opportunity**

We have implemented a standard recruitment procedure which will ensure the proper identification and recruitment of new talent to join our organisation to contribute to the growth of our business. We are committed to provide equal employment opportunity for all employees. We take initiatives continuously to improve workforce diversity, provide equal employment opportunities and diminish discrimination. All employment decisions are based on business needs and job requirement regardless of age, race, gender, religion, nationality, marital status, pregnancy, disability or any other status protected by the local laws or regulations. The following constitutes our workforce breakdown by nationality.

SOCIAL (CONT'D)

- **Equal employment opportunity**



	FY2023	FY2024	FY2025
Staff voluntary turnover rate	17.3%	23.2%	20.2%

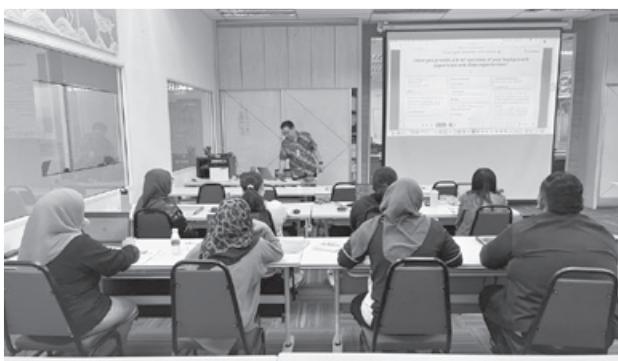
On average, 54% of our employees are local hires comparing to 46% of foreign hires. During the year, we have net hiring of total 522 new employees. We saw 2024 and 2025 as challenging years which businesses were compelled to step up retention effort because of the rising gig work industry, shift in job market expectation as well as labour shortages leading to rapid headhunt exercises. In FY2025, there are no disabled, vulnerable, or minority employees in our UWC workforce.

- **Utilisation of Contractors/Temporary Staff**

During the year, UWC have hired 38 employees who are under contract basis. The contract basis employees' rate is 2% out of the total headcounts during FY2025. We limit our dependence on temporary workers to maintain stability and continuity in our operations while also upholding our stringent quality standards.

Employment Type	FY2023	FY2024	FY2025
Contracted/Temporary Staff	1%	1%	2%

We are committed to hiring strategies that focus on local talent and development. We have given precedence to recruit Malaysian in our workplace. We are actively participating in various initiatives to hire unemployed individuals, early school leavers, former prisoners, aborigines as well as people with disabilities. We had participated in the Resident Reintegration Programme for inmates from Pusat Pemulihan Penagihan Narkotik ("PUSPEN") as a socially responsible alternative to reduce reliance on replace foreign workers in last year. We also visited few several Aborigine's (Orang Asli) Villages in Cameron Highlands and offered employment opportunities to the aborigines in order to address the unemployment woes in rural area. We acknowledge that local hiring and skills development can generate significant economic benefits for the communities.



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Front Line Manager (FLM) Development Program

SOCIAL (CONT'D)

- **Utilisation of Contractors/Temporary Staff (cont'd)**



Akademi Dalam Industri Training Programme



Lean Awareness Training Programme

- **New Hires breakdown by Gender, Age Group and Nationality**

Here at UWC, we strive to improve inclusivity within the local communities we operate in. We have a “locals first” initiative where we prioritise hiring locals to foster a sense of community, strengthen local economies and ensure a workforce that understands the local market and culture. Our workforce does not include seasonal or part-time employees and we do not have any differently abled personnel.

New Hires		FY2023		FY2024		FY2025	
By Gender		Count	%	Count	%	Count	%
Male		518	78%	721	78%	653	73%
Female		148	22%	198	22%	246	27%
Total (By Gender)		666	100%	919	100%	899	100%
By Age Group		Count	%	Count	%	Count	%
<30		456	68%	626	68%	660	74%
30-50		206	31%	269	29%	227	25%
>50		4	1%	24	3%	12	1%
Total (By Age Group)		666	100%	919	100%	899	100%
By Nationality		Count	%	Count	%	Count	%
Malaysian		429	64%	553	60%	718	80%
Foreign worker		237	36%	366	40%	181	20%
Total (By Nationality)		666	100%	919	100%	899	100%

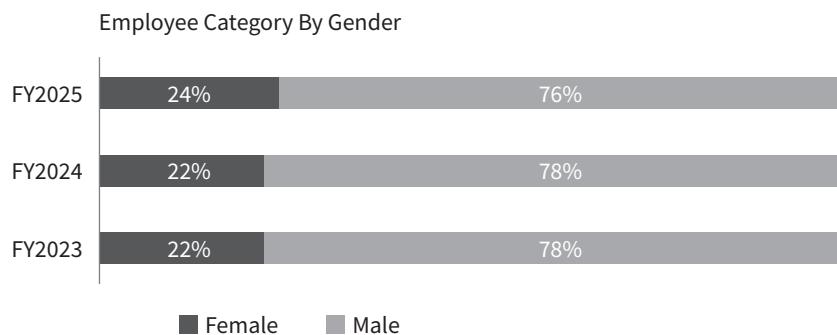
- **Employee and Director breakdown by Gender and Age Group**

To support the advancement of women into leadership roles, UWC offer leadership development activities and mentorship programmes tailored to the needs of highly potential female employees. A complete breakdown of our employees according to gender and employee categories can be found in the table below:

Employee Category by Gender	FY2023			FY2024			FY2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Management	20	58	78	24	73	97	20	67	87
Executive	125	322	447	159	385	544	185	397	582
Non-Executive	180	803	983	272	1,172	1,444	312	1,201	1,513
Grand Total	325	1,183	1,508	455	1,630	2,085	517	1,665	2,182
Percentage (%)	22%	78%	100%	22%	78%	100%	24%	76%	100%

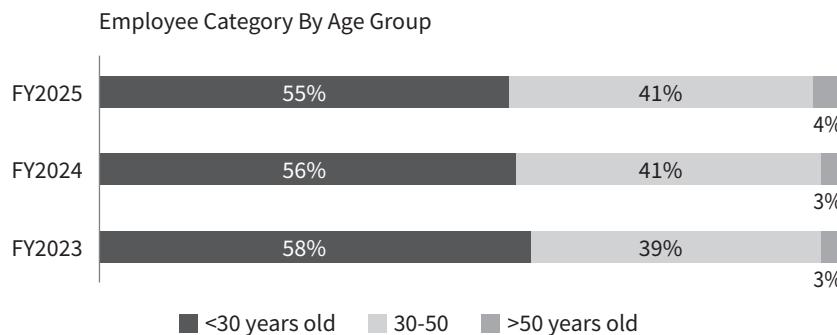
SOCIAL (CONT'D)

- **New Hires breakdown by Gender, Age Group and Nationality (cont'd)**



Our workforce comprises a diverse range of employees, with a predominant age group falling below the ages of 30. The complete breakdown of employee categories by age group is as listed below:

Employee Category by Age Group	FY2023				FY2024				FY2025			
	Age Group (Years)											
	<30	30-50	>50	Total	<30	30-50	>50	Total	<30	30-50	>50	Total
Grand Total	873	598	37	1,508	1,174	839	72	2,085	1,201	899	82	2,182
Percentage (%)	58%	39%	3%	100%	56%	41%	3%	100%	55%	41%	4%	100%



With respect to board diversity, 2 out of 6 current board members are female, which represents 33% of total board composition. Currently, the Board has not adopted a specific female representation target as part of its diversity policy. This exceeded the requirement of having at least 30% women Directors on the Board, as stipulated by Practice 5.9 of the MCCG. However, the Board remains committed to promoting diversity and inclusion in its composition and continues to evaluate opportunities to enhance diversity at all levels of the Group.

Director Breakdown by Gender ⁽¹⁾	FY2023	FY2024	FY2025
Female	20%	33%	33%
Male	80%	67%	67%

⁽¹⁾ Exclude alternate director in the calculation of the percentage of director by gender

In terms of age diversity of the board members, currently all board members are of age 30 and above.

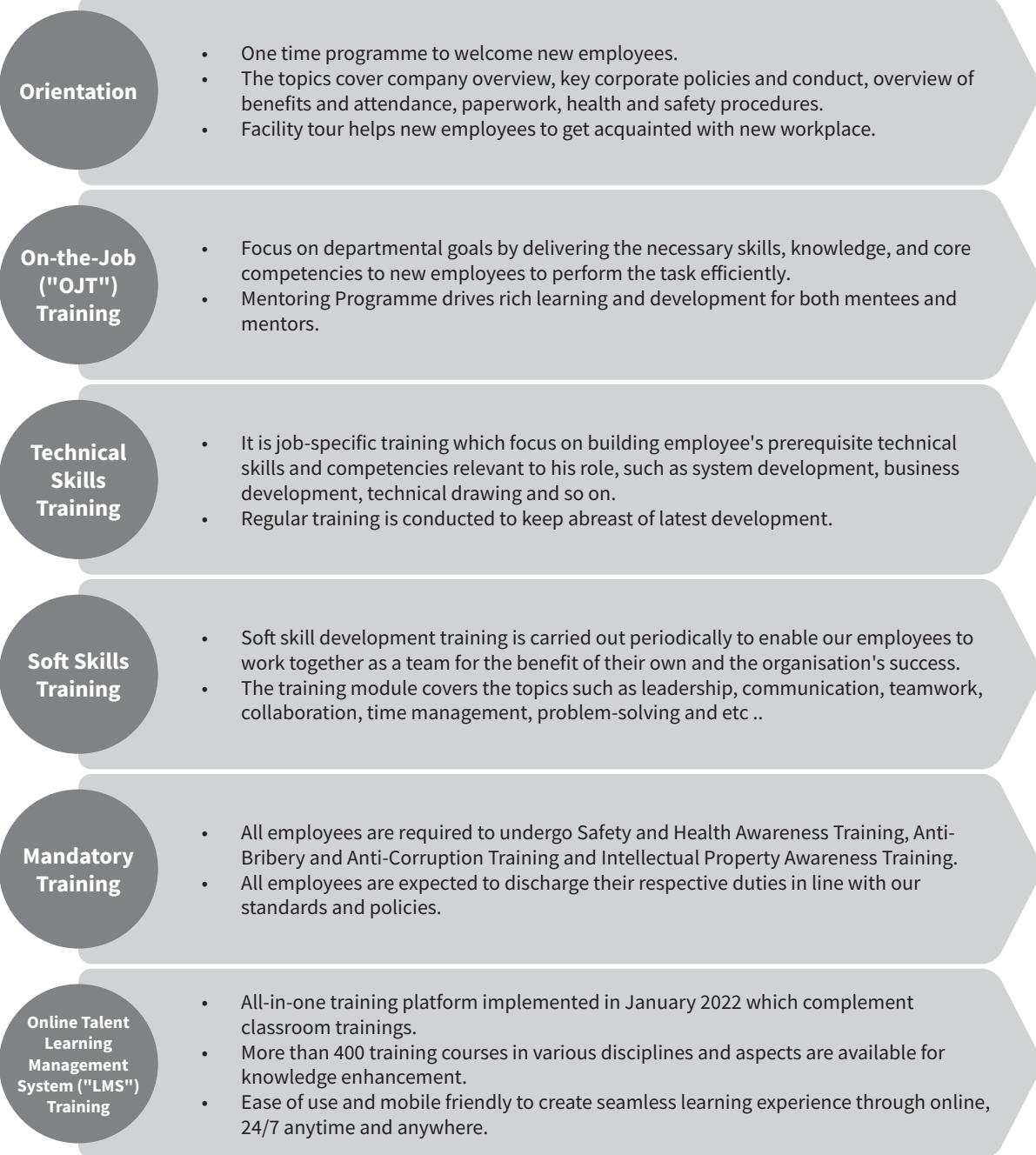
Director Breakdown by Age Group	FY2023	FY2024	FY2025
<30	0	0	0
30-50	17%	14%	25%
>50	83%	86%	75%

SOCIAL (CONT'D)

- **Employee development and talent retention**

We believe in empowering our employees by having in place a standard operating procedure for training and personal development. Providing appropriate training to our employees will inspire better customer service, productivity improvements, amplified efficiency and enhanced workplace safety practices. Ultimately, we hope to step up business performance and profitability together with positive staff morale.

We provide equal learning opportunities for all employee to learn precise skills or gain knowledge various training programmes. The training and development programmes are categorized as below:



We strive to provide professionally supportive working environment to develop and retain talent. We have six-month **Mentoring Programme** with objective to facilitate coaching which will give the new employees rewards of growth and professional development while giving them a sense of belonging and responsibility towards their roles. The mentor shall provide guidance, offer relevant advice and give feedback to the mentee. Simultaneously, it also helps to develop the mentor's management skills such as leadership through mentoring guidance and coaching. Reward will be given to the mentor as a token of appreciation for his mentorship to the new employees.

SOCIAL (CONT'D)

- **Employee development and talent retention (cont'd)**

Underscoring the importance of continuous learning within the organisation, we empowered our managers for **Workplace Reading Programme** as an effective way to develop all our employees and enhance our UWC company culture. Continuous training and professional development programmes have helped to boost the technical knowledge and soft skills of our employees, positioning them in good stead to elevate the performance standard quality, which is necessary for the Group to meet the ever-changing needs of our customers.

With the establishment of the 4 specialized academies (Assembly Academy, Machining Academy, Metrology Academy and Sheet Metal Academy) under the **UWC Academy**, we are gearing towards a holistic learning organization to equip every each of our valued staff not only with the related soft skills competencies, but also the necessary technical skills to complement their respective job functions.

UWC had also established the UWC Toastmasters Club with the intention of cultivating employees to become better communicator and leader. Participating club members are trained in public speaking for various scenario purposes and impromptu speeches to navigate daily conversations. We trust employees had benefited from the program and able to apply these developed skills in communication, leadership, language, organising and teamwork to execute jobs with increased effectiveness. UWC has sponsored our employees to participate the "USM Mini MBA Professional Master Program" with four continuous months of training and development. This program is delivered in a very highly engaging manner to unleash learner's potential for quick and big wins.

UWC trained staffs through curated internal or external development programs, OJT, comprehensive orientation, mandatory regulatory/compliance trainings, monthly seminars by prominent industry speakers, as well as open access to Talent-LMS on-line learning. During the year, total 9,450 courses were assigned to the learners through the Online LMS platform. A total of 71% courses had completed by leaners through the Online LMS platform.

All these initiatives are in-accordance with UWC's learning principle and practice - "Developing Tomorrow's Talents, Today".

UWC is dedicated to nurturing our employees to achieve excellence, which in turn fulfils the current and future needs of the Group. At UWC, we provide an all-around learning experience for our employees. We implement a comprehensive and systematic approach when designing the learning and development process.

To measure the effectiveness of our human capital investment, we track training hours and associated costs, comparing progress against internal and external benchmarks. Our target is to provide 20 hours of training per employee annually, ensuring a comprehensive approach to employee development. During the year, the total training hours achieved by whole UWC employees refer to 60,326 hours with 25.1 average training per employee during the year. UWC is working towards to achieve the base target of training hours which is stated as 20 hours per employee per year.

The table below showcases the breakdown of UWC's total and average training hours:

Number of total and average training hours/days participated by employees	FY2023	FY2024*	FY2025
Total Training Hours	-	28,243	60,326
Total training hours by employee category: -			
Senior Management	-	506	1,373
Management	-	3,073	5,047
Executive	-	13,378	27,456
Non-Executive	-	11,286	26,450
Average training hours by gender: -			
Male	-	18	24
Female	-	21	29
Average training hours by employee category: -			
Senior Management	-	56	92
Management	-	50	40
Executive	-	28	53
Non-Executive	-	12	15

* The data above is represented by UWC whole group in Batu Kawan, Penang; Matang and Kamunting Perak, except for the new subsidiaries, MCE and MCT, which were acquired in FY2024. Both subsidiaries' headcounts only represent 16% of the whole group, hence they are not significant to include.

SOCIAL (CONT'D)

- **Employee development and talent retention (cont'd)**

To respond to the development needs of our people and to develop their behavioural and technical skills, the following training and development programmes, though not limited to, were among those carried out in FY2025:

- Less Stress, More Success: Time Management Essentials
- Certified Quality Engineer ("CQE")
- Unlock the power of AI to transform creative ideas into innovations
- AI-Powered HR: Automate Tasks, Boost Productivity
- ISO 45001 Requirements, Internal Audit Training
- Thermoplastic Welding Inspector
- Creative Thinking, Problem Solving & Decision Making
- Lean Six Sigma (Yellow Belt)
- 8D Problem Solving
- Certified Environmental Professional in Scheduled Waste Management - CePSWAM
- CSWIP 3.0 & 3.1
- Jigs and Fixtures Design
- DISC, Effective Communication and Team Collaboration
- Front Line Manager Development

- **Compensations and benefits**

We adhere to the Employment Act, 1955 which is the main legislation governing labour matters in Malaysia. UWC practices equal remuneration for work of equal value. Our commitment extends to ensuring equal pay for equal work, guaranteeing fair compensation for all individuals regardless of gender who perform comparable tasks with equal proficiency and effectiveness. We ensure that employees' remuneration package meet the minimum wage requirement as stipulated by the Malaysian Minimum Wages Order 2022. We provide competitive remuneration packages and benefits to attract good talent. In addition to competitive remuneration package, we also provide Share Grant Scheme ("SGS") as a long-term incentive plan to motivate employees and align their interest with corporate objectives in order to work towards better performance with greater productivity and unwavering loyalty. SGS stimulates a stronger sense of belonging and dedication by giving the opportunity to participate directly in the equity of the company.

The benefits and privileges provided to our permanent full-time employees are as follows:

Statutory Benefits	Leave Provision	Employment Benefits	Employee Welfare Benefits	Facilities
<ul style="list-style-type: none"> • Adhere to minimum wages • Statutory contributions such as EPF, SOCSO, EIS and HRDF • Overtime payments • National and state Public Holidays 	<ul style="list-style-type: none"> • Annual leave • Paid medical leave • Hospitalization leave • Maternity leave • Marriage leave • Paternity leave • Compassionate leave • Examination leave 	<ul style="list-style-type: none"> • Equal remuneration • Share Grant Scheme • Overtime compensation • Telephone allowance • Mileage claim • Travel expense claims • Food subsidies • Outpatient medical benefits • Dental and/or optical claim • Group hospitalization and surgical insurance • Group Personal Accident Insurance • Health screening subsidy • Employee privilege programme • Long Service Awards 	<ul style="list-style-type: none"> • Wedding congratulatory gift • New-born baby gift • Employee recommendation reward 	<ul style="list-style-type: none"> • Car park • Cafeteria and Canteen • Dedicated parking space for disabled employees • EV charging station • Gymnasium • Hostel for operators • Personal lockers • Prayer rooms • Refurbished rest area • Transportation • Comfort Cove • Pickleball Court

SOCIAL (CONT'D)

- **Parental Benefits**

UWC provides employees parental leaves in accordance with local laws and regulations. Aside from parental leaves, we also extend our warm congratulations to employees welcoming newborns into their families by providing the new-born baby gift as an expression of wishes for joy and happiness.

In FY2025, all of our employees were eligible for parental leave, with 12 female employees and 19 male employees took paid maternity and paternity leave respectively. During FY2025, a total of 100% of female and 100% of male employees returned to work after completing of their leave.

Parental Benefit	Unit	FY2023	FY2024*	FY2025
Number of employees entitled to parental leave: -				
Male	pax	262	265	423
Female	pax	298	305	116
Total	pax	560	570	539
Number of employees undertook parental leave: -				
Male	pax	35	35	19
Female	pax	13	13	12
Total	pax	48	48	31
Number of employees returned from parental leave: -				
Male	pax	35	35	19
Female	pax	13	13	12
Total	pax	48	48	31
Rate of return to work of employees who took parental leave: -				
Male	%	100	100	100
Female	%	100	100	100
Number of employees employed 12 months returning to work after parental leave ended: -				
Male	pax	27	32	18
Female	pax	8	11	11
Total	pax	35	43	29
Number of employees who resigned within 12 months after parental leave: -				
Male	pax	8	3	1
Female	pax	5	2	1
Total	pax	13	5	2
Retention rate and continue worked within 12 months after parental leave: -				
Male	%	77	91	51
Female	%	62	85	85

* The data above is represented by UWC whole group in Batu Kawan, Penang; Matang and Kamunting Perak, except for the new subsidiaries, MCE and MCT, which were acquired in FY2024. Both subsidiaries' headcounts only represent 16% of the whole group, hence they are not significant to include.

SOCIAL (CONT'D)

- **Work-life balance**

To promote a healthy working life, we believe in providing a balanced work-life environment to all our employees to enable them to have more time for their family and/or to pursue and advance their areas of interest. In this respect we do not advocate unproductive overtime work unless it is absolutely necessary such as to meet customer's order or regulatory deadlines. UWC adheres to the local labour laws on working hours by ensuring no excessive working hours through capacity building and workload distribution review. UWC has established UWC Sports Club as endeavour to look after employees' physical and mental health. The purpose of the club is to promote healthy life style after work. The club had organised Futsal, Badminton, Hiking, Table Tennis and Zumba sessions on weekly intervals as well an annual grand sports tournament. UWC Sports Club fostered great camaraderie and teamwork spirits amongst our employees.



UWC opened two new facilities on first floor of UWC Cafeteria which are UWC Comfort Cove and UWC Gym during the year. These facilities are created and enhanced employee well-being and provide a dedicated relaxation area for relaxation, fitness and focus for better productivity.



UWC Comfort Cove



UWC Gym

SOCIAL (CONT'D)

- **Pickleball Court**

As part of our ongoing efforts to foster a healthier and more active workplace culture, UWC is proud to announce the opening of our brand-new Pickleball Court. This facility is the latest addition to our state-of-the-art recreational amenities, reflecting our strong commitment to employee well-being and the promotion of a balanced lifestyle. At UWC, we recognize that the physical and mental health of our employees plays a crucial role in driving long-term success and sustainability. By providing access to recreational spaces such as the Pickleball Court, we encourage our employees to engage in physical activities that not only help reduce stress but also improve overall productivity, creativity, and job satisfaction.



- **UWC Treasure Hunt**

As part of our continuous efforts to create a vibrant, inclusive, and engaging workplace, UWC had organized a Treasure Hunt event for our employees. This initiative, designed to promote team bonding and provide an opportunity for staff to unwind, has proven to be an effective tool for strengthening interpersonal relationships and fostering a sense of community within the organization. The Treasure Hunt highlighted the best qualities of our people: quick thinking, sharp minds, and an unbreakable team spirit. The Treasure Hunt was structured to encourage collaboration, problem-solving, and creative thinking, all while working in teams. These team-building exercises are essential not only for enhancing employee morale but also for cultivating a more cohesive and productive work environment.



SOCIAL (CONT'D)

- ***UWC Sports Day***

UWC hosts the UWC Sports Day annually. From intense races to adrenaline-pumping games, our team consistently showcases exceptional determination, incredible talent, and dynamic teamwork. UWC is committed to promoting work-life harmony and holistic well-being. To support this, UWC organizes sports-related events to enhance employees' mental and physical health. These activities help boost motivation, build team spirit, and strengthen relationships among employees. As a result, productivity and overall work performance are significantly improved.



UWC Sports Day

- ***Camping Special Event***

This year, our team participated in a memorable camping event designed to enhance camaraderie and employee wellbeing. Activities such as pitching tents, water games, a BBQ feast, campfire karaoke, and dancing under the stars fostered laughter, teamwork, and strong social bonds. Such events are more than just recreational outings; they play a vital role in fostering a sustainable work culture. By investing in opportunities that encourage social bonding and mental rejuvenation, the organization strengthens its internal community and nurtures a positive workplace environment. These experiences enhance employee morale, promote work-life balance, and contribute to overall organizational resilience.



SOCIAL (CONT'D)

- ***UWC Sports Tournament***

UWC is cares about the well-being of our employees. UWC Sports Club was held several tournament events included table tennis tournament, futsal tournament, badminton tournament and many more. The relationship among employees is strengthen through these activities. Furthermore, the productivity of work from the employees might be improved. Through these teamwork activities, the relationship between employees from different departments, backgrounds and ethnicity were strengthen.



UWC Hiking Tournament



UWC Sports Tournament



UWC Futsal Tournament



UWC Badminton Tournament



UWC Dodgeball Tournament

SOCIAL (CONT'D)

- **Health Screening Programme**

One of our concerns is the health of our employees. The PERKESO SEHATI Health Screening Program (HSP 3.0) was held on 26 July 2024, to raise awareness of health issues among our employees. This programme is offering free health screenings to workers for early detection of Non-Communicable Diseases (NCDs) such as diabetes, high blood pressure, cancer, and the risk of heart disease.



- **Team Building**

UWC believe that team building is able to enhance the levels of collaboration and communication, bonding people closer together meaningfully, and positively recharge our employees. By catering time-off for employees to relax and spending quality moments with each other beyond office hours, we aim to cultivate a high performance corporate culture where employees will enjoy coming to work, trusting each other under common objectives and challenge their very best. UWC has organized the Summer Team Building Picnic. This is a wonderful opportunity for our employees to relax, have fun, and strengthen our team bonds in a beautiful outdoor setting. It was an incredible day filled with fun, laughter and teamwork.



SOCIAL (CONT'D)

- ***UWC Raya Bazaar***

UWC Raya Bazaar brought everyone together for a joyful celebration, filled with festive flavours, vibrant stalls, exciting games, and heartwarming moments. From delicious Raya delicacies to fun-filled game booths, the entire event was buzzing with laughter, friendly competition, and lots of smiles. It was more than just a bazaar; it was a celebration of culture, connection, and the spirit of togetherness that makes UWC truly special.



- ***UWC Chinese New Year***

UWC joyfully celebrated the Chinese New Year, embracing the festive spirit with a range of traditional activities. This celebration highlighted UWC's appreciation for cultural diversity and provided an opportunity for colleagues to connect and strengthen their relationships in a warm, welcoming environment. The event marked a meaningful start to the new year, filled with hope and good fortune.



SOCIAL (CONT'D)

- ***UWC Deepavali***

UWC celebrated Deepavali with a lively event that embraced the spirit of this Festival of Lights. The celebration featured an array of delicious Indian dishes and sweets, encouraging sharing and connection among everyone present. This festive occasion highlighted UWC's dedication to cultural diversity, fostering a sense of community and togetherness as colleagues came together to honour this significant occasion.



- ***Movie Day***

UWC hosted Together We Watch: YOLO Movie Day, offering team members a chance to relax, unwind, and enjoy a well-deserved break from work. This special event brought everyone together, strengthening bonds, boosting team spirit, and creating lasting memories. The event reflects UWC's commitment to supporting and appreciating its employees, while fostering unity and collaboration. Every smile and shared moment of joy helps drive us forward as One UWC, One Family.



- ***Human and labour rights***

Basic human rights shall be universally protected by any responsible business. We are committed to uphold human rights and support the protection of internationally proclaimed human rights. This includes applying the principles outlined in the United Nations Guiding Principles ("UNGPs") on Business and Human Rights, OECD Guidelines for Multinational Enterprises and the International Bill of Human Rights. We review our dedication to human rights through a constantly adapting and improving due diligence process. We closely monitor social developments, regulatory updates and conduct risk assessments to identify actual and potential impacts on human rights. In the reporting period, we analysed our activities designed to implement human rights in order to identify potential for improvement. We took both stakeholders' expectation and regulatory requirements into considerations. Human rights due diligence approach taken are:

- Ensuring effective grievance mechanisms are in place;
- Addressing our impacts via clearly defined responsibilities, management process and measures; and
- Tracking and communicating performance via our sustainability report and website.

SOCIAL (CONT'D)

- **Human and labour rights (cont'd)**

Our human rights governance is led from the top, overseen by our Deputy CEO with the support by the Sustainability Committee. At a strategic and operational level, human rights work is led by our Human Resources Manager while internal audit team monitors third-party compliance to the mandatory standards and regulations.

We are mindful to engage stakeholders in our long-term effort developing an ecosystem that supports human rights, these includes our Business Development team's communication to receive customers' expectation which we recorded formally and adopt into our Code of Conduct policy to support compliance, similarly we convey the same to our suppliers and consultants through our procurement policy and related procedures.

Our human rights due diligence obligations are guided by the Code of Conduct. In order to identify potential improvements, our Human Resources team consult internal parties to formally gather their feedback that are then used to revise the Code of Conduct. Our human rights practices are clearly stated in our Code of Conduct and Employee Handbook and all employees are expected to adhere to these high standards that enshrines the following:

Humane Treatment	Child or Forced Labour Prohibition	Anti-harassment
Equal Employment Opportunity and Non-discrimination	Availability of Grievance Mechanism	Anti-Bribery and Anti-Corruption
Occupational Safety and Health	Working hour are not exceed maximum hour set by local regulation	Wages adheres to Minimum Wages Order 2022

We commit to the UN Guiding Principles for Business and Human Rights, the ten principles of the UN Global Compact and the core labour standards of the International Labour Organization ("ILO"). UWC rejects any form of human rights violations such as child and forced labour or discrimination based on racial/ethnic origin, colour, or gender. This claim applies to all employee, all business partners and goes beyond compliance with local legal provisions.

UWC support and shown our commitment to children's rights other than child labour through aligning with the Human Right Policy and United Nations Convention on the Rights of the Child. The convention includes children's rights to a safe, clean, healthy, sustainable environment and the right to an education level. UWC supporting and collaborating with local communities and is actively promoting local development projects including school, university and other community settings. With a focus on children's right education, UWC supported education across the community by setting up education center as well as donating computers to public schools in need amongst others. UWC will commit to engage more activities in the future.

We are also systematically implementing measures to prevent or mitigate potential or actual human rights violations in the future by developing and implementing Child Labour Policy. We will not tolerate the use of child or forced labour under no circumstances. We have never employed any children below the age that set by Children and Young Persons (Employment) Act 1966 and Children and Young Persons (Employment) (Amendment) Act 2010. None of the employee has been employed by our company in the various forms of debt bondage or human trafficking such as restrictions on freedom of movement, withholding of wages or identity documents. In addition to that, UWC respects the rights of local communities and is actively promoting local development projects for the benefit of these communities, with a focus on children's right to education. The company is committed to implement measures to prevent or mitigate potential or actual human rights violations in the future.

We maintain a working environment with zero-tolerance towards unethical labour practices. Accordingly, we strictly prohibit conduct that constitutes or that could lead to or contribute to harassment based on age, race, gender, religion, nationality, marital status, pregnancy, disability or sexual orientation. The Sexual Harassment Policy is available to all our employees and we ensure that our employees are briefed and aware of this policy. We do not abide with any conduct of discrimination or harassment when dealing with employees, customers or supplier in our company. Moreover, briefing of sexual harassment, discrimination and bullying topic are provided to newly joined employees during their orientation. Furthermore, the briefing has been provided to the existing employees through the annual Townhall meeting to raise awareness within the corporation. We have trained both managers and employees on handling of reports or instances of bullying or harassment.

Our Code of Conduct outlines our expectations in terms of labour standards and human rights. This is provided and communicated to all our stakeholders, both internal and external.

SOCIAL (CONT'D)

- ***Grievance mechanism and remediation***

Internal and external stakeholders can report suspected human rights violations or any concerns related to human rights through an unfiltered grievance mechanism, which is aligned with the Whistle Blowing Policy. The identity of reporter/whistle-blower is kept confidential. We dedicate to address all reports and complaints received through such procedures with careful consideration. All the grievances or complaints on human rights from our stakeholders will be duly investigated for prompt resolution and we committed to remedy the affected parties where it has been identified that it has caused or contributed to human rights impacts.

During the year, no cases have been reported in terms of non-compliance to human rights (covering the following issues: for forced or child labour, discrimination, harassment incidents, or grievances) and labour standards.

- ***Career path***

In order to retain our talents, we provide opportunities for high-potential employees to develop and progress to senior positions in the Group. Regular performance appraisals are conducted. Priority is given to existing employees for promotion opportunities than new hire.

- ***Employee engagement***

UWC is committed to the highest standards of integrity, openness and accountability. In engaging our employees, we employ a “two-way” approach where we give opportunity for the employees to make known their grievances and also to give suggestions to improve or resolve their concerns and unhappiness through monthly employee meetings. We engage with our employees through formal and informal mechanisms. The employees may disclose any improper conduct within UWC, including misconduct or criminal offences, through UWC’s established internal Grievance e-Form, employee voice portal or writing.

The internal Grievance e-Form is anonymous so that the respondent can give honest feedback without worrying about the repercussions. Any individual or group who are affected by business operations are encouraged to use these channels to speak any concerns and complaints.

We seek to understand the needs of the people and therefore quarterly conduct employee surveys. These surveys are an integral component of our corporate feedback culture. They facilitate open communication between managers and employees to identify improvement opportunities and showcase areas where we have listened, learned and evolved. Every year, we conduct confidential and voluntary employee surveys between our employees, managers and leaders provides valuable information for improving the working environment and business processes. During the year, our employees are highly engaged with the company. These initiatives include monthly mood checks on employee well-being and surveys about specific areas for improvement such as our working conditions, systems and processes.

We endeavour to promote employee diversity and inclusion. UWC also embraces Malaysia’s multicultural background by having employees regardless of ethnicity and races. As part of the effort in promoting multicultural harmony, all of our employees participate in multicultural celebrations together in UWC. We embrace diversities by celebrating the various major festivals with our employees to promote understanding of each other’s culture and thereby creating harmony, peace and joy in our organisation. The major festivals celebrated by UWC with our employees are in conjunction with Hari Raya Aidilfitri, Chinese New Year, Deepavali and Christmas Day.

- ***Recognition Awards***

As an ongoing initiative to appreciate contributions by our employees, UWC rewards special gift items to employees with outstanding performances. During the UWC Outstanding Achievers Award ceremony, a total 111 employees were being recognised. The same was extended to UWC managerial staffs as they surpassed goals set and played pivotal roles in elevating the company onto next level of business scale, thus bringing UWC one step closer towards its’ long-term mission.

- ***Appreciation Dinner***

UWC proudly organized its’ 33rd Anniversary Appreciation Dinner at PICCA Convention Centre within Butterworth Arena. This annual event serves as a needed pause in time for all to reflect on past achievements, show appreciation for dedication demonstrated, coming together to celebrate accomplishments and milestones achieved together. UWC also presented long service awards to employees who stayed on with the company since past many years of which their loyalty is what make our company thrived.

SOCIAL (CONT'D)

- **Safety and Health Management**

Safety and health management is a priority for UWC in our business operations and workplaces as we identify any issues arising as relevant and important to the sustainability of business. This commitment towards health and safety is applicable to all stakeholders, including employees, customers, visitors, tenants, contractors and suppliers. Safety, Health, Electrical and Environment Policy is made available to all relevant parties (including contractors and external stakeholders) on our website. The policy is to plan and organize our work and facilities which will ensure to maintain our operations in a healthy, safe and orderly manner.

Upholding Occupational Safety and Health

We have complied to the best of our ability the existing laws and regulations relevant to our operations such as Occupational Safety and Health Act, 1994, Environmental Quality Act, 1974, Factories and Machinery Act, 1967, Fire Services Act, 1988 and Prevention and Control of Infectious Diseases Act 1988.

Some of the more important measures which we have implemented to complement the compliance of the aforementioned laws and regulations establish to oversee and monitor ongoing safety, health, electrical and environmental initiatives are:

- Established a Safety, Health and Environmental sub-Committee.
- Giving priority to continuous effort to occupational ill health and accident prevention.
- Training towards effective supervision by assigning clearly to each supervisor his/her responsibilities
- Continuously minimize work hazards and environmental pollution.
- The training of subordinates in the proper use of equipment and safe working practices.
- The development of electrical, environmental, health, and safety consciousness.
- Securing full cooperation of all employees for the attainment of these objectives.
- To comply with all relevant electrical, environmental, health, and safety rules and laws of Malaysia and other requirements.

A sub-committee namely Safety, Health and Environment ("SHE") Committee is established to lead the health and safety management process in the Group, including strategy, SHE metrics, and reviews progress through periodic audit and assessments. The SHE Committee comprises of the Group Chief Operations Officer, Dato' Lau Chee Kheong as the chairman and who is also an Executive Director of the Company and sits on the Board, SHE Officer as the secretary as well as both management and employee representatives. The chairman is responsible to devise and oversee the implementation of SHE Committee programmes and management of EHS risks.

Bi-monthly meeting is conducted by the SHE Committee to monitor the effectiveness of SHE management, review Occupational Safety and Health ("OSH") programme and discuss the issues on workplace safety and health, injury incidents, internal audit and compliance with relevant rules and regulations, continuous improvement and so forth. The SHE Committee meeting minutes are properly recorded to measure progress on OSH programme. The SHE Committee also conducts periodic internal and external audits to verify the effective implementation of the SHE programmes and conformance to safety and health standards.

OSH Risk Assessment

The health and safety of employees and tenants are protected by identifying risks, developing solutions and encouraging participation. The risk assessment for OSH management is driven by the Hazard Identification, Risk Assessment and Risk Control ("HIRARC"). The risk assessment is done at least once in a year for existing operations, and as and when required for potential new projects as part of the UWC's due diligence. The risk assessments are conducted based on the relevant rules and regulations such as Occupational Safety and Health Act 1994. Regular inspection and periodic audit are carried out to ensure compliance to safety standards. Performance monitoring results and trends are benchmarked against the UWC targets.

We view health and safety issues as relevant and important to the sustainability of business and therefore ensure UWC's stand on health and safety also applies to contractors and stakeholders. We engage with our suppliers or contractors via the Supplier, Contractor and Sub-Contractor Safety, Health and Environment Compliance Rules Forms ("SHE Compliance Form") regarding the safety related issues. All suppliers or contractors are required to acknowledge the SHE Compliance Form which includes compliance to OSH Policy. They are obliged to strictly adhere the safety procedures in place when performing work in UWC premises.

Training is fundamental to raise awareness and prevent workplace accidents. Our goal is to build safety awareness and competencies with **Safety & Health Awareness Training** covering various topics including, among others, chemical safety and health awareness, chemical handling, air hose safety, machine guarding, stacker safety driving and safe work practices. All employees are accountable and responsible for adhering to the safety and health guidelines. During the year, 522 staffs has been trained on health and safety standards.

SOCIAL (CONT'D)

- **Safety and Health Management (cont'd)**

Monitoring Safety and Health Performance

We are pleased to report no recorded cases for work-related fatalities among employees, contractors and customers occurred within UWC during the year, which is below National Occupational Fatality Rate at 2.05 per 100,000 workers in the Year 2024, according to statistics by the DOSH.

The work-related incidents are reported as below:

	FY2023	FY2024	FY2025
No. of work-related illness	0	0	0
No. of injury incidents - Own staff	1	2	1
No. of injury incidents - Onsite contractor and suppliers	0	0	0
No. of fatal incidents - Own staff	0	0	0
No. of fatal incidents - Onsite contractor and suppliers	0	0	0
Lost Time Injury Frequency Rate ⁽¹⁾	0.24	0.42	0.18

⁽¹⁾ Lost Time Injury Frequency Rate ("LTIFR") is calculated based on the formula as in line with the guideline issued by DOSH:
 $LTIFR = \text{No. of reported accidents} / \text{Total man-hours worked} \times 1,000,000$

UWC is committed to achieving the following annual target for FY2025 among our employees and contractors:

- ✓ To achieve annual Loss Time Accident (LTA) occurrence rate below 3 cases.
- ✓ To achieve monthly Non-Loss-Time Accident/Incident Occurrence rate below 3 cases.

In order to achieve this, we continuously seek to improve the Group's safety and health management systems.

Incident Response and Reporting

The SHE Committee has in place an Incident Investigation, Non-Conformities and Corrective & Preventive Action Request ("CPAR") Procedure to guide employees on the steps to take in the event of incidents (including accidents) and reporting any actual or potential non-conformities or unsafe work condition and process. The SHE Committee is responsible for the incident inspection, evaluation and reporting to ensure that the root cause of the incident is promptly analysed and effective actions are taken to prevent the recurrence of the incident.

Employee reports accident, dangerous occurrence and near miss or hazard to SHE Committee.

SHE Officer and the relevant head of department ("HOD") complete and submit investigation report to SHE Committee Chairman within 3 to 7 working days of occurrence depend on severity.

The HOD and SHE Committee conducts investigation, discuss and identify the corrective action and preventive action needed.

The HOD complete Corrective & Preventive Action Request ("CPAR") Form issued by SHE Officer and implement corrective and preventive actions.

SHE Committee review effectiveness of actions regularly until desired goal is met.

SOCIAL (CONT'D)

- **Safety and Health Management (cont'd)**

Incident Response and Reporting (cont'd)

Type of Injury	Causes	Corrective Action
Leg ankle cracked	An employee was cleaning a wall while standing on a plastic trolley approximately 34 inches high. During the task, he lost his balance and fell, resulting in a fractured right ankle.	For any ad hoc work, the supervisor must provide a safety briefing to staff on the potential risks and hazards before the task begins.

Local Communities

We see ourselves as part of society both at our individual sites as well as being a worldwide citizen. Our aspiration is to help shape society through our products, technologies and community engagement. Accordingly, we work with our employees to promote a diverse range of social initiatives that help tackle challenges at the local level. We believe in the philosophy of giving back to society to show our gratitude and appreciation for our success. In giving, we strengthen the local communities which in turn will contribute to nation building to become more stable, henceforth support future businesses through well-funded infrastructure and high-quality talent pool.

We are deeply committed to supporting the communities in which our sites are located. In this context, we focus on socio-economic development, education and direct community support. All of these add social value to our business activities, encouraging social advancement and providing a response to the needs of the main stakeholders. Moreover, we provide disaster relief and offer financial support to the people in need in the vicinity of our sites.

- **Education and employment opportunities**

UWC promote culture and education. This has a long tradition within our company. We champion creativity, the joy of discovery and curiosity as well as the courage to push boundaries. That is why we award scholarships and promote practice-oriented curricula.

The UWC Scholarship Fund was established in 2017 to provide eligible students pursuing diploma courses in the engineering fields at Penang Skills Development Centre ("PSDC"). The scholarship agreement with PSDC up to RM100,000 per year has been further extended 3 years from March 2023 to March 2026. Meanwhile, we also provided scholarship to other educational institutions such as Wawasan Open University and Peninsula College the courses covered from certificate to master level. In FY2025, UWC awarded scholarship amounting to total RM28,838 to 6 students who study in different courses and fields such as business management and mechatronic engineering.

Besides, collaboration with Technical and Vocational Education and Training ("TVET") institutes has provided employment opportunities to potential students to work in our Group. Through the school-industry smart partnership under Talent Retention Programme, we target Form 5 vocational inclined students from low-income families and equipped them with basic industrial relevant mechatronics skills in Engineering. The candidates are integrated into the company after SPM and continue with TVET dual education and training programmes. In FY2025, we sponsor 103 students with sponsorship amount up to RM375,900 to support them pursue certificate or dual program (certificate and diploma) under TVET scholarship programmes.

We are delighted to announce the success of a transformative internal training program designed to empower all of our employees to reach new heights of excellence and unlock their true potential. We are incredibly proud of each and every one of our TVET for embracing this transformative journey and investing in their personal and professional growth. This training was not just about acquiring knowledge but about empowering them to embrace their true potential. We are confident that each one of our TVET will go on to achieve remarkable success and make a positive impact in your chosen fields.

UWC has also signed Memorandum of Understanding ("MOU") with Manipal International University ("MIU") and Tunku Abdul Rahman University College ("TAR UC") on 18 March 2022 and 15 July 2022. This is to establish collaboration and explore opportunities to develop programme and support student recruitment which upon graduation in embarking a career opportunity with UWC. The research, educational and training programs in the fields sought that will be beneficial to both Parties. Moreover, UWC had signed Memorandum of Understanding with University Tunku Abdul Rahman ("UTAR") on 1 December 2022. The collaboration is to initiate joint projects involving collaborative research and share expertise, facilitate exchanges of ideas and facilities between the Parties.

On 1 July 2024, UWC has signed MOU with Wawasan Open University ("WOU"). Our employees and their immediate family members are eligible for a discount on course fees. This initiative encourages our employees to enhance their skills, new qualifications, or broaden their knowledge. We believe in investing in our employees' growth and development, and this discount is just one way we support your continuous learning journey.

SOCIAL (CONT'D)

- ***Education and employment opportunities (cont'd)***

Furthermore, UWC had attended the formation of a MOU with the Malaysian Universities Consortium in E&E to support the implementation of MOHE Research and Industry Incubator ("MRI3"). MOHE has formed the Malaysian Universities Consortium in Electrical and Electronics ("E&E") with the aims to support the MRI3 to develop talents with sharp-skill and smart-skill according to the needs of the E&E industry, which requires skilled workers in the field that would include undergraduate and post-graduate students.

During the year, UWC has joined forces with Jabatan Pendidikan Politeknik dan Kolej Komuniti ("JPPKK"). This collaboration marks a pivotal moment in promoting polytechnics as dynamic centers for reskilling and upskilling initiatives. Moreover, UWC also have collaborations with Kolej Vokasional Nibong Tebal. Through the collaboration, both parties have agreed to enhance cooperation and collaborative relationships in the use of human resources and expertise.

On 4 March 2025, UWC is proud to officially sign a MOU with Universiti Sains Malaysia ("USM"), marking a significant step toward fostering talent development, research collaboration, and industry-driven innovation. This collaboration paves the way for professional training courses, young engineer apprenticeships, student internships, and cutting-edge testing services. It strengthens the connection between academia and industry while equipping future talents with real-world expertise.

UWC also organized an Engineering Insight Day for the tertiary institutions, UTAR and KDU by offering their students a glimpse into the intriguing world of engineering. The event involved a series of purposeful activities including workshops, interviews and networking whereby UWC engineers were on hand to walk the students through the working life within UWC. The new-found exposure reinforced the students' awareness about workplace etiquette beyond academia.

During the year, UWC is one of the pioneer academies in the country that has been accredited the National Dual Training System ("SLDN"), where we are the pioneer in Malaysia to establish Academy in industry. UWC SLDN Accredited Centre was launched on 12 January 2023 by Malaysia Productivity Commission. The SLDN programme offered by UWC has obtained recognition by the Malaysian education, International Trade and Industry, and Department of Skills Development (JPK). SLDN is a work-and-study scheme built upon the Academy in Industry (Aii) concept which encompasses practical trainings and theoretical learning within the training centre.

The SLDN program has also involved several talents of the Group to launch the program. The program is led by the Accredited Centre Manager & Trainer, Coordinator, Trainers and Coaches. The students who enrol in the programme will receive an allowance. The apprentice who completed the training will be awarded Malaysia Skills Certificate ("SKM") Level Two and Three. The core objective of the SLDN is to produce a knowledge worker ("K-Workers") which means that employee who possess three elements of competencies which are technical, social & humanitarian and methodologies & learning. By having the certificate, SLDN graduates are able to land a job with the technical skills obtained during the study or elect to pursue a higher level of study. UWC have 20 apprentices took part in the programme and several internal trainers and coaches lead the programme.

During the year, the Akademi Dalam Industri ("ADI") program was initiated. The ADI Program is a strategic collaboration between UWC, the Malaysia Productivity Corporation ("MPC") and UTM Space & London Examination Board ("LEB"), aimed at enhancing employee capabilities through structured, workplace-based learning. The program integrates both theory and hands-on practical sessions within the employees' own departments. With academic endorsement by UTM Space & LEB and program support from MPC, this initiative is fully sponsored under the UWC Scholarship Program. This program reflects UWC's commitment to long-term talent development, workforce upskilling and strengthening internal career pathways. To date, five UWC employees have successfully completed the Advanced Diploma in Education Design under this program. They are now appointed as Academic Directors for their respective Professional Diploma programs Hot Gas Plastic Welding, Manufacturing Quality Assurance, Machining Process Engineering, MIG Welding for Manufacturing Technology & Engineering Drawing for Manufacturing and will play key roles in facilitating modules and guiding participants under the ADI initiative.

As part of our continued efforts to build a strong technical talent pipeline, UWC has signed a Letter of Intent ("LOI") with a technical training institution to explore collaborative pathways for student development. This partnership aims to support practical industry exposure, provide technical coaching, and create a smoother transition from classroom learning to real-world application. By supporting apprenticeships and hands-on training opportunities, we are actively investing in the development of a stronger, more capable workforce equipped to meet the demands of today's industry.

We also offer internship programme in order to bring highly qualified and motivated students with diverse education backgrounds into our company to work. The internship programme provides the students an environment to acquire knowledge and skills with practical experience. During the year, we offer internships to 84 students in various department that relevant to their course of study.

SOCIAL (CONT'D)

- ***Education and employment opportunities (cont'd)***

Moreover, we have organized UWC Industry Insight Day for high-school students that undergoing final year or penultimate year to experience working in the factory for a day. On top of that, to motivate students in Science, Technology, Engineering and Math ("STEM"), we bring along these students' parents to join UWC Industry Insight Day, whereby the parents will be able to observe actual factory operation throughout the day.

A major part of our community investments includes providing internships and scholarships to students in the areas of STEM. Given our company's strong focus in manufacturing and engineering, we believe in aligning our community investments to harnessing potential talent in these areas. We hope that the community investments provided by our organization can support future employment, while providing us with a potential pipeline of talent.

This year, we have reached an exciting new milestone in our commitment to nurturing future talent. While we have previously supported nearly 300 Form 5 school leavers, we have now expanded our efforts to include both Form 4 and Form 5 students. By engaging students earlier in their education journey, we aim to provide stronger exposure to engineering and industry pathways. Each week, our dedicated coaches visit schools to mentor and guide students, and during every school break, we organize hands-on STEM activities to keep their curiosity alive and learning momentum strong. This early intervention empowers students to explore their interests in engineering and gain a better understanding of real-world industry environments. It is a key part of UWC's long-term talent pipeline strategy - developing future-ready individuals from the ground up. We are proud that our efforts have been recognized, with our Deputy Chief Operating Officer, Ng Sze Yen, receiving acknowledgment from both JPN and STEM Penang.



STEM Talent Pipeline Development Programmes



Letter of Intent Signing Ceremony between ADTEC and UWC



UWC Industry Insight Day with Parents

SOCIAL (CONT'D)

- ***Education and employment opportunities (cont'd)***



UWC participants have attended the program Advanced Diploma in Education Design, held from 11 - 14 June 2025 at UTM Kuala Lumpur & KLIEC.



Memorandum of Understanding with Universiti Sains Malaysia on 04 March 2025



Memorandum of Understanding with JPPKK on 04 December 2023



Memorandum of Understanding with UTAR on 01 December 2022



UWC SLDN Accredited Centre was launched on 12 January 2023



Memorandum of Understanding with Malaysian Universities Consortium in Electric & Electronics

...Sustainability Report

SOCIAL (CONT'D)

- ***Education and employment opportunities (cont'd)***



Memorandum of Understanding with TAR UC on 15 July 2022



Memorandum of Understanding with MIU on 18 March 2022

Scholarship fund for deserving students

BULETIN AUTIARA Adira December 11, 2019



UWC Scholarship Fund established in 2017

- ***Corporate social activities***

UWC is committed to make a positive impact on society through multiple corporate social activities such as charity donations and fundraising.

Charity Donation

UWC donated RM15,000 to the Penang Stem Sdn Bhd for the Technical Skill Learning (TSL) programme. Moreover, UWC sponsored RM2,800 to the Federation of Malaysian Manufactures (“FMM”) for the FMM Penang 56th Anniversary Dinner. UWC also donated RM2,500 to the events organized by the society. Besides, UWC also sponsored to some of the organization to support their events or activities during the year. These donations are helping the development of the local communities in various aspects including sports, educations and costs of living. UWC look forward to these donations help to provide and develop better living standards and education system for the communities.

SOCIAL (CONT'D)

- ***Education and employment opportunities (cont'd)***

Fundraising Campaign

UWC efforts extend to supporting those in need through employee volunteerism initiatives and charitable fundraising events. UWC organised a company-wide fundraising event to make donations to support the aid and relieve initiatives for our colleague, who was involved in an accident when commuting back after work. Furthermore, UWC has organized a fundraising initiative to support one of our employees who lost their home in a fire and is currently facing financial difficulties.



We regularly evaluate the achievement of objectives and the impact of our projects. Our goal is to ensure that our community engagement continues to have a positive impact on society. For this reason, we are constantly working to make the sustainable impact of our projects (outcome and impact) measurable for the respective target groups.

Conclusion

Going forward, we will continue to strengthen our sustainability development efforts by revisiting and reassessing the identified material sustainability matters ("MSM") for recalibration if necessary, and to identify new MSM for action.

We are committed and serious in our sustainability practices to bring our Group to the next level of excellence giving assurance to our business continuity and value creation and at the same time to fulfil the UN SDGs so as to make the world a better place for mankind.

...Sustainability Report

Appendix 1 – GRI Content Index

GRI Standard	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Pages 2 to 3
	2-2 Entities included in the organization's sustainability reporting	Page 33
	2-3 Reporting period, frequency and contact point	Page 33
	2-5 External assurance	Page 34
	2-6 Activities, value chain and other business relationships	Pages 9 to 13
	2-7 Employees	Pages 49 to 52
	2-8 Workers who are not employees	Page 50
	2-9 Governance structure and composition	Pages 15 to 22, 25 to 26 and 34
	2-10 Nomination and selection of the highest governance body	Pages 29, 89 to 90
	2-11 Chair of the highest governance body	Pages 15 to 22
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 27 to 32
	2-13 Delegation of responsibility for managing impacts	Pages 28, 34 and 35
	2-14 Role of the highest governance body in sustainability reporting	Pages 28, 34 and 35
	2-15 Conflicts of interest	Pages 15 to 22, 25 to 26, 31 and 87
	2-16 Communication of critical concerns	Pages 43, 63 and 64
	2-17 Collective knowledge of the highest governance body	Pages 23, 28 and 29
	2-18 Evaluation of the performance of the highest governance body	Pages 29 to 30, 34, 91 and 92
	2-19 Remuneration policies	Pages 30 to 31
	2-20 Process to determine remuneration	Pages 30 to 31
	2-22 Statement on sustainable development strategy	Pages 8, 37 and 38
	2-23 Policy commitments	Pages 40, 63 and 64
	2-24 Embedding policy commitments	Pages 40, 63 and 64
	2-25 Processes to remediate negative impacts	Pages 43, 63 and 64
	2-26 Mechanisms for seeking advice and raising concerns	Pages 43, 63 and 64
	2-27 Compliance with laws and regulations	None
	2-28 Membership associations	Page 36
	2-29 Approach to stakeholder engagement	Page 36
IT Security and Data Privacy		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 41
Anti-corruption		
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Page 43
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 47 and 48
GRI 306: Waste 2020	306-3 Waste generated	Pages 47 and 48
	306-5 Waste directed to disposal	Pages 47 and 48

...Sustainability Report

Appendix 1 – GRI Content Index (cont'd)

GRI Standard	Disclosure	Location
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 48 and 49
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Pages 48 and 49
	303-3 Water withdrawal	Page 48
	303-5 Water consumption	Page 48
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 49 to 56
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 51 and 52
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 55
	401-3 Parental leave	Page 56
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 54
	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 53 to 55
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66 to 68
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Pages 66 to 68
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 66 to 68
	403-9 Work-related injuries	Page 67

...Sustainability Report

Performance Data Table from Bursa Malaysia ESG Reporting Platform

Indicator	Measurement Unit	2023	2024	2025
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	100.00	100.00	100.00
Executive	Percentage	100.00	100.00	100.00
Non-executive/Technical Staff	Percentage	100.00	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	36,000.00	5,586.00	20,300.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	4	3	3
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
30-50				
Management Under 30	Percentage	0.00	0.00	0.00
Management Between 30-50	Percentage	4.00	4.00	3.00
Management Above 50	Percentage	1.00	1.00	1.00
Executive Under 30	Percentage	16.00	13.00	12.00
Executive Between 30-50	Percentage	12.00	12.00	13.00
Executive Above 50	Percentage	1.00	1.00	1.00
Non-executive/Technical Staff Under 30	Percentage	42.00	43.00 *	43.00
Non-executive/Technical Staff Between 30-50	Percentage	23.00	25.00 *	25.00
Non-executive/Technical Staff Above 50	Percentage	1.00	1.00	2.00 *
Gender Group by Employee Category				
Staff Male				
Management Male	Percentage	4.00	4.00	3.00
Management Female	Percentage	1.00	1.00	1.00
Executive Male	Percentage	21.00	18.00	18.00
Executive Female	Percentage	8.00	8.00	9.00 *
Non-executive/Technical Staff Male	Percentage	53.00	56.00 *	55.00
Non-executive/Technical Staff Female	Percentage	13.00	13.00 *	14.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	80.00	67.00	67.00
Female	Percentage	20.00	33.00	33.00
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	17.00	14.00	25.00
Above 50	Percentage	83.00	86.00	75.00
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megawatt	7,329.64	9,149.80	13,705.74
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.24	0.42	0.18
Bursa C5(c) Number of employees trained on health and safety standards	Number	435	897	522
Bursa (Labour practices and standards)				

Internal assurance

External assurance

No assurance

(*Restated

...Sustainability Report

Performance Data Table from Bursa Malaysia ESG Reporting Platform (cont'd)

Indicator	Measurement Unit	2023	2024	2025
Bursa C6(a) Total hours of training by employee category				
Management	Hours	-	3,579	6,421
Executive	Hours	-	13,378	27,456
Non-executive/Technical	Hours	-	11,286	26,450
Staff				
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	1.00	1.00	2.00
Bursa C6(c) Total number of employee turnover by employee category				
Management	Number	6	5	9
Executive	Number	30	80	62
Non-executive/Technical	Number	157	111 *	306
Staff				
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	86.00	77.00	71.37
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	164.920000	144.080000	233.270000
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	733.90	748.90 *	1,102.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	733.30	747.10 *	1,093.53
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0.60	1.80 *	8.47
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	958.00	1,215.00 *	1,838.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	4,288.00	5,353.00 *	8,018.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	0.00	0.00	0.00

Statement On Risk Management and Internal Control

The Board of Directors (“Board”) of UWC Berhad (“UWC”) is pleased to present its Statement on Risk Management and Internal Control (“Statement”) for the financial year ended 31 July 2025 (“FYE 2025”). This Statement is presented and disclosed pursuant to paragraph 15.26(b) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad and is guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers and the Malaysian Code on Corporate Governance.

BOARD'S RESPONSIBILITIES

The Board acknowledges its overall responsibility for maintaining a sound risk management and internal control system for the Group to safeguard the shareholders' investment and the Group's assets, and to discharge their stewardship responsibilities in identifying and reviewing risks and ensuring the implementation of appropriate systems to manage these risks. While the Board has delegated its oversight role in risk management and the internal controls function to the Audit Committees (“AC”) and Risk Management Committees (“RMC”) which comprised solely of Independent Non-Executive Directors, the Board understands the principal risks of the business that the Group is engaged in. The AC reviews the adequacy and effectiveness of internal control systems. The RMC is responsible for overseeing on risk management framework and practices to ensure prudent risk management over UWC's business and operations.

RISK MANAGEMENT

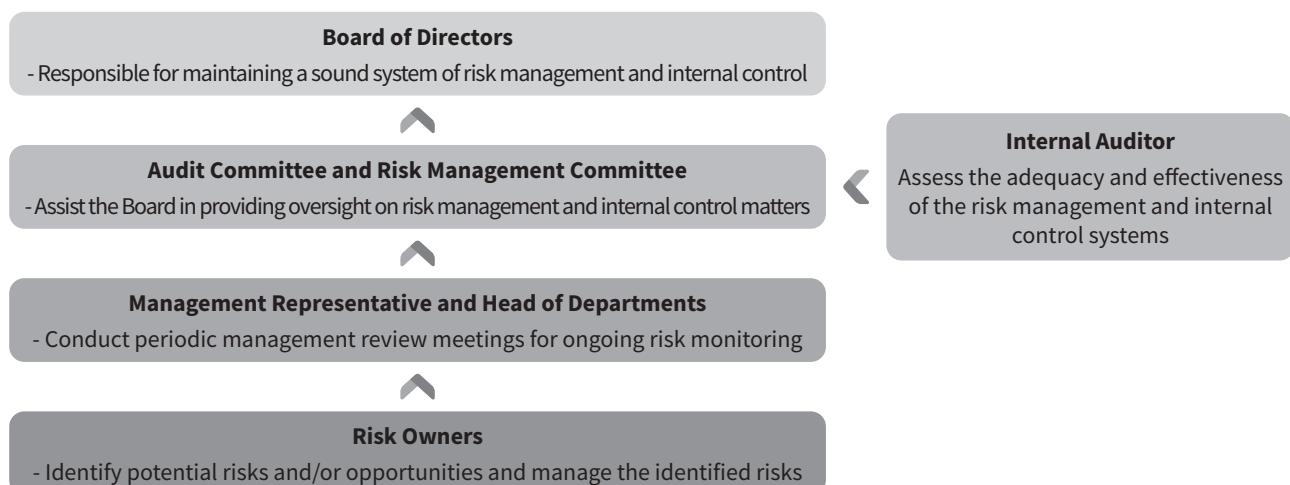
The risk management processes in identifying, evaluating, managing and documenting key risks in UWC are embedded in the operation and business processes in accordance with the ISO Environment and Quality Management System. Day-to-day operations in respect of financial, commercial, legal compliance and operational aspects of the Group are closely monitored by the respective Heads of Department. Risk deliberation, mitigation strategies and action plans are discussed and reported to the management in management review meetings.

As part of the Group's comprehensive risk management process, a Risk Assessment Framework is diligently maintained. The Risk Assessment Framework includes the sources of context, description of risks and/or opportunities, risk owners, assessment of impacts and likelihood (risk assessment score ranking), risk control actions and result evaluation. Risk control and action plans are designed and implemented based on the risk assessment score ranking, ensuring that the most critical risks are addressed first. Respective risk owners are entrusted with the responsibility of identifying risks and ensuring that adequate control systems are in place to manage, mitigate, avoid or eliminate these risks. The Risk Assessment Framework is continuously updated to reflect ongoing changes in risk profiles, this serves as the ongoing process of identifying, assessing and managing risks faced by the Group and has been in place for the financial year under review.

The risk management process is as follows:

Identification ➤ Assessment ➤ Mitigation ➤ Monitoring ➤ Reporting ➤

The risk management governance structure is as follows:



The management of the Group is responsible for effective implementation of risk management across the organisation and reports to the RMC. The management periodically review the risk management system to ensure its continuing suitability, adequacy and effectiveness. During the FYE 2025, the management has reviewed the Risk Assessment Framework and subsequently tabled to the RMC and Board for deliberation.

...Statement On Risk Management and Internal Control

INTERNAL AUDIT

The Group has outsourced the internal audit function to KPMG Management & Risk Consulting Sdn. Bhd. ("KPMG MRC"), an independent professional firm to independently assess the adequacy, effectiveness and integrity of the Group's risk management and internal control systems.

Internal audit is carried out to assess the adequacy and integrity of the internal control system of the Group based on the internal audit plan reviewed and approved by the Audit Committee ("AC"). Based on the audits, the internal auditors will advise management on areas of improvement and subsequently, initiate follow-up actions to determine the extent of implementation of their recommendations.

The internal audit plan was circulated to the members of the AC prior to the execution of the assignment. Based on the approved internal audit plan, KPMG MRC conducted one cycle of internal audit during FYE 2025 with audit scope and focus area on "Facilities Management" and "Quality Assurance (Focusing on Metrology Calibration Team)". The internal audit findings and recommendations for improvement, including action plans agreed with operation level management, were reported to the AC on 17 June 2025.

Further details of the activities of internal audit function are set out under the Audit Committee Report of this Annual Report.

INTERNAL CONTROLS

In addition to the Risk Management and Internal Audit function, the Board also derives its comfort on the state of internal control in the Group through the following internal controls, information and review mechanisms and systems:

- i. Delegation and separation of responsibilities between the Board and management. The Board oversees the financial and operational performance reported to the Board by the management;
- ii. Defined authority and responsibility for core business activities and functional divisions. These limits of authority and approval are programmed into the Group ERP System facilitating delegation of power to management;
- iii. Board discussions with management during the board meetings on financial and operational issues as well as the measures taken by management to mitigate and manage the associated risks;
- iv. The management systems possessed by the subsidiaries and their continual compliance with these respective certification bodies' requirements.

Subsidiary	Scope	ISO Certificate
UWC Holdings Sdn. Bhd. and UWC Industrial Sdn. Bhd.	The manufacturing of sheet metal fabrication, precision engineering parts, mechanical and electrical assembly of automated equipment.	<ul style="list-style-type: none">• ISO 9001:2015 (Quality Management Systems)• ISO 14001:2015 (The Environment Management Systems)
	Contract manufacturing of sheet metal fabrication, precision engineering and mechanical parts for medical device and hospital furniture.	<ul style="list-style-type: none">• ISO 13485:2016 (Medical Devices-Quality Management System)
UWC Automation Sdn. Bhd.	Manufacturer of machining part.	<ul style="list-style-type: none">• ISO 9001:2015 (Quality Management Systems)
UWC Industrial Sdn. Bhd.	Class 100 Cleanroom with grade ISO Class 5, 7 and 8.	<ul style="list-style-type: none">• ISO 14644-1:2015 (Classification of Air Cleanliness by Particle Concentration)
	Class 10,000 Cleanroom with grade ISO Class 7 and 8.	
USURFACE Technology Sdn. Bhd.	Provision of surface finishing processes.	<ul style="list-style-type: none">• ISO 9001:2015 (Quality Management Systems)

...Statement On Risk Management and Internal Control

INTERNAL CONTROLS (cont'd)

iv. The management systems possessed by the subsidiaries and their continual compliance with these respective certification bodies' requirements. (cont'd)

Subsidiary	Scope	ISO Certificate
WEPLUS Greentech Sdn. Bhd.	Manufacturing of metal sheet and metal part fabrication, metal stamping, wire hardness and trading, distribution of various range of plastic injection moulding products and plastics part and supply of wooden work, component used in equipment and connector.	<ul style="list-style-type: none">ISO 9001:2015 (Quality Management Systems)
	Manufacturing of metal stamping parts, injection moulding plastics parts for medical devices.	<ul style="list-style-type: none">ISO 13485:2016 (Medical Devices-Quality Management System)
MCE Technologies Sdn. Bhd.	Manufacturing and fabrication of metal stamping parts with assembly and secondary operation capabilities.	<ul style="list-style-type: none">ISO 14001:2015 (The Environment Management Systems)ISO 9001:2015 (Quality Management Systems)ISO 13485:2016 (Medical Devices-Quality Management System)
MCT (Thailand) Co., Ltd.	Manufacturing and fabrication of metal stamping parts with assembly and secondary process.	<ul style="list-style-type: none">ISO 9001:2015 (Quality Management Systems)
	Manufacturer of precision stamped metal parts.	<ul style="list-style-type: none">IATF 16949:2016 (Automotive Quality Management Systems)

v. Potential financial risk exposure resulting from fire, perils, consequential loss, burglary, fidelity and public liability are insured to minimize Group's financial exposures and losses;

vi. A comprehensive Employee Handbook is established to regulate human resources management and practices;

vii. Implementation of physical security controls at the strategic locations such as CCTVs, security guards, fencing and gate in the plants; and

viii. The Group has established a Whistle Blowing Policy which allows, supports and encourages its employees and third parties to report and raise genuine concerns about possible improprieties in matters of financial reporting, compliance, malpractices and unethical business conduct within the Group at the earliest opportunity and in an appropriate way. The Group is committed to investigate any suspected misconduct or breach reported, the investigation of which will be led by the AC, as well as to protect those who come forward to report such activities.

MANAGEMENT ACCOUNTABILITY AND ASSURANCE

Management is accountable to the Board for identifying risks associated with the business of the Group and its strategies; maintaining sound systems of risk management and internal control; and monitoring and reporting to the Board of control deficiencies and changes in risks that could affect the Group achievement of its objective and performance significantly.

Before producing this Statement, the Board has received assurance from Executive Directors that, to the best of their knowledge that the Group's risk management and internal control systems are operating adequately and effectively, in all material aspects.

...Statement On Risk Management and Internal Control

BOARD ASSURANCE AND LIMITATION

For the financial year under review, the Board is satisfied that the existing systems of risk management and internal control are effective and there were no losses resulted from significant control weakness.

The Board acknowledges that the risk management and internal control systems should be continuously improved. The Board will continue to evaluate and take measures to strengthen the internal control systems. However, stakeholders should note that all risk management and internal control systems could only manage rather than eliminate risks of failure to achieve business objectives, given that there are inherent limitations in any risk management and internal control system. Therefore, these systems can only provide reasonable but not absolute assurance against material misstatements, frauds and losses.

REVIEW OF STATEMENT ON INTERNAL CONTROL BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the MMLR, the External Auditors shall review this Statement. The review should be guided by the Audit and Assurance Practice Guide 3 (“AAPG3”) issued by the Malaysian Institute of Accountants.

Based on AAPG3, the External Auditors have reviewed this Statement and have reported to the Board that nothing has come to their attention that causes them to believe that the explanation disclosed in this Statement is inconsistent with their understanding of the processes adopted by the Board and management in their risk management and internal control systems of the Group.

This Statement is made in accordance with a resolution of the Board on 26 November 2025.

Audit Committee Report

COMPOSITION AND DESIGNATION

Chairman : Dato' F'ng Meow Cheng
(*Independent Non-Executive Director*)

Member : Dato' Seri Lee Teong Li
(*Independent Non-Executive Director*)

Jariyah Binti Hashim
(*Independent Non-Executive Director*)

The members of the Audit Committee ("AC") comprise wholly Independent and Non-Executive Directors.

The AC Chairlady, Dato' F'ng Meow Cheng is a member of Malaysian Institute of Certified Public Accountants ("MICPA") and Malaysian Institute of Accountants ("MIA").

Members of the Committee are financially literate, with diverse background, experience and knowledge in accountancy, business management, commercial and corporate laws and national investment policies and administration.

TERMS OF REFERENCE

Following are the details of the AC's terms of reference. This terms of reference is also posted at the Company's website at www.uwcberhad.com.my.

1.0 Objectives

The principal objective of the AC is to assist the Board of Directors ("the Board") on following:

- a. To independent review and oversee of UWC Berhad ("the Company") financial reporting process;
- b. To oversee and appraise the performance and the quality of the audit conducted by internal and external auditors;
- c. To review the Company's process for monitoring compliance with laws and regulations; and
- d. To review the compliance and the effectiveness of Company's Employee Code of Conduct.

2.0 Composition

- a. The AC of the Company shall be appointed from amongst the Board and shall comprise not less than three (3) members who fulfils the following requirements:
 - i. all the AC members must be non-executive directors, with all of them being independent directors; and
 - ii. have at least one (1) member who is a member of the MIA or who complies with paragraph 15.09 of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") or fulfils such other requirements as prescribed or approved by Bursa Securities.
- b. No alternate Director of the Board shall be appointed as a member of the AC.
- c. The Chairman, who shall be elected by the AC, shall be an Independent Director and shall not be the Chairman of the Board.
- d. In the event of any vacancy resulting in non-compliance with the terms of reference hereof, the vacancy must be filled within three (3) months.
- e. The term of office and tender of the AC and each of its members must be reviewed by the Nominating Committee annually in order to determine whether the AC and members have carried out their duties in accordance with their terms of reference.
- f. A former key audit partner involved in the audit works of the Group must observe a cooling-off period of three (3) years before he/she may be appointed as a member of the AC.

...Audit Committee Report

TERMS OF REFERENCE (cont'd)

3.0 Functions and Duties

- a. In respect of the external audit, to review and report the same to the Board:
 - i. the audit plan, its scope and nature;
 - ii. the audit reports and management letter issued by the External Auditors and the implementation of audit recommendations;
 - iii. the results of the External Auditors' evaluation of the accounting policies and systems of internal control and risk management within the Company and its subsidiaries (collectively "the Group"); and
 - iv. the assistance given by the employees of the Company to the External Auditors;
- b. To review the quarterly reports on consolidated financial results and annual financial statements prior to submission to the Board, focusing particularly on:
 - i. changes in or implementation of major accounting policies and practices;
 - ii. significant matters highlighted including financial reporting issues, significant judgments made by management, significant and unusual events or transactions, and how these matters are addressed;
 - iii. the going concern assumption;
 - iv. integrity of financial statements; and
 - v. compliance with accounting standards and other legal requirements;
- c. To discuss the problems and reservations arising from the audits, and any matter the Internal and External Auditors may wish to discuss (in the absence of Management, where necessary);
- d. To consider the appointment (or re-appointment as the case may be) of the Internal and External Auditors, the audit fee, the terms of reference of the said appointment/re-appointment, any question on their resignation or dismissal before making a recommendation to the Board, and commits to tender for a new audit firm on a regular basis.

In determining the appointment/re-appointment of the External Auditors, in addition to the suitability factors as set out below:

- i. the adequacy of the experience and resources of the accounting firm;
- ii. the persons assigned to the audit;
- iii. the accounting firm's audit engagements;
- iv. the size and complexity of the Group being audited; and
- v. the number and experience of supervisory and professional staff assigned to the particular audit;

To also consider the performance of the External Auditors and its independence such as:

- i. the auditors' ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;
- ii. the nature of the non-audit services provided by the External Auditors and fees paid for such services relative to the audit fee; and
- iii. whether there are procedures in place to ensure that there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or length of service tenure of the External Auditors;

- e. To obtain the confirmation from External Auditors that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements;

...Audit Committee Report

TERMS OF REFERENCE (cont'd)

3.0 Functions and Duties (cont'd)

f. To discuss the contracts and nature for the provision of non-audit services which can be entered into by the Group with the External Auditors or its affiliates and procedures that must be adhered to by the External Auditors. The following contracts cannot be entered into with the External Auditors:

- Management consulting;
- Strategic decision;
- Internal audit; and
- Policy and standard operating procedures documentation.

Any exceptions to the above require the AC and Board's approval. The Company is required to state the details on the nature of the non-audit services rendered in the Company's annual report in accordance with the MMLR;

g. To do the following, in relation to the internal audit function:

- i. review the adequacy of the scopes, functions, competency and resources of the internal audit function, and that it has the necessary authority to carry out its work;
- ii. review the internal audit plan and the results of the internal audit process and, where necessary, ensure that appropriate action is taken on the recommendations of the internal audit function; and
- iii. review any appraisal or assessment of the performance of members of the internal audit function, whether in-house or outsourced. Where internal audit function is in-house, approve any appointment or termination of senior staff members and take cognisance of resignations of its staff members, providing them an opportunity to submit reasons for resigning;

h. To consider the major findings of internal audit investigations and Management's response or action plan;

i. To ensure the internal audit function is independent of the work it audits and the head of internal audit reports directly to the AC. The head of internal audit should have the relevant qualification and be responsible for providing assurance to the AC that the internal controls are operating effectively. The head of internal audit will be responsible for the regular review and/or appraisal of the effectiveness of risk management, internal control and governance processes within the Company;

j. To review any related party transaction and conflict of interest situation that arose, persist or may arise within the Group including any transaction, procedure or course of conduct that raise question of management integrity, and the measures taken to resolve, eliminate, or mitigate such conflicts;

k. To review the adequacy and effectiveness of risk management and internal control systems deployed by the Key Senior Management to address those risks and recommend corrective measures undertaken to remedy failures and/or weaknesses;

l. To verify the allocation of shares pursuant to the Share Grant Scheme ("SGS") as being in compliance with criteria as stipulated in the SGS By-Laws of the Company;

m. To submit to the Board a report on the summary of activities of the AC in the discharge of its functions and duties in respect of each financial year including details of relevant training attended by the AC for inclusion into the annual report of the Company;

n. To review and assess the adequacy and relevance of its terms of reference annually and recommend any changes it considers necessary to the Board for endorsement; and

o. To consider and examine such other matters as defined by the Board or as may be prescribed by Bursa Securities or any other relevant authority from time to time.

...Audit Committee Report

TERMS OF REFERENCE (cont'd)

4.0 Rights

The AC shall:

- a. have authority to investigate any matter within its terms of reference;
- b. have the resources which are required to perform its duties;
- c. have full and unrestricted access to any information pertaining to the Group;
- d. have direct communication channels with the External Auditors and person(s) carrying out the internal audit function or activity on a continuous basis in order to be kept informed of matters affecting the Group;
- e. have the right to obtain independent professional or other advice at the Company's expense;
- f. have the right to convene meetings with the Internal and External Auditors, without the attendance of the other Directors or employees of the Group, whenever deemed necessary; and
- g. promptly report to Bursa Securities matters which have not been satisfactorily resolved by the Board resulting in a breach of the MMLR of Bursa Securities.

5.0 Meetings

- a. The AC shall meet at least four (4) times in each financial year. The quorum for a meeting shall be two (2) members. Additional meetings may be conducted if the need arises.
- b. A circular resolution in writing signed by the members of the AC who are sufficient to form a quorum, shall be valid and effectual as if it had been passed at a meeting of the AC duly convened. Any such resolution may consist of several documents in like form, each signed by one (1) or more members of the AC and shall include signed copies via legible facsimile transmission or other written electronic means.
- c. Any member of the AC may participate in any meeting of the AC via telephone conferencing, video conferencing or by means of any communication equipment which allows all persons participating in the meeting to hear each other. A person so participating shall be deemed to be present in person at the meeting and shall be entitled to vote or be counted in a quorum accordingly.
- d. The Company Secretary or any other person approved by the AC shall act as the Secretary of the AC and shall attend all meetings and minute the proceedings thereof.
- e. The Chairman shall upon request of the Internal or External Auditors convene a meeting of the AC to consider any matter the Internal or External Auditors believe should be brought to the attention of the AC members or shareholders.
- f. The External Auditors, the Head of Finance and the Head of Internal Audit shall attend any meeting of the AC at the invitation of the AC.
- g. The Audit Committee should meet with the External Auditors without Executive Directors or management representatives present at least twice a year.
- h. The Chairman of the AC should engage on a continuous basis with the Chairman of the Board, the Group CEO and COO, Financial Controller, the Head of Internal Audit, the External Auditors and the Company Secretary in order to be kept informed of matters affecting the Company and the Group.

...Audit Committee Report

TERMS OF REFERENCE (cont'd)

6.0 Disclosure

The AC is required to prepare a Committee Report at the end of each financial year for inclusion in the Annual Report of the Company. The Committee Report shall include the following information:

- a. Composition of the AC, including the name, designation (indicating the Chairman) and directorship of the members (indicating whether the Directors are independent or otherwise);
- b. Number of AC meetings held during the financial year and details of attendance of each Committee member;
- c. Summary of the work carried out by the AC in the discharge of its functions and duties for that financial year of the Company and how it has met its responsibilities;
- d. Summary of the work of the internal audit function; and
- e. Summary of any conflict of interest ("COI") or potential COI situation reviewed by the Audit Committee (excluding a related party transaction), and the measures taken to resolve, eliminate, or mitigate such conflicts.

The AC shall also assist the Board in making the following additional statements in the Company's Annual Report:

- a. Statement explaining the Board's responsibility for preparing the annual audited financial statements of the Group; and
- b. Statement about the state of risk management and internal controls of the Group.

7.0 Review of the Terms of Reference

The Terms of Reference of the AC should be reviewed annually and updated in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the AC's duties and responsibilities.

ATTENDANCE

The AC was constituted on 16 November 2018. During the financial year ended 31 July 2025, there were five (5) meetings held. The detail of attendance of each AC member is as follows:

	AC Member	Attendance
1	Dato' F'ng Meow Cheng	5/5
2	Jariyah Binti Hashim	5/5
3	Dato' Seri Lee Teong Li <i>(Appointed as member on 31 July 2025)</i>	0/0
4	Dato' Lio Chee Yeong <i>(Ceased as member on 27 March 2025)</i>	4/4
5	Dato' Wan Hashim Bin Wan Jusoh <i>(Appointed as member on 17 June 2025, ceased as member on 31 July 2025)</i>	0/0

...Audit Committee Report

SUMMARY OF ACTIVITIES

The activities undertaken by the AC in discharging its duties and functions during the financial year are summarised as follows:

a. **Reviewing the Related Party Transactions**

In order to safeguard the interest of the UWC Group and its minority shareholders, and to mitigate any potential conflict of interest, the AC has reviewed the related party transactions and was satisfied that the related party transactions were transacted on an arm's length basis and on normal commercial terms which are not unfavourable to the Group nor detrimental to the minority shareholders' interest of the Company.

b. **Reviewing the Conflict of Interest Situations**

The AC has reviewed the Conflict of Interest ("COI") Policy and recommended the same to the Board for approval and adoption on 17 June 2025. This COI Policy outlines the framework and appropriate controls and measures to ensure systematic identification and management of any potential, actual or perceived COI situation.

In managing COI, the AC reviewed and reported to the Board the COI and potential COI situations on a timely basis. The AC has reviewed and was satisfied that none of the Directors and key senior management has any conflicts of interest with the Company during the financial year ended 31 July 2025 ("FYE 2025").

c. **Reviewing FYE 2025 External Audit Planning Memorandum and the Independence of the External Auditors**

Private sessions were held between the AC and the External Auditors on 24 September 2024 and 17 June 2025 respectively without the presence of the Executive Members.

Before the commencement of the current financial year audit, the AC has reviewed and deliberated with the External Auditors on their audit planning memorandum, in particular the audit risk areas, approach, emphasis and timeline.

The AC also noted the External Auditors' independence check and confirmation procedures carried out in the firm as well as no conflict of interest for rendering their non-audit services to UWC presently.

d. **Reviewing FYE 2024 Audited Financial Statements**

The AC has reviewed the Audited Financial Statements for the financial year ended 31 July 2024 together with the Reports of Directors and Auditors on 21 November 2024 before presentation to the Board for approval and for release to the authorities and public.

The AC has also verified the allocation of shares granted during FYE 2024 pursuant to the Share Grant Scheme is in compliance with the criteria for allocation disclosed by the Company to the employees.

e. **Reviewing the Interim Financial Results**

The AC has reviewed the financial statements and the quarterly results, cash flows, and financial positions with management. During this review, the Deputy Group Chief Executive Officer and Financial Controller were invited to present and respond to questions raised by the AC on the financial performance and significant financial reporting concerning compliance with applicable approved accounting standards and other regulatory requirements. Based on the clarifications and answers provided by the management, the AC resolved to present the financial results and statements to the Board for consideration and approval.

f. **Reviewing the Internal Audit Functions**

The AC has reviewed and approved the Internal Audit Plans FYE 2025 presented by Internal Auditor on 19 December 2024. The Internal Auditor reported its findings together with the management action plan and recommendations to the AC for review on 17 June 2025. The AC also reviewed the adequacy of the scope, function, competency and resources of the internal audit functions, and ensures that it has the necessary authority to carry out its work. The AC and management work closely with the outsourced internal audit function to review the internal control issues and ensure that significant issues are brought to the attention of the Board.

g. **Reviewing the Audit Committee Report and Statement on Risk Management and Internal Control**

The AC has reviewed the Audit Committee Report and Statement on Risk Management and Internal Control prior to recommending the same for Board's approval for inclusion in the Annual Report 2024 on 21 November 2024.

...Audit Committee Report

INTERNAL AUDIT FUNCTION

During the FYE 2025, the Group has outsourced the internal audit function to KPMG Management & Risk Consulting Sdn. Bhd. (“KPMG MRC”), an independent professional firm. The internal audit fee for financial year 2025 was RM30,000.

The internal audit engagement is led by an Executive Director, namely Encik Mohd Khaidzir Shahari who is with the Governance, Risk and Compliance Services (“GRCS”) practices of KPMG MRC. He provides overall direction for the engagement and is responsible for all stages of the work therein. Encik Mohd Khaidzir is a Professional Member and Certified Internal Auditor (The Institute of Internal Auditors Incorporated), a Chartered Accountant of MIA and a Certified Global Management Accountant. He is also currently a Board of Governors for the Institute of Internal Auditors Malaysia (“IIAM”) and is the Chairman of IIAM’s Research and Technical Advisory Committee. All the personnel deployed by KPMG MRC are free from any relationship or conflict of interest, that could impair their objectivity and independence during the course of their work.

Functionally, the Internal Auditors report directly to the AC. The primary responsibility of the Internal Auditors is to assist the Board and the AC in reviewing and assessing management systems of internal control and procedures. The AC reviews and approves the Internal Audit Engagement and fees to ensure the independence and objectivity of the Internal Auditors.

The internal audit function executed the internal audit work based on a risk-based internal audit plan as approved by the AC before the commencement of work. The internal audit work is carried out based on the KPMG MRC Internal Audit Methodology, which is closely aligned with the International Professional Practices Framework (“IPPF”) of the Institute of Internal Auditors. It highlighted significant findings and corrective measures in respect of any non-compliance to Management and AC on a timely basis. During the financial year under review, one internal audit cycle with the following audit scopes of work was carried out to assess the internal control systems:

No.	Audited Areas	Reporting Date
1	Facilities Management	10 June 2025
2	Quality Assurance (Focusing on Metrology Calibration Team)	10 June 2025

Findings arising from the internal audit exercise were reported and discussed at the AC meeting on 17 June 2025.

Nomination Committee Statement

COMPOSITION AND DESIGNATION

Chairman	:	Dato' Seri Lee Teong Li (Independent Non-Executive Director)
Member	:	Dato' F'ng Meow Cheng (Independent Non-Executive Director)
		Jariyah Binti Hashim (Independent Non-Executive Director)

TERMS OF REFERENCE

Following are the details of the composition of the Nomination Committee (“NC”) and its terms of reference. This terms of reference is also posted at the Company’s website at www.uwcberhad.com.my.

1.0 Objective

The principal objective of the NC is to develop and maintain a formal, rigorous and transparent procedure for assessing the performance of the Board of Directors (“Board”), the Board Committees and Individual Directors; making recommendations on appointments and reappointments of Directors to the Board; and reviewing candidate recommended for appointment and promotion as key senior management in the Group (“the Company and its subsidiaries”).

2.0 Composition

- a. The members of the NC of UWC Berhad (“the Company”) shall be appointed from amongst the Board and shall:
 - i. comprise not less than three (3) members;
 - ii. consist exclusively of non-executive directors, a majority of whom are independent; and
 - iii. where Independent Director shall be the Chairman of the NC.
- b. No alternate Director of the Board shall be appointed as a member of the NC.
- c. In the event of any vacancy resulting in non-compliance with the terms of reference hereof, the vacancy must be filled within three (3) months.

3.0 Functions and Duties

3.1 Appointment of New Directors

The NC’s duties are:

- a. to develop, maintain and review, for Board’s approval, the criteria to be used in the recruitment and screening process for prospective directors, such as the candidates':
 - skills, knowledge, expertise and experience;
 - professionalism;
 - background, character, integrity and competence;
 - contribution and performance;
 - time commitment to effectively discharge his or her duties to the Company including, amongst others, attendance at board or committee meetings, shareholders’ meetings, major company events and participation in continuing training programmes;
 - boardroom diversity including gender diversity, age and ethnicity diversity; and
 - in the case of candidates for the position as independent non-executive directors, the candidates’ ability to discharge such responsibilities or functions as expected from independent non-executive directors.

Candidates may be proposed by the Chairman and/or Managing Director and within the bounds of practicability, by any director or shareholder or any senior management personnel. The NC should also utilise independent sources to identify suitably qualified candidates.

...Nomination Committee Statement

TERMS OF REFERENCE (cont'd)

3.0 Functions and Duties (cont'd)

3.1 Appointment of New Directors (cont'd)

- b. where there is a vacancy in Board seat or a need to add additional director on Board, to search across a diverse candidate pool, then identify, nominate and make recommendations to the Board, the appointment of new candidates to the Board, based on recruitment criteria set by the Board;
- c. to recommend to the Board, candidates to fill memberships in the Board Committees; and
- d. to ensure that new appointees to the Board undergo Mandatory Accreditation Programme as prescribed by Bursa Malaysia Securities Berhad (“Bursa Securities”) and an induction programme to facilitate their understanding of the operations, products and services.

3.2 Assessment of Directors

The NC's duties are:

- a. to assist the Board in an annual review of the appropriate size of the Board, the required mix of skills, current diversity level, experience and other qualities, including core competencies which non-executive directors should bring to the Board;
- b. to assess the effectiveness of the Board as a whole annually, all Board Committees and the contribution of each individual Director, including the term of office and performance of the Board Committees and its member;
- c. to assess the independence of the independent non-executive directors, including reviewing the criteria for assessing their independence;
- d. to assess the desirable balance in board membership, considering the structure and development of excessive number of directorships;
- e. to assess the desirable number of independent non-executive directors;
- f. to review succession plans for the Board and senior management with a view to maintain an appropriate balance of skills, experience, tenure and diversity on the Board;
- g. to evaluate existing Directors who are subject to re-election/reappointment for recommendation to the Board;
- h. to ensure that all Directors attend appropriate continuous training programmes; and
- i. to document all assessments and evaluations properly and report to the Board all the results of the assessments and evaluations on an annual basis.

3.3 Others

- a. To report in the annual report, a statement about the activities of the NC in the discharge of its duties for the financial year;
- b. To consider other matters as referred to the NC by the Board; and
- c. To review and assess the adequacy and relevance of its terms of reference annually and recommend any changes it considers necessary to the Board for endorsement.

4.0 Rights

- a. The NC in carrying out its tasks under these terms of reference has the right to seek any information it requires from Management, employees and external parties.
- b. The NC may obtain independent professional or other external advice at the expense of the Company, with prior consent of the Board.

...Nomination Committee Statement

TERMS OF REFERENCE (cont'd)

5.0 Meetings

- a. The NC shall meet at least once in each financial year and report to the Board after each meeting, its recommendations, findings or decisions.
- b. The quorum for a meeting shall be two (2) members.
- c. A circular resolution in writing signed by the members of the NC who are sufficient to form a quorum, shall be valid and effectual as if it had been passed at a meeting of the NC duly convened. Any such resolution may consist of several documents in like form, each signed by one (1) or more members of the NC and shall include signed copies via legible and written electronic means.
- d. The Company Secretary or any other person approved by the NC shall act as the Secretary of the NC and shall attend all meetings and minute the proceedings thereof.
- e. Any member of the NC may participate in any meeting of the NC via telephone conferencing, video conferencing or by means of any communication equipment which allows all persons participating in the meeting to hear each other. A person so participating shall be deemed to be present in person at the meeting and shall be entitled to vote or be counted in a quorum accordingly.

6.0 Review of the Terms of Reference

The terms of reference of the NC should be reviewed annually and updated in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the NC's duties and responsibilities.

ATTENDANCE

The NC was constituted on 16 November 2018. During the financial year ended 31 July 2025, there were four (4) meetings held. The details of attendance of each NC member is as follows:

	NC Member	Attendance
1	Dato' Seri Lee Teong Li (<i>Appointed as Chairman on 31 July 2025</i>)	0/0
2	Dato' Lio Chee Yeong (<i>Ceased as Chairman on 27 March 2025</i>)	3/3
3	Dato' F'ng Meow Cheng	4/4
4	Jariyah Binti Hashim	4/4
5	Dato' Wan Hashim Bin Wan Jusoh (<i>Appointed as member on 17 June 2025, ceased as member on 31 July 2025</i>)	0/0

SUMMARY OF ACTIVITIES

On 19 December 2024, the NC has considered the nomination for appointment of Madam Ng Sze Yen ("Madam Ng") for appointment as an alternate director to Dato' Lau Chee Kheong and Deputy Group Chief Operations Officer ("COO"). The NC has assessed the suitability of Madam Ng based on her qualification and contributions to the Group and opined that Madam Ng was a suitable candidate aligning with the Group's succession planning strategy, given her extensive management experience and invaluable in-depth technical knowledge in engineering, both have been instrumental in driving value creation for the Group. Accordingly, the NC had recommended the appointment of Madam Ng as Alternate Director and Deputy Group COO to Dato' Lau Chee Kheong for Board's consideration and approval.

During the year, the NC has also reviewed and assessed the suitability, qualifications, experience and independence of Dato' Seri Lee Teong Li ("Dato' Seri Lee") for appointment as an Independent Non-Executive Director. Based on the satisfactory outcome of the said nomination evaluation, the NC resolved to recommend the appointment of Dato' Seri Lee as an Independent Non-Executive Director to the Board.

...Nomination Committee Statement

SUMMARY OF ACTIVITIES (cont'd)

On 10 September 2025, the NC reviewed the outcome of the annual evaluation on the effectiveness and contribution of the Board, Board Committees and individual Directors. The assessment is administered through structured questionnaires covering various criteria including Board composition, skills and competencies, meeting conduct and administration as well as self and peer evaluations model with an eye towards improvement opportunities. Based on the evaluation results, the NC concluded that the Board and its Committees continue to operate effectively, and that all Directors (including Chief Executive Officer) possessed the needful character, experience, integrity, competence and time commitment to discharge their respective responsibilities effectively. As part of the annual evaluation, the NC also assessed the independence of the Independent Non-Executive Directors ("INEDs") and was satisfied that all INEDs continued to meet the criteria of "independence" as prescribed under the Main Market Listing Requirements of Bursa Securities. As at the date of this Statement, all INEDs have served the Board for a term of less than nine (9) years.

In addition, the NC reviewed and was satisfied with the current Board structure, size and composition which ensured an appropriate balance between Executive and Non-Executive participation as well as having the right mix of skill, experience and diversity to support the Company's strategic direction.

Arising from satisfactory outcome of the annual evaluation, the NC had proposed to the Board to recommend to the shareholders the re-election of Dato' Wan Hashim Bin Wan Jusoh and Dato' Lau Chee Kheong who retire by rotation and Dato' Seri Lee Teong Li who retires in accordance with Clause 156 of the Company's Constitution, at the forthcoming AGM.

In addition, the NC also conducted a review on the term of office and performance of the Audit Committee ("AC") for FYE 2025. The Board is satisfied that the AC and its members have discharged their duties in accordance with the AC's terms of reference.

At the same time, the NC recommended trainings to keep abreast of industry updates, changes to accounting standards and policies and taxation laws and how implementation of these standards impact financial reporting as well as changes to the regulatory environment particularly with the focus on sustainability. The NC is of the view that the Directors should determine their training needs as they are in a better position to assess own areas of concern.

All assessments and evaluations carried out by the NC are properly documented.

Directors' Responsibility Statement

Pursuant to applicable Financial Reporting Standards, the provisions of the Companies Act 2016, and Paragraph 15.26(a) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Directors are required to prepare the annual audited financial statements that give a true and fair view of the state of affairs of the Group and of the Company for the financial year.

In the preparation of the financial statements for the financial year ended 31 July 2025, the Directors have taken the following measures:

- i. appropriate accounting policies have been adopted and applied consistently;
- ii. reasonable and prudent judgements and estimates have been made;
- iii. all applicable approved accounting standards in Malaysia, such as Malaysian Financial Reporting Standards ("MFRSs") have been adhered to; and
- iv. the financial statements have been prepared on a going concern basis.

The Directors have ensured that proper accounting and other records are kept which enable the preparation of the financial statements with reasonable accuracy and taking reasonable steps to ensure that appropriate systems are in place to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

The Directors have also ensured that the Group's quarterly reports and annual audited financial statements are promptly released to Bursa Securities in order to keep the investing public well-informed of the Group's latest performance and developments.

This Statement of Directors' Responsibility in relation to the Financial Statements is made in accordance with a resolution of the Board of Directors.

Additional Compliance Information

1. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees incurred for services rendered to the Company and its subsidiaries for the financial year ended 2025 ("FYE 2025") by the Company's Auditors are as follows:

Category	Audit Fees (RM)	Non-Audit Fees (RM)*
Company	53,500	8,500
Subsidiaries	208,330	18,000
	261,830	26,500

* Non-audit fees comprise of review of Statement on Risk Management and Internal Control and tax fees.

2. RECURRENT RELATED PARTY TRANSACTIONS

There were no recurrent related party transactions of revenue or trading nature conducted pursuant to shareholders' mandate during FYE 2025.

3. MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiaries involving Directors' and major shareholders' interests during FYE 2025.

4. ALLOCATION OF SHARES PURSUANT TO SHARE GRANT SCHEME ("SGS")

The Share Grant Scheme ("SGS") was approved by the Company's shareholder at Extraordinary General Meeting held on 10 January 2020 on the establishment of the SGS of up to 10% of the total number of issued shares of UWC (excluding Treasury Shares, if any) for eligible Executive Directors and employees of UWC and its non-dormant subsidiaries. The SGS shall be in force for a period of 10 years. The effective date of the implementation of the SGS was 13 February 2020 and expire on 13 February 2030.

(i) Total no. of SGS granted and vested since commencement of SGS and during FYE 2025

Category	Since Commencement of SGS	During FYE 2025
Total no. of SGS granted	5,329,000	1,946,300
Total no. of SGS vested	(2,486,800)	(932,700)
Total no. of SGS forfeited	(1,031,000)	(87,200)
Total no. of SGS outstanding	1,811,200	926,400

4. ALLOCATION OF SHARES PURSUANT TO SHARE GRANT SCHEME ("SGS") (cont'd)

(ii) SGS Granted during FYE 2025

Tranches	Grant Date	Grant Price (RM)	Total Shares Granted	Vesting Period	Directors	% Management	No. of Participants		
							Senior Management	Middle Management	Junior Management
SGS 1/2025	03/09/2024	2.43	74,200	1 year	2	12%	1	64%	2
SGS 2/2025	10/03/2025	2.08	54,000	1 year	2	2%	3	3%	13
SGS 3/2025	30/06/2025	1.91	1,813,900	3 years	2	1%	2	1%	17
SGS 4/2025	10/07/2025	2.05	4,200	3 years	0	0%	0	0%	0
									1,946,300

(iii) Total no. of SGS granted, vested, forfeited and outstanding during FYE 2025

Category of Participants	During FYE 2025					Total SGS Outstanding		
	SGS Granted		SGS Vested		SGS Forfeited	As at FYE 2024		As at FYE 2025
	No.	%	No.	%	No.	%	%	%
Directors	108,900	6%	(82,200)	9%	(7,300)	8%	102,900	122,300
Senior Management	26,600	1%	(39,200)	4%	(3,500)	4%	76,500	60,400
Total Grant to Directors and Senior Management	135,500	7%	(121,400)	13%	(10,800)	12%	179,400	182,700
Other Employees	1,810,800	93%	(811,300)	87%	(76,400)	88%	705,400	1,628,500
	1,946,300	100%	(932,700)	100%	(87,200)	100%	884,800	1,811,200

Note : Aggregate maximum allocation applicable to Directors and Key Senior Management ("KSM") since commencement of SGS

(iv) Breakdown of SGS granted and vested to Directors and Key Senior Management ("KSM") since commencement of SGS

Name of Directors/ Senior Management	Category of Participants	During FYE 2025					Total SGS Outstanding	
		SGS Granted		SGS Vested		SGS Forfeited	No.	%
Dato' Seri Ng Chai Eng	Executive Director cum Group CEO	170,600	1.9%	(170,600)	26%	-	-	0%
Dato' Lau Chee Kheong	Executive director cum Group COO	170,600	1.9%	(170,600)	26%	-	-	0%
Dr. Ng Chin Liang	Deputy Group CEO	130,300	1.4%	(81,500)	12%	(23,800)	33%	25,000
Ms. Ng Sze Yen	Deputy Group COO	257,300	2.8%	(132,800)	20%	(27,200)	38%	97,300
Tan Kean Hean	Head of Machining Division	5,100	1%	(2,900)	0%	(2,200)	3%	-
Chong Yee Beng	Senior Manager of Engineering Division	110,400	1.1%	(63,300)	9%	(13,700)	19%	33,400
Khor Kean Seng	Senior Manager of Industrial Engineering and Production Division	75,300	0.8%	(43,600)	7%	(4,700)	7%	27,000
		919,600	100%	(665,300)	100%	(71,600)	100%	182,700

Financial Statements

Directors' Report	97 - 103
Statement by Directors	104
Statutory Declaration	104
Independent Auditors' Report	105 - 107
Statements of Financial Position	108
Statements of Profit or Loss and Other Comprehensive Income	109
Consolidated Statement of Changes in Equity	110
Statement of Changes in Equity	111
Statements of Cash Flows	112 - 114
Notes to the Financial Statements	115 - 160

Directors' Report

For The Financial Year Ended 31 July 2025

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 July 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding. The principal activities of the subsidiaries are mainly provision of precision sheet metal fabrication, precision machined components, value-added assembly services and other related activities, manufacturing of fabricated metal products and metal stamping for computer equipment and automotive spare parts. Further details of the subsidiaries are set out in Note 7 to the financial statements.

There have been no significant changes in the nature of the activities of the Group and of the Company during the financial year.

RESULTS

	Group RM	Company RM
Profit for the financial year	39,523,842	11,071,114
Attributable to:		
Owners of the parent	40,509,760	11,071,114
Non-controlling interests	(985,918)	0
	39,523,842	11,071,114

DIVIDEND

No dividend has been paid, declared or proposed by the Group and the Company since the end of the previous financial year.

The Directors do not recommend any payment of dividend for the financial year ended 31 July 2025.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and fully paid-up ordinary shares of the Company was increased from 1,101,954,106 to 1,102,886,806 by way of issuance of 932,700 new ordinary shares pursuant to the Share Grant Scheme ('SGS').

The newly issued ordinary shares rank pari passu in all respects with the existing ordinary shares of the Company. There were no other issuance of shares during the financial year.

The Company did not issue any debentures during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

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

...Directors' Report

SHARE GRANT SCHEME

The establishment of employees' Share Grant Scheme ('SGS') was approved by the shareholders at an Extraordinary General Meeting held on 10 January 2020. The SGS was implemented on 13 February 2020 and will continue to be in force for a period of ten (10) years from the date of implementation.

The salient features of the SGS are as follows:

- (i) The Board of Directors shall appoint the SGS Committee to administer the SGS. The SGS Committee shall be vested with such powers and duties conferred upon it by the Board and the Board may determine all matters pertaining to the SGS Committee, including its duties, powers and limitations.
- (ii) Eligible Executive Directors and employees are those who are confirmed employees of the Company and its subsidiaries and has attained the age of eighteen (18) years.
- (iii) The maximum number of shares which may be made available under the Scheme shall not in aggregate exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point of time during the tenure of the SGS and out of which not more than seventy percent (70%) shall be allocated to the Executive Directors and senior management of the Group. In addition, not more than ten percent (10%) of the maximum shares available under the SGS shall be allocated to any individual Executive Director or employee who, either singly or collectively through persons connected with him/her, holds twenty percent (20%) or more of the total number of issued shares of the Company.
- (iv) The Shares to be issued and/or transferred to the Grantees pursuant to the SGS will rank pari passu, in all respects with the existing shares, save and except that the shares will not be entitled to any dividends, rights, allotments and/or other distributions which may be declared, made or paid, where the entitlement date is before the date of issuance and/or transfer of the abovementioned shares.

During the financial year, the Company granted 1,946,300 shares under the SGS to eligible Executive Directors and employees of the Group. The outstanding share grants at the end of the financial year are to be vested on specific dates in the following periods:

- (i) The 2020 grant is to be vested within 4 years.
- (ii) The 3/2025 grant is to be vested within 2 years.
- (iii) The 4/2025 grant is to be vested within 2 years.

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

UWC Berhad

Dato' Seri Ng Chai Eng *

Dato' Lau Chee Kheong *

Dato' Wan Hashim Bin Wan Jusoh

Dato' F'ng Meow Cheng

Puan Jariyah Binti Hashim

Dr. Ng Chin Liang (Alternate Director to Dato' Seri Ng Chai Eng)

Ng Sze Yen (Appointed on 3 January 2025) (Alternate Director to Dato' Lau Chee Kheong)

Dato' Seri Lee Teong Li (Appointed on 31 July 2025)

Dato' Lio Chee Yeong (Resigned on 27 March 2025)

* This Director of the Company is also Director of the subsidiaries of the Company.

...Directors' Report

DIRECTORS (continued)

Subsidiaries of UWC Berhad (excluding those who are listed above)

Tan Kean Hean

Yeap Hock Chye

Tang Chee Seng

Yee Boon Yip

Boon Che Kwang

Tan Yoo Heng

Raja Idris Shah Bin Raja Iskandar Dzurkarnain

Khor Say Yin @ Xu Shiyin

(Resigned on 25 February 2025)

DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in the ordinary shares of the Company and of its related corporations during the financial year ended 31 July 2025 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

Shares in the Company	Number of ordinary shares			
	Balance as at 1.8.2024/ date of appointment	Bought	Sold	Balance as at 31.7.2025
Direct interests:				
Dato' Seri Ng Chai Eng	350,473,789	0	(35,083,000)	315,390,789
Dato' Lau Chee Kheong	349,901,789	0	0	349,901,789
Dato' Wan Hashim Bin Wan Jusoh	480,000	0	0	480,000
Dato' F'ng Meow Cheng	554,100	0	0	554,100
Dr. Ng Chin Liang (Alternate Director to Dato' Seri Ng Chai Eng)	416,400	25,100	0	441,500
Ng Sze Yen (Alternate Director to Dato' Lau Chee Kheong)	644,700	48,200	0	692,900
Indirect interests:				
Dato' Seri Ng Chai Eng *	416,400	35,108,100	0	35,524,500

* Deemed interest through shares held in Naluri Garuda (L) Foundation by virtue of Section 8(4) of the Companies Act 2016 in Malaysia and the shares held by his son, Dr. Ng Chin Liang pursuant to Section 59(11)(c) of the Companies Act 2016 in Malaysia.

...Directors' Report

DIRECTORS' INTERESTS (continued)

[----- Number of ordinary shares granted under the SGS -----]				
	Balance as at 1.8.2024/ date of appointment	Granted	Exercised	Balance as at 31.7.2025
Shares in the Company				
Dr. Ng Chin Liang (Alternate Director to Dato' Seri Ng Chai Eng)	41,200	8,900	(25,100)	25,000
Ng Sze Yen (Alternate Director to Dato' Lau Chee Kheong)	61,700	83,800	(48,200)	97,300

By virtue of Dato' Seri Ng Chai Eng's and Dato' Lau Chee Kheong's substantial interest in the shares of the Company, they are deemed to have interest in the shares of all the subsidiaries to the extent that the Company has an interest.

None of the other Directors holding office at the end of the financial year held any interest in the ordinary shares of the Company and of its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by the Directors) 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 the following:

- (i) certain Directors who may be deemed to derive benefits by virtue of trade transactions entered into with companies in which certain Directors have substantial financial interests; and
- (ii) certain Directors who received remuneration from the subsidiaries as Directors of the subsidiaries.

There were no arrangements made during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REMUNERATION

The fees and other benefits of Directors who have held office during the financial year ended 31 July 2025 were as follows:

	Group RM	Company RM
Fees	167,614	167,614
Salaries and other emoluments	2,419,674	14,500
Contributions to defined contribution plan	140,904	0
Share grant scheme	156,459	0
Other benefits	6,376	0
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>
	2,891,027	182,114

...Directors' Report

INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

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

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that there were no known bad debts to be written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
 - (i) which would necessitate the writing off of bad debts or render the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
 - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
 - (iii) 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.
- (d) In the opinion of the Directors:
 - (i) there has not arisen any item, transaction or event of a material and unusual nature which is 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; and
 - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

(III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

...Directors' Report

SUBSIDIARIES

Details of the subsidiaries are as follows:

Name of company	Country of incorporation/ Principal place of business	Effective ownership interest		Principal activities
		2025 %	2024 %	
UWC Holdings Sdn. Bhd.	Malaysia	100	100	Provision of precision sheet metal fabrication and value-added assembly services
UWC Industrial Sdn. Bhd.	Malaysia	100	100	Provision of precision sheet metal fabrication and value-added assembly services, contract manufacturing of automated test equipment
UPLUS Solutions Sdn. Bhd.	Malaysia	60	60	Provision of engineering, designing, manufacturing and assembling for automation solutions
Usurface Technology Sdn. Bhd.	Malaysia	61	61	Manufacturing of machinery, provision of sheet metal fabrication and finishing treatment
C Max Manufacturing Sdn. Bhd.	Malaysia	74	70	Provision of precision sheet metal fabrication
WEPLUS Greentech Sdn. Bhd.	Malaysia	51	51	Manufacturing, trading, distribution and assembling of all range of plastic injection molding products and plastic parts
UWC Technology Sdn. Bhd.	Malaysia	100	100	Manufacturing front end semiconductor equipment and components
UW-C Pte Ltd	Singapore	100	100	Dormant
North Greentech Sdn. Bhd.	Malaysia	60	60	Dormant
MCE Technologies Sdn. Bhd.	Malaysia	51	51	Manufacturing of fabricated metal products
<u>Subsidiary of UWC Holdings Sdn. Bhd.</u>				
UWC Automation Sdn. Bhd.	Malaysia	100	100	Provision of precision machined components
<u>Subsidiary of MCE Technologies Sdn. Bhd.</u>				
MCT (Thailand) Co., Ltd	Thailand	51	51	Metal stamping for computer equipment and automotive spare parts

...Directors' Report

AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

AUDITORS' REMUNERATION

Auditors' remuneration of the Group and of the Company for the financial year ended 31 July 2025 were as follows:

	Group RM	Company RM
Statutory audit	261,830	53,500
Other services	6,000	6,000
	<hr/> 267,830	<hr/> 59,500

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

Dato' Seri Ng Chai Eng
Director

Penang
26 November 2025

Dato' Lau Chee Kheong
Director

Statement By Directors

In the opinion of the Directors, the financial statements set out on pages 108 to 160 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions 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 July 2025 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

Dato' Seri Ng Chai Eng
Director

Penang
26 November 2025

Dato' Lau Chee Kheong
Director

STATUTORY DECLARATION

I, Dr. Ng Chin Liang (CA 42709), being the Director primarily responsible for the financial management of UWC Berhad, do solemnly and sincerely declare that the financial statements set out on pages 108 to 160 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the
abovenamed at Georgetown in the State of
Penang this 26 November 2025

Dr. Ng Chin Liang

Before me,

Commissioner for Oaths

Independent Auditors' Report

To The Members Of UWC Berhad

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of UWC Berhad, which comprise the statements of financial position as at 31 July 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 108 to 160.

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 July 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ('MFRSs'), IFRS Accounting 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 ('ISAs'). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

Impairment of trade receivables

Gross trade receivables of the Group as at 31 July 2025 were RM159,527,359 as disclosed in Note 10 to the financial statements.

We determined this to be key audit matter because it requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

Audit response

Our audit procedures included the following:

- (a) Recomputed the probability of default using historical data and forward-looking information adjustment applied by the Group;
- (b) Recomputed the correlation coefficient between the macroeconomic indicators used by the Group and historical credit losses to determine the appropriateness of the forward-looking information used by the Group;
- (c) Inquired of management to assess the rationale underlying the relationship between the forward-looking information and expected credit losses; and
- (d) Assessed actual loss events subsequent to the end of reporting period for its relationship with the indicators of significant increase in credit risk applied by management.

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

...Independent 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 information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, IFRS Accounting 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 ability of the Group and of the Company 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 ISAs 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 ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control of the Group and of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

...Independent Auditors' Report

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (continued):

- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. 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 year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the 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.

BDO PLT
201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Goh Chee Beng
03535/11/2026 J
Chartered Accountant

Penang
26 November 2025

Statements Of Financial Position

As At 31 July 2025

	Note	Group		Company		
		2025 RM	2024 RM	2025 RM	2024 RM	
ASSETS						
Non-current assets						
Property, plant and equipment	5	231,280,548	146,622,327	0	0	
Right-of-use assets	6	51,480,722	53,109,558	0	0	
Investments in subsidiaries	7	0	0	144,784,035	124,613,471	
Deferred tax asset	8	237,661	0	0	0	
		<u>282,998,931</u>	<u>199,731,885</u>	<u>144,784,035</u>	<u>124,613,471</u>	
Current assets						
Inventories	9	93,871,844	66,520,710	0	0	
Trade and other receivables	10	183,002,689	110,911,347	14,472,126	9,503,340	
Contract assets	11	126,895	171,867	0	0	
Other investments	12	7,919,980	26,836,250	7,919,980	7,919,980	
Current tax assets		42,510,596	33,596,076	98,761	79,190	
Cash and bank balances	13	<u>26,737,733</u>	<u>80,986,816</u>	<u>1,071,412</u>	<u>3,422,422</u>	
		<u>354,169,737</u>	<u>319,023,066</u>	<u>23,562,279</u>	<u>20,924,932</u>	
TOTAL ASSETS		<u>637,168,668</u>	<u>518,754,951</u>	<u>168,346,314</u>	<u>145,538,403</u>	
EQUITY AND LIABILITIES						
Equity attributable to owners of the parent						
Share capital	14	122,522,123	120,781,503	122,522,123	120,781,503	
Reserves	15	<u>354,972,925</u>	<u>314,486,258</u>	<u>35,739,840</u>	<u>24,668,726</u>	
		<u>477,495,048</u>	<u>435,267,761</u>	<u>158,261,963</u>	<u>145,450,229</u>	
Non-controlling interest		<u>17,349,381</u>	<u>17,785,148</u>	<u>0</u>	<u>0</u>	
TOTAL EQUITY		<u>494,844,429</u>	<u>453,052,909</u>	<u>158,261,963</u>	<u>145,450,229</u>	
LIABILITIES						
Non-current liabilities						
Borrowings	16	10,438,380	0	0	0	
Government grants	17	1,840,278	2,134,722	0	0	
Lease liabilities	6	5,204,153	6,908,477	0	0	
Deferred tax liabilities	8	<u>5,283,000</u>	<u>10,318,677</u>	<u>0</u>	<u>0</u>	
		<u>22,765,811</u>	<u>19,361,876</u>	<u>0</u>	<u>0</u>	
Current liabilities						
Trade and other payables	18	77,581,637	43,846,816	84,351	88,174	
Borrowings	16	<u>32,145,385</u>	<u>0</u>	<u>10,000,000</u>	<u>0</u>	
Government grants	17	<u>294,444</u>	<u>461,955</u>	<u>0</u>	<u>0</u>	
Lease liabilities	6	<u>2,641,388</u>	<u>2,010,072</u>	<u>0</u>	<u>0</u>	
Current tax liabilities		<u>6,895,574</u>	<u>21,323</u>	<u>0</u>	<u>0</u>	
		<u>119,558,428</u>	<u>46,340,166</u>	<u>10,084,351</u>	<u>88,174</u>	
TOTAL LIABILITIES		<u>142,324,239</u>	<u>65,702,042</u>	<u>10,084,351</u>	<u>88,174</u>	
TOTAL EQUITY AND LIABILITIES		<u>637,168,668</u>	<u>518,754,951</u>	<u>168,346,314</u>	<u>145,538,403</u>	

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 July 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	20	386,174,956	248,397,204	11,895,699	16,596,160
Other operating income		7,303,399	10,483,716	35,317	135,754
Changes in inventories of finished goods and work-in-progress		9,092,671	(789,781)	0	0
Raw materials and consumables used		(150,970,616)	(92,953,549)	0	0
Employee benefits	21	(109,702,655)	(84,723,436)	(182,114)	(165,500)
Depreciation		(24,743,454)	(21,269,925)	0	0
Net losses on impairment of trade and other receivables		(5,835,641)	(309,782)	0	0
Other operating expenses		(65,655,967)	(39,624,163)	(669,730)	(709,223)
Profit from operations		45,662,693	19,210,284	11,079,172	15,857,191
Finance costs	22	(721,227)	(428,875)	0	0
Profit before tax		44,941,466	18,781,409	11,079,172	15,857,191
Tax expense	23	(5,417,624)	(5,585,007)	(8,058)	(31,890)
Profit for the financial year		39,523,842	13,196,402	11,071,114	15,825,301

Other comprehensive income/(loss)

Item that may be reclassified subsequently to profit or loss

Foreign currency translation	57,102	(474,367)	0	0
Total comprehensive income	39,580,944	12,722,035	11,071,114	15,825,301

Profit for the financial year attributable to:

Owners of the parent	40,509,760	15,546,748	11,071,114	15,825,301
Non-controlling interests	(985,918)	(2,350,346)	0	0
	39,523,842	13,196,402	11,071,114	15,825,301

Total comprehensive income attributable to:

Owners of the parent	40,485,466	15,304,866	11,071,114	15,825,301
Non-controlling interests	(904,522)	(2,582,831)	0	0
	39,580,944	12,722,035	11,071,114	15,825,301

Earnings per share attributable to owners of the parent

Basic (sen)	25(a)	3.68	1.41
Diluted (sen)	25(b)	3.67	1.41

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

Consolidated Statement of Changes In Equity

For The Financial Year Ended 31 July 2025

Group	Note	Share capital RM	Reorganisation debit reserve RM	Exchange translation reserve RM	Retained earnings RM	Total attributable to owners of the parent RM	Non-controlling interest RM	Total equity RM
Balance as at 1 August 2024		120,781,503	(56,225,600)	(474,590)	371,186,448	435,267,761	17,785,148	453,052,909
Profit/(Loss) for the financial year		0	0	0	40,509,760	40,509,760	(985,918)	39,523,842
Foreign currency translation		0	0	57,102	(81,396)	(24,294)	81,396	57,102
Total comprehensive income/(loss)		0	0	57,102	40,428,364	40,485,466	(904,522)	39,580,944
Transactions with owners:								
Acquisition of shares by non-controlling interest		0	0	0	0	0	469,960	469,960
Acquisition of equity interest from non-controlling interest		0	0	0	1,201	1,201	(1,205)	(4)
Issuance of ordinary shares pursuant to Share Grant Scheme	14	1,740,620	0	0	0	1,740,620	0	1,740,620
Total transactions with owners		1,740,620	0	0	1,201	1,741,821	468,755	2,210,576
Balance as at 31 July 2025		122,522,123	(56,225,600)	(417,483)	411,616,013	477,495,048	17,349,381	494,844,429
Balance as at 1 August 2023		120,182,983	(56,225,600)	(223)	356,101,513	420,058,673	2,182,451	422,241,124
Profit/(Loss) for the financial year		0	0	0	15,546,748	15,546,748	(2,350,346)	13,196,402
Foreign currency translation		0	0	(474,367)	232,485	(241,882)	(232,485)	(474,367)
Total comprehensive income/(loss)		0	0	(474,367)	15,779,233	15,304,866	(2,582,831)	12,722,035
Transactions with owners:								
Acquisition of shares by non-controlling interest		0	0	0	0	0	17,491,230	17,491,230
Acquisition of equity interest from non-controlling interest		0	0	0	(694,298)	(694,298)	694,298	0
Issuance of ordinary shares pursuant to Share Grant Scheme	14	598,520	0	0	0	598,520	0	598,520
Total transactions with owners		598,520	0	0	(694,298)	(95,778)	18,185,528	18,089,750
Balance as at 31 July 2024		120,781,503	(56,225,600)	(474,590)	371,186,448	435,267,761	17,785,148	453,052,909

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

Statement of Changes In Equity

For The Financial Year Ended 31 July 2025

Company	Note	Share capital RM	Retained earnings RM	Total equity RM
Balance as at 1 August 2024		120,781,503	24,668,726	145,450,229
Profit for the financial year		0	11,071,114	11,071,114
Other comprehensive income, net of tax		0	0	0
Total comprehensive income		0	11,071,114	11,071,114
Transaction with owners:				
Issuance of ordinary shares pursuant to Share Grant Scheme	14	1,740,620	0	1,740,620
Total transaction with owners		1,740,620	0	1,740,620
Balance as at 31 July 2025		122,522,123	35,739,840	158,261,963
Balance as at 1 August 2023		120,182,983	8,843,425	129,026,408
Profit for the financial year		0	15,825,301	15,825,301
Other comprehensive income, net of tax		0	0	0
Total comprehensive income		0	15,825,301	15,825,301
Transaction with owners:				
Issuance of ordinary shares pursuant to Share Grant Scheme	14	598,520	0	598,520
Total transaction with owners		598,520	0	598,520
Balance as at 31 July 2024		120,781,503	24,668,726	145,450,229

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

Statements of Cash Flows

For The Financial Year Ended 31 July 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before tax		44,941,466	18,781,409	11,079,172	15,857,191
Adjustments for:					
Amortisation of government grants	17	(461,955)	(1,553,768)	0	0
Net losses/(gains) on impairment of:					
- trade receivables	10(g)	5,821,628	319,054	0	0
- other receivables	10(h)	14,013	(9,272)	0	0
Depreciation of property, plant and equipment	5	22,065,215	18,380,917	0	0
Depreciation of right-of-use assets	6	2,678,239	2,889,008	0	0
Dividend income	20	0	0	(11,895,699)	(16,596,160)
Gain on fair value adjustment on other investment	12(c)	(83,539)	(500,226)	0	0
Interest expense	22	721,227	428,875	0	0
Interest income		(1,957,274)	(3,734,802)	(35,317)	(135,754)
Loss/(Gain) on disposal of property, plant and equipment		18,872	(34,060)	0	0
Bargain purchase	7(c)	0	(486,069)	0	0
Gain on lease termination	6(e)	(261,402)	(333)	0	0
Inventories written down	9(b)	0	154,124	0	0
Inventories written off	9(b)	249,150	335,395	0	0
Property, plant and equipment written off		69,021	988,200	0	0
Share grant expenses		1,740,620	598,520	0	0
Unrealised loss on foreign exchange		1,360,458	1,625,569	0	0
Operating profit/(loss) before changes in working capital		76,915,739	38,182,541	(851,844)	(874,723)
(Increase)/Decrease in inventories		(27,600,284)	1,151,243	0	0
Increase in trade and other receivables		(79,148,235)	(21,143,430)	(23,278,786)	(8,396,389)
Decrease in contract assets		44,972	407,396	0	0
Increase/(Decrease) in trade and other payables		33,639,633	8,933,838	(3,823)	(748)
Cash generated from/(used in) operations		3,851,825	27,531,588	(24,134,453)	(9,271,860)
Interest paid		(377,395)	(20,048)	0	0
Tax paid		(13,536,649)	(22,058,321)	(27,629)	(43,124)
Tax refunded		853,546	428,103	0	23,165
Net cash (used in)/from operating activities		(9,208,673)	5,881,322	(24,162,082)	(9,291,819)

...Statements Of Cash Flows

Note	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM INVESTING ACTIVITIES				
Acquisition of interest in subsidiaries	0	0	(119,944)	(9,457,059)
Acquisition of subsidiaries, net of cash and cash equivalents acquired	7(c)	0	(8,042,666)	0
Dividends received		0	11,895,699	16,596,160
Interest received	1,957,274	3,284,734	35,317	135,754
Proceeds from disposal of property, plant and equipment	313,809	120,840	0	0
Proceeds from disposal of other investments	18,999,809	14,962,207	0	0
Purchase of other investments		0	(4,019,980)	(19,980)
Purchase of property, plant and equipment	5	(107,079,652)	(31,102,547)	0
Purchase of right-of-use assets	6(h)	0	(1,301,999)	0
Proceeds from subscription of equity interest by non-controlling interest	469,960	7,932,660	0	0
Acquisition of equity interest from non-controlling interest	(4)	0	0	0
Net changes in deposits pledged with licensed banks	(7,450)	(270,398)	0	0
Net cash (used in)/from investing activities	<u>(85,346,254)</u>	<u>(18,437,149)</u>	<u>11,811,072</u>	<u>7,254,875</u>
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceed from short-term borrowings	29,862,711	0	10,000,000	0
Proceed from term loans	12,714,238	0	0	0
Proceeds from government grant	0	2,944,444	0	0
Repayment of term loans	0	(1,989,170)	0	0
Payments of lease liabilities	(2,204,849)	(2,347,334)	0	0
Net cash from/(used in) financing activities	<u>40,372,100</u>	<u>(1,392,060)</u>	<u>10,000,000</u>	<u>0</u>
Net decrease in cash and cash equivalents	(54,182,827)	(13,947,887)	(2,351,010)	(2,036,944)
Effect of exchange rate changes	(73,706)	(1,082,212)	0	0
Cash and cash equivalents at beginning of financial year	<u>80,716,418</u>	<u>95,746,517</u>	<u>3,422,422</u>	<u>5,459,366</u>
Cash and cash equivalents at end of financial year	<u>13(e)</u>	<u>26,459,885</u>	<u>80,716,418</u>	<u>1,071,412</u>
				<u>3,422,422</u>

...Statements Of Cash Flows

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Group	Lease liabilities (Note 6)	Short-term borrowings* (Note 16)	Term loans (Note 16)
	RM	RM	RM
Balance as at 1 August 2024	8,918,549	0	0
Cash flows	(2,204,849)	29,862,711	12,714,238
Non-cash flows:			
- additions	3,577,973	0	0
- lease modification	98,355	0	0
- lease termination	(2,897,633)	0	0
- unwinding of interest	343,832	0	0
- effect of foreign exchange	9,314	0	6,816
Balance as at 31 July 2025	<u>7,845,541</u>	<u>29,862,711</u>	<u>12,721,054</u>
Balance as at 1 August 2023	4,136,470	0	1,001,107
Cash flows	(2,347,334)	0	(1,989,170)
Non-cash flows:			
- additions	2,157,226	0	0
- acquisition of a subsidiary	4,594,403	0	984,288
- lease termination	(14,781)	0	0
- unwinding of interest	408,827	0	0
- effect of foreign exchange	(16,262)	0	3,775
Balance as at 31 July 2024	<u>8,918,549</u>	<u>0</u>	<u>0</u>
 Company		Short-term borrowings* (Note 16)	
Balance as at 1 August 2024		0	
Cash flows		<u>10,000,000</u>	
Balance as at 31 July 2025		<u>10,000,000</u>	

* Short-term borrowings includes bankers' acceptance and revolving credit.

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

Notes To The Financial Statements

31 July 2025

1. CORPORATE INFORMATION

UWC Berhad ('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 registered office of the Company is located at No. 37B, Jalan Basco Kepayang 1, Basco Avenue @ Kepayang, 31400, Ipoh, Perak.

The principal place of business of the Company is located at PMT 744-745, Jalan Cassia Selatan 5/1, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Penang.

The consolidated financial statements for the financial year ended 31 July 2025 comprise the financial statements of the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ('RM'), which is also the functional currency of the Company.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 26 November 2025.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding. The principal activities of the subsidiaries are mainly provision of precision sheet metal fabrication, precision machined components, value-added assembly services and other related activities, manufacturing of fabricated metal products and metal stamping for computer equipment and automotive spare parts. Further details of the subsidiaries are set out in Note 7 to the financial statements.

There have been no significant changes in the nature of the activities of the Group and of the Company during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ('MFRSs'), IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs and Amendments to MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 30.1 to the financial statements.

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

4. OPERATING SEGMENTS

The Group is principally involved in investment holding, provision of precision sheet metal fabrication, precision machined components, value-added assembly services and other related activities.

For management purpose, the Group is organised into business units based on their products and services, which comprise the following:

Segment I – Investment holding;

Segment II – Provision of precision sheet metal fabrication and value-added assembly services, and the provision of precision machined components.

...Notes To The Financial Statements

4. OPERATING SEGMENTS (continued)

Within Segment II, the Group's revenue are disaggregated and reported by industries as follows:

- (a) Semiconductor industry;
- (b) Life science and medical technology industry; and
- (c) Others industries.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment.

The accounting policies of operating segments are the same as those described in the notes to the financial statements.

Inter-segment revenue other than investment holding segment is priced along the same lines as sales to external customers and is eliminated in the consolidated financial statements. These policies have been applied consistently throughout the financial years.

Segment assets exclude cash and bank balances and tax assets. Segment liabilities exclude tax liabilities. Even though borrowings arise from financing activities rather than operating activities, they are allocated to the segments based on relevant factors (e.g. funding requirements).

4. OPERATING SEGMENTS (continued)

	Segment I	Segment II				Aggregate total	Eliminations	Consolidated
	Investment holding	Semi-conductor	Life science and medical technology	Others	Total	RM	RM	RM
	RM	RM	RM	RM	RM			
2025								
Revenue from external customers	0	235,439,827	75,370,239	75,364,890	386,174,956	386,174,956	0	386,174,956
Inter-segment revenue	11,895,699	69,181,407	0	9,738,967	78,920,374	90,816,073	(90,816,073)	0
Total revenue	11,895,699	304,621,234	75,370,239	85,103,857	465,095,330	476,991,029	(90,816,073)	386,174,956
Interest income	35,317				1,921,957	1,957,274		1,957,274
Finance costs	0				(736,506)	(736,506)		(721,227)
Net finance income	35,317				1,185,451	1,220,768		1,236,047
Segment profit before tax	11,079,172				81,945,408	93,024,580	(48,083,114)	44,941,466
Tax expense							(5,417,624)	
Other material non-cash items:								
- amortisation of government grants	0				461,955	461,955	0	461,955
- depreciation of property, plant and equipment	0				(22,084,556)	(22,084,556)	19,341	(22,065,215)
- depreciation of right-of-use assets	0				(2,678,239)	(2,678,239)	0	(2,678,239)
- net losses on impairment of trade and other receivables	0				(12,007,294)	(12,007,294)	6,171,653	(5,835,641)
- unrealised loss on foreign exchange	0				(1,360,458)	(1,360,458)	0	(1,360,458)
Additions to non-current assets other than financial instruments	18,429,944				116,537,736	134,967,680	(24,310,055)	110,657,625
Assets	167,176,141							
Segment assets					666,623,680	833,799,821	(266,117,143)	567,682,678
Deferred tax assets								237,661
Current tax assets								42,510,596
Cash and bank balances								26,737,733
								<u>637,168,668</u>
Liabilities	10,084,351							
Segment liabilities					239,886,582	249,970,933	(119,825,268)	130,145,665
Deferred tax liabilities								5,283,000
Current tax liabilities								6,895,574
								<u>142,324,239</u>

...Notes To The Financial Statements

4. OPERATING SEGMENTS (continued)

	Segment I			Segment II			Aggregate total RM	Eliminations RM	Consolidated RM
	Investment holding RM	Semi-conductor RM	Life science and medical technology RM	Others RM	Total RM				
2024									
Revenue from external customers	0	118,565,879	69,025,822	60,805,503	248,397,204	248,397,204	0	248,397,204	248,397,204
Inter-segment revenue	16,596,160	56,747,610	0	734,798	57,482,408	74,078,568	(74,078,568)	0	0
Total revenue	<u>16,596,160</u>	<u>175,313,489</u>	<u>69,025,822</u>	<u>61,540,301</u>	<u>305,879,612</u>	<u>322,475,772</u>	<u>(74,078,568)</u>	<u>248,397,204</u>	<u>248,397,204</u>
Interest income	135,754				3,599,048	3,734,802	0	3,734,802	3,734,802
Finance costs	0				(402,627)	(402,627)	(26,248)	(26,248)	(428,875)
Net finance income	<u>135,754</u>				<u>3,196,421</u>	<u>3,332,175</u>	<u>(26,248)</u>	<u>0</u>	<u>3,305,927</u>
Segment profit before tax	15,857,191				20,149,287	36,006,478	(17,225,069)	18,781,409	
Tax expense							(5,585,007)		
Other material non-cash items:									
- amortisation of government grants	0				1,553,768	1,553,768	0	1,553,768	
- depreciation of property, plant and equipment	0				(18,310,235)	(18,310,235)	(70,682)	(18,380,917)	
- depreciation of right-of-use assets	0				(2,832,799)	(2,832,799)	(56,209)	(2,889,008)	
- net losses on impairment of trade and other receivables	0				(40,633)	(40,633)	(269,149)	(309,782)	
- unrealised loss on foreign exchange	0				<u>(1,625,569)</u>	<u>(1,625,569)</u>	<u>0</u>	<u>(1,625,569)</u>	
Additions to non-current assets other than financial instruments	14,227,059				34,606,227	48,833,286	(14,271,514)	34,561,772	
Assets									
Segment assets	142,036,791				430,641,427	572,678,218	(168,506,159)	404,172,059	
Current tax assets								33,596,076	
Cash and bank balances								80,986,816	
								<u>518,754,951</u>	<u>518,754,951</u>
Liabilities									
Segment liabilities	88,174				91,570,399	91,658,573	(36,296,531)	55,362,042	
Deferred tax liabilities								10,318,677	
Current tax liabilities								21,323	
								<u>65,702,042</u>	<u>65,702,042</u>

...Notes To The Financial Statements

4. OPERATING SEGMENTS (continued)

(a) Geographical information

Segment revenue disaggregated based on geographical location of customers of the Group are as follows:

	Group	
	2025	2024
	RM	RM
Revenue from external customers		
Malaysia	204,715,397	139,720,901
United States	76,144,288	37,800,374
Singapore	39,089,072	32,329,931
Thailand	36,828,832	23,719,681
Mexico	11,941,493	266,583
Korea	4,689,824	249,720
India	4,130,350	5,616,597
France	2,934,499	2,251,111
Netherlands	2,685,821	3,115,125
Australia	1,437,364	2,180,017
China	557,273	107,875
Others	1,020,743	1,039,289
	<hr/> 386,174,956	<hr/> 248,397,204

(b) Major customers

The following are major customers with revenue equal or more than ten percent (10%) of revenue of the Group:

	Group	
	2025	2024
	RM	RM
Customer A	*	36,677,613
Customer B	47,399,165	53,230,580
Customer C	69,149,287	*
Customer D	57,909,062	*
	<hr/> 174,457,514	<hr/> 89,908,193

* Less than 10%

5. PROPERTY, PLANT AND EQUIPMENT

Group	Plant, machinery		Buildings equipment		Furniture, fittings, office equipment		Fire and electrical vehicles installation		Air conditioning		Security control systems		Renovation		Solar panel		Capital work-in-progress		Total RM	
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	
31 July 2025																				
At cost																				
Balance as at 1 August 2024	31,197,471	181,447,646	12,870,899	15,018,789	3,015,685	958,005	1,163,687	332,179	9,824,509	2,790,356	26,402,319	285,021,545								
Additions	2,087,276	49,426,859	6,830,058	2,737,632	1,685,193	651,998	223,658	31,155	4,803,013	30,426	38,572,384	107,079,652								
Disposals	0	(7,196,170)	(47,301)	(9,784)	(113,000)	0	0	0	0	0	0	0							(7,366,255)	
Reclassifications from right-of-use assets (Note 6)	0	0	0	0	0	152,119	0	0	0	0	0	0							152,119	
Reclassifications	24,390,553	17,618	0	0	0	0	0	0	0	0	0	0							0	
Written off	0	(1,536,554)	0	(67,926)	0	0	0	0	0	0	0	0							(1,604,480)	
Currency translation differences	0	221,210	12,311	6,194	7,380	0	814	0	14,395	0	0	897							263,201	
Balance as at 31 July 2025	<u>57,675,300</u>	<u>222,380,609</u>	<u>19,665,967</u>	<u>17,684,905</u>	<u>4,747,377</u>	<u>1,610,003</u>	<u>1,388,159</u>	<u>363,334</u>	<u>14,641,917</u>	<u>2,820,732</u>	<u>40,567,429</u>	<u>383,545,782</u>								
Accumulated depreciation																				
Balance as at 1 August 2024	2,966,045	111,539,864	4,342,367	9,006,962	2,359,076	212,540	647,129	162,046	5,398,657	1,276,691	0	137,911,377								
Current charge	556,733	15,083,099	1,464,525	1,997,939	543,941	124,043	112,282	34,897	1,868,467	279,289	0	22,065,215								
Disposals	0	(6,887,677)	(33,640)	(8,359)	(103,898)	0	0	0	0	0	0	0							(7,033,574)	
Reclassifications from right-of-use assets (Note 6)	0	0	0	0	0	152,119	0	0	0	0	0	0							152,119	
Written off	0	(1,470,147)	0	(65,312)	0	0	0	0	0	0	0	0							(1,555,459)	
Currency translation differences	0	187,644	11,892	5,169	4,515	0	436	0	8,059	0	0	0							217,715	
Balance as at 31 July 2025	<u>3,522,778</u>	<u>118,452,783</u>	<u>5,785,144</u>	<u>10,936,399</u>	<u>2,955,753</u>	<u>336,583</u>	<u>759,847</u>	<u>196,943</u>	<u>7,275,183</u>	<u>1,555,980</u>	<u>0</u>	<u>0</u>							<u>151,777,393</u>	
Accumulated impairment																				
Balance as at 1 August 2024/																				
31 July 2025	0	487,841	0	0	0	0	0	0	0	0	0	0							487,841	
Carrying amount																				
Balance as at 31 July 2025	<u>54,152,522</u>	<u>103,439,985</u>	<u>13,880,823</u>	<u>6,748,506</u>	<u>1,791,624</u>	<u>1,273,420</u>	<u>628,312</u>	<u>166,391</u>	<u>7,366,734</u>	<u>1,264,802</u>	<u>40,567,429</u>	<u>231,280,548</u>								

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Buildings		Plant, machinery and equipment		Furniture, fittings, office equipment		Motor vehicles		Fire and electrical installation		Air conditioning		Security control systems		Renovation		Solar panel		Capital work-in-progress		Total RM	
	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	RM	
31 July 2024																						
At cost																						
Balance as at 1 August 2023	31,197,471	137,557,956	7,915,396	10,971,989	2,613,326	698,434	665,431	295,589	4,977,967	2,790,356	13,454,444	213,138,359										
Acquisition of subsidiaries	0	37,019,281	902,805	1,552,645	412,073	0	413,174	0	3,848,526	0	374,895	44,523,399										
Additions	0	6,687,153	1,276,436	3,043,610	244,535	232,183	70,818	36,590	1,113,287	0	18,397,935	31,102,547										
Transfer from inventories	0	32,358	0	0	0	0	0	0	0	0	0	0									32,358	
Disposals	0	(719,215)	0	(17,717)	(244,996)	0	(22,163)	0	0	0	0	0									(1,004,091)	
Reclassifications	0	1,315,352	2,802,206	86,743	0	27,388	38,113	0	562,369	0	(4,832,171)	0									(2,245,989)	
Written off	0	0	0	(606,096)	0	0	0	0	(651,693)	0	(988,200)											
Currency translation differences	0	(445,239)	(25,944)	(12,385)	(9,253)	0	(1,686)	0	(25,947)	0	(4,584)	(525,038)										
Balance as at 31 July 2024	31,197,471	181,447,646	12,870,899	15,018,789	3,015,685	958,005	1,163,687	332,179	9,824,509	2,790,356	26,402,319	285,021,545										
Accumulated depreciation																						
Balance as at 1 August 2023	2,446,087	69,063,764	2,642,421	6,659,918	1,841,635	138,373	203,677	131,827	1,642,705	997,656	0	85,768,063										
Acquisition of subsidiaries	0	30,041,272	846,031	1,461,823	402,562	0	387,750	0	3,242,665	0	0	36,382,103										
Current charge	519,958	13,516,920	878,606	1,519,544	304,367	74,167	78,839	30,219	1,179,262	279,035	0	18,380,917										
Disposals	0	(696,978)	0	(17,715)	(180,456)	0	(22,162)	0	0	0	0	(917,311)										
Written off	0	0	0	(606,096)	0	0	0	0	(651,693)	0	0	(1,257,789)										
Currency translation differences	0	(385,114)	(24,691)	(10,512)	(9,032)	0	(975)	0	(14,282)	0	0	(444,606)										
Balance as at 31 July 2024	2,966,045	111,539,864	4,342,367	9,006,962	2,359,076	212,540	647,129	162,046	5,398,657	1,276,691	0	137,911,377										
Accumulated impairment																						
Balance as at 1 August 2023	0	0	0	0	0	0	0	0	0	0	0	0										
Acquisition of subsidiaries	0	487,841	0	0	0	0	0	0	0	0	0	0									487,841	
Balance as at 31 July 2024	0	487,841	0	0	0	0	0	0	0	0	0	0									487,841	
Carrying amount																						
Balance as at 31 July 2024	28,231,426	69,419,941	8,528,532	6,011,827	656,609	745,465	516,558	170,133	4,425,852	1,513,665	26,402,319	146,622,327										

...Notes To The Financial Statements

5. PROPERTY, PLANT AND EQUIPMENT (continued)

- (a) All items of property, plant and equipment are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset. After initial recognition, property, plant and equipment are stated at cost less any accumulated depreciation and any accumulated impairment losses.
- (b) Depreciation is calculated to write down the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The principal annual depreciation rates are as follows:

Buildings	2%
Plant, machinery and equipment	10% to 33%
Production equipment	10% to 20%
Furniture, fittings, office equipment and computer system	10% to 33%
Motor vehicles	20%
Fire and electrical installation	10%
Air conditioning	10% to 20%
Security control systems	10% to 20%
Renovation	10% to 20%
Solar panel	10%

Capital work-in-progress represents machinery under installation and factory building under construction. Capital work-in-progress is not depreciated until such time when the asset is available for use.

- (c) As at the end of the reporting period, certain building of the Group with a total carrying amount of RM9,894,639 (2024: RM10,080,440) has been charged to a licensed bank for banking facilities granted to the Group as disclosed in Note 16(c) to the financial statements.

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group as lessee

Right-of-use assets		Leasehold land	Buildings	Factory	Hostels	Motor vehicle	Office equipments	Warehouse	Plant and machinery	Total
Group		RM	RM	RM	RM	RM	RM	RM	RM	RM
31 July 2025										
At cost										
Balance as at 1 August 2024	48,459,015	5,675,939	7,630,065	94,129	829,757	142,422	299,034	0	63,130,361	
Additions	0	0	2,023,257	0	0	21,416	0	1,533,300	3,577,973	
Derecognition	0	0	(1,236,664)	(29,965)	(153,174)	(93,732)	0	0	(1,513,535)	
Lease modification	0	0	98,355	0	0	0	0	0	98,355	
Lease termination	0	0	(4,901,201)	0	0	(8,908)	0	0	(4,910,109)	
Reclassifications to property, plant and equipment (Note 5)	0	0	0	0	(152,119)	0	0	0	(152,119)	
Currency translation differences	0	647	5,088	0	3,024	0	4,178	0	12,937	
Balance as at 31 July 2025	48,459,015	5,676,586	3,618,900	64,164	527,488	61,198	303,212	1,533,300	60,243,863	
Accumulated depreciation										
Balance as at 1 August 2024	3,572,138	2,013,909	3,832,643	54,333	395,782	100,494	51,504	0	10,020,803	
Current charge	811,112	683,283	884,022	34,450	139,175	12,504	49,806	63,887	2,678,239	
Derecognition	0	0	(1,236,664)	(29,965)	(153,174)	(93,732)	0	0	(1,513,535)	
Lease termination	0	0	(2,266,083)	0	0	(7,795)	0	0	(2,273,878)	
Reclassifications to property, plant and equipment (Note 5)	0	0	0	0	(152,119)	0	0	0	(152,119)	
Currency translation differences	0	226	2,038	0	222	0	1,145	0	3,631	
Balance as at 31 July 2025	4,383,250	2,697,418	1,215,956	58,818	229,886	11,471	102,455	63,887	8,763,141	
Carrying amount										
Balance as at 31 July 2025	44,075,765	2,979,168	2,402,944	5,346	297,602	49,727	200,757	1,469,413	51,480,722	

...Notes To The Financial Statements

...Notes To The Financial Statements

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group as lessee (continued)

Right-of-use assets (continued)

Group	Leasehold land	Buildings	Factory	Hostels	Motor vehicle	Office equipments	Warehouse	Total
	RM	RM	RM	RM	RM	RM	RM	RM
31 July 2024								
At cost								
Balance as at 1 August 2023	47,175,373	0	6,137,865	118,277	156,000	0	0	53,587,515
Acquisition of subsidiaries	0	5,587,899	184,438	0	305,293	103,921	169,197	6,350,748
Additions	1,283,642	247,052	1,316,494	64,164	372,365	38,501	137,007	3,459,225
Derecognition	0	(157,902)	0	(53,638)	0	0	0	(211,540)
Lease termination	0	0	0	(34,674)	0	0	0	(34,674)
Currency translation differences	0	(1,110)	(8,732)	0	(3,901)	0	(7,170)	(20,913)
Balance as at 31 July 2024	48,459,015	5,675,939	7,630,065	94,129	829,757	142,422	299,034	63,130,361
Accumulated depreciation								
Balance as at 1 August 2023	2,761,029	0	2,403,606	76,842	26,000	0	0	5,267,477
Acquisition of subsidiaries	0	1,659,131	87,096	0	253,187	87,291	14,100	2,100,805
Current charge	811,109	512,978	1,345,009	51,355	116,692	13,203	38,662	2,889,008
Derecognition	0	(157,902)	0	(53,638)	0	0	0	(211,540)
Lease termination	0	0	0	(20,226)	0	0	0	(20,226)
Currency translation differences	0	(298)	(3,068)	0	(97)	0	(1,258)	(4,721)
Balance as at 31 July 2024	3,572,138	2,013,909	3,832,643	54,333	395,782	100,494	51,504	10,020,803
Carrying amount								
Balance as at 31 July 2024	44,886,877	3,662,030	3,797,422	39,796	433,975	41,928	247,530	53,109,558

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group as lessee (continued)

Lease liabilities		Buildings RM	Factory RM	Hostels RM	Motor vehicle RM	Office equipments RM	Warehouse RM	Plant and machinery RM	Total RM
Group									
31 July 2025									
Balance as at 1 August 2024									
Additions	4,025,037	4,129,642	40,654	426,978	42,277	253,961	0	0	8,918,549
Lease payments	0	2,023,257	0	0	21,416	0	1,533,300	3,577,973	
Interest expense (Note 22)	(845,277)	(967,884)	(36,099)	(191,567)	(14,379)	(60,711)	(88,932)	(2,204,849)	
Lease modification	193,356	77,218	1,028	29,109	2,908	16,484	23,729	343,832	
Lease termination	0	98,355	0	0	0	0	0	98,355	
Currency translation differences	0	(2,896,457)	0	0	(1,176)	0	0	(2,897,633)	
Balance as at 31 July 2025	439	3,076	0	2,520	0	3,279	0	9,314	
	3,373,555	2,467,207	5,583	267,040	51,046	213,013	1,468,097	7,845,541	
31 July 2024									
Group		Buildings RM	Factory RM	Hostels RM	Motor vehicle RM	Office equipments RM	Warehouse RM	Total RM	
Balance as at 1 August 2023									
Additions	0	3,984,775	43,032	108,663	0	0	0	0	4,136,470
Acquisition of subsidiaries	4,247,179	101,117	0	71,951	17,870	156,286	4,594,403		
Lease payments	247,052	1,316,494	64,164	354,008	38,501	137,007	2,157,226		
Interest expense (Note 22)	(634,033)	(1,478,651)	(54,500)	(119,116)	(15,010)	(46,024)	(2,347,334)		
Lease termination	165,675	211,761	2,739	15,008	916	12,728	408,827		
Currency translation differences	0	0	(14,781)	0	0	0	(14,781)		
Balance as at 31 July 2024	(836)	(5,854)	0	(3,536)	0	(6,036)	(16,262)		
	4,025,037	4,129,642	40,654	426,978	42,277	253,961	8,918,549		

...Notes To The Financial Statements

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group as lessee (continued)

Lease liabilities (continued)

	Group	
	2025	2024
	RM	RM
Represented by:		
Current liabilities	2,641,388	2,010,072
Non-current liabilities	5,204,153	6,908,477
	<u>7,845,541</u>	<u>8,918,549</u>
Lease liabilities owing to financial institutions	1,695,141	310,987
Lease liabilities owing to non-financial institutions	6,150,400	8,607,562
	<u>7,845,541</u>	<u>8,918,549</u>

(a) The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities.

(b) The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Leasehold land	60 years
Buildings	2 - 9 years
Factory	2 - 8 years
Hostels	2 - 5 years
Motor vehicle	2 - 5 years
Office equipments	1 - 5 years
Warehouse	6 years
Plant and machinery	5 years

(c) The leasehold land with a total carrying amount of RM4,488,126 (2024: RM4,576,708) of the Group are pledged to licensed banks for banking facilities granted to the Group as disclosed in Note 16(c) to the financial statements.

(d) The Group has certain leases of factory and equipments with lease term of twelve (12) months or less, and low-value leases of machineries and equipment of RM20,000 and below. The Group applies the 'short-term lease' and 'lease of low-value assets' exemptions for these leases.

...Notes To The Financial Statements

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group as lessee (continued)

(e) The following are the amounts recognised in profit or loss:

	Group	2025	2024
	RM	RM	RM
Depreciation charge of right-of-use assets	2,678,239	2,889,008	
Interest expense on lease liabilities (included in finance costs)	343,832	408,827	
Expense relating to short-term leases (included in other operating expenses)	2,043,650	836,879	
Expense relating to leases of low-value assets (included in other operating expenses)	281,754	198,870	
Variable lease payments (included in other operating expenses)	1,701,784	1,542,989	
Gain on lease termination (included in other operating income)	(261,402)	(333)	
	<u>6,787,857</u>	<u>5,876,240</u>	

(f) The following are total cash outflows for leases as a lessee:

	Group	2025	2024
	RM	RM	RM
Included in net cash (used in)/from operating activities:			
Payments relating to:			
- short-term leases	2,043,650	836,879	
- low-value assets	281,754	198,870	
- variable lease payments	1,701,784	1,542,989	
	<u>4,027,188</u>	<u>2,578,738</u>	
Included in net cash (used in)/from investing activities:			
Purchase of right-of-use assets	0	1,301,999	
Included in net cash from/(used in) financing activities:			
Payment of lease liabilities	2,204,849	2,347,334	
Total cash outflows for leases	<u>6,232,037</u>	<u>6,228,071</u>	

(g) The Group has a lease contract for hostels that contains variable payments based on the number of employees using the services. Variable lease payments are recognised in profit or loss when the condition that triggers those payments occur.

A 15% increase in number of employees using the services would increase total lease payments by 4% (2024: 4%).

...Notes To The Financial Statements

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group as lessee (continued)

(h) During the financial year, the Group made the following cash payments to purchase right-of-use assets:

	Group	
	2025	2024
	RM	RM
Purchase of right-of-use assets	3,577,973	3,459,225
Financed by lease liabilities	<u>(3,577,973)</u>	<u>(2,157,226)</u>
Cash payments on purchase of right-of-use assets	<u>0</u>	<u>1,301,999</u>

(i) The Group leases several lease contracts that include extension options. These are used to maximise operational flexibility in terms of managing the assets used in the operations of the Group. The following are the undiscounted potential future rental payments that are not included in the lease term:

	Group	
	2025	2024
	RM	RM
Extension options expected not to be exercised		
- within five (5) years	<u>3,399,313</u>	<u>2,041,911</u>

(j) Information on financial risks of lease liabilities is disclosed in Note 29 to the financial statements.

7. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025	2024
	RM	RM
Unquoted shares, at cost	81,829,181	81,099,237
Redeemable preference shares ('RPS')	55,900,000	38,200,000
Equity contributions in subsidiaries in respect of share grant scheme	<u>7,054,854</u>	<u>5,314,234</u>
	<u>144,784,035</u>	<u>124,613,471</u>

(a) Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

...Notes To The Financial Statements

7. INVESTMENTS IN SUBSIDIARIES (continued)

(b) Details of the subsidiaries are as follows:

Name of company	Country of incorporation/ Principal place of business	Effective ownership interest		Principal activities
		2025 %	2024 %	
UWC Holdings Sdn. Bhd. #	Malaysia	100	100	Provision of precision sheet metal fabrication and value-added assembly services
UWC Industrial Sdn. Bhd. #	Malaysia	100	100	Provision of precision sheet metal fabrication and value-added assembly services, contract manufacturing of automated test equipment
UPLUS Solutions Sdn. Bhd. #	Malaysia	60	60	Provision of engineering, designing, manufacturing and assembling for automation solutions
Usurface Technology Sdn. Bhd. #	Malaysia	61	61	Manufacturing of machinery, provision of sheet metal fabrication and finishing treatment
C Max Manufacturing Sdn. Bhd. #	Malaysia	74	70	Provision of precision sheet metal fabrication
WEPLUS Greentech Sdn. Bhd. #	Malaysia	51	51	Manufacturing, trading, distribution and assembling of all range of plastic injection molding products and plastic parts
UWC Technology Sdn. Bhd. #	Malaysia	100	100	Manufacturing front end semiconductor equipment and components
UW-C Pte Ltd *	Singapore	100	100	Dormant
North Greentech Sdn. Bhd. #	Malaysia	60	60	Dormant
MCE Technologies Sdn. Bhd. #	Malaysia	51	51	Manufacturing of fabricated metal products
<u>Subsidiary of UWC Holdings Sdn. Bhd.</u>				
UWC Automation Sdn. Bhd. #	Malaysia	100	100	Provision of precision machined components
<u>Subsidiary of MCE Technologies Sdn. Bhd.</u>				
MCT (Thailand) Co., Ltd ^	Thailand	51	51	Metal stamping for computer equipment and automotive spare parts

Subsidiaries are audited by BDO PLT, Malaysia.

* The results are consolidated based on the unaudited financial statements.

^ Subsidiary is audited by BDO Audit Company Limited, an overseas member firm of the BDO network in Thailand.

...Notes To The Financial Statements

7. INVESTMENTS IN SUBSIDIARIES (continued)

(c) Acquisition of subsidiaries

MCE Technologies Sdn. Bhd. and its subsidiary

Previously, on 22 September 2023, the Company had acquired 3,825,000 ordinary shares in MCE Technologies Sdn. Bhd. ('MCET'), representing 51% equity interest in MCET, for a purchase consideration of SGD1,012,509 (equivalent to RM3,521,619). Concurrently, MCET acquired 100% equity interest in MCT (Thailand) Co., Ltd ('MCT'), for a purchase consideration of SGD1,706,566 (equivalent to RM5,935,626).

Fair value of the identifiable total assets and liabilities acquired and the effects on cash flows arising from the acquisition were as follows:

	At date of acquisition RM
Property, plant and equipment	7,653,455
Right-of-use assets	4,249,943
Inventories	4,820,339
Trade and other receivables	16,345,130
Current tax assets	561
Deferred tax assets	128,000
Cash and bank balances	1,414,579
Borrowing	(984,288)
Lease liabilities	(4,594,403)
Trade and other payables	(9,531,432)
Total identifiable net assets	<u>19,501,884</u>
 Purchase consideration settled by cash	
- the Company	3,521,619
- MCET	<u>5,935,626</u>
 Non-controlling interests	9,457,245
Fair value of identifiable net assets	9,558,570
Bargain purchase	<u>(19,501,884)</u>
	<u>(486,069)</u>

The effects of the acquisition on cash flows of the Group were as follows:

	RM
Consideration paid in cash	9,457,245
Less: Cash and cash equivalents of subsidiary acquired	<u>(1,414,579)</u>
Net cash outflows on the acquisition	<u>8,042,666</u>

The net profit after tax of the subsidiaries for the financial period recognised since the acquisition date included in the statements of profit or loss and other comprehensive income amounted to RM13,277.

If the acquisition occurred on 1 August 2023, revenue and profit after tax of the Group for the financial year ended 31 July 2024 would be RM256,471,398 and RM13,437,720 respectively.

...Notes To The Financial Statements

7. INVESTMENTS IN SUBSIDIARIES (continued)

(d) Changes in investments in subsidiaries during the financial year are as follows:

(i) Usurface Technology Sdn. Bhd. ('Usurface')

On 31 July 2025, the Company subscribed 610,000 ordinary shares at an issue price of RM1 per share in Usurface by way of capitalisation of amount owing by subsidiary amounted to RM610,000. Pursuant to that, the equity interest of the Company remained at 61%.

Previously, on 31 July 2024, the Company subscribed 4,260,000 ordinary shares at an issue price of RM1 per share in Usurface by way of capitalisation of amount owing by subsidiary amounted to RM4,260,000. Pursuant to that, the equity interest of the Company has increased from 51% to 61%.

(ii) C Max Manufacturing Sdn. Bhd. ('CMAX')

On 20 November 2024, the Company acquired additional 2 ordinary shares in CMAX, by way of acquiring 2 ordinary shares of RM1 each from Leong Chee Kin. Subsequently on 12 June 2025, the Company has further acquired additional 2 ordinary shares in CMAX, by way of acquiring 2 ordinary shares of RM1 each from Chan Yeen Cheng. Pursuant to that, the equity interest of the Company has increased from 70% to 74%.

(iii) UWC Technology Sdn. Bhd. ('UWCT')

On 31 July 2025, the Company subscribed 17,700,000 Redeemable Preference Shares ('RPS') at an issue price of RM1 per share in UWCT by way of capitalisation of amount owing by subsidiary amounted to RM17,700,000. Pursuant to that, the equity interest of the Company remained at 100%.

(iv) North Greentech Sdn. Bhd. ('NG')

On 12 September 2024, NG issued additional 9,900 new ordinary shares of RM1 each. The Company subscribed 5,940 ordinary shares for a total consideration of RM5,940. Subsequently on 8 November 2024, NG further issued an additional 190,000 new ordinary shares of RM1 each. The Company further subscribed 114,000 ordinary shares for a total consideration of RM114,000. Pursuant to that, the equity interest of the Company remained at 60%.

Previously, on 29 April 2024, the Company incorporated NG with paid-up share capital of RM100 comprising of 100 ordinary share. The Company subscribed 60 ordinary shares for a total consideration of RM60. Pursuant to that, the Company holds 60 ordinary shares representing 60% equity interest in NG.

(v) MCE Technologies Sdn. Bhd. ('MCET')

Previously, on 9 July 2024, MCE Technologies Sdn. Bhd. ('MCET') further issued an additional 11,638,000 new ordinary shares of RM1 each. The Company further subscribed 5,935,380 ordinary shares for a total consideration of RM5,935,380. Pursuant to that, the equity interest of the Company remained at 51%.

(vi) WEPLUS Greentech Sdn. Bhd. ('WEPLUS')

Previously, on 31 July 2024, the Company subscribed 510,000 ordinary shares at an issue price of RM1 per share in WEPLUS by way of capitalisation of amount owing by subsidiary amounted to RM510,000. Pursuant to that, the equity interest of the Company remained at 51%.

7. INVESTMENTS IN SUBSIDIARIES (continued)

(e) The subsidiaries of the Group that has non-controlling interest ('NCI') is as follow:

	UPLUS Solutions Sdn. Bhd.	Usurface Technology Sdn. Bhd.	C Max Manufacturing Sdn. Bhd.	WEPLUS Greentech Sdn. Bhd.	North Greentech Sdn. Bhd.	MCE Technologies Sdn. Bhd.	MCT (Thailand) Co., Ltd	Total
31 July 2025								
NCI percentage of ownership interest and voting interest	40%	39%	26%	49%	40%	49%	49%	49%
Carrying amount of NCI (RM)	855,040	1,354,195	(49,285)	478,722	73,686	7,793,507	6,843,516	17,349,381
Profit/(Loss) allocated to NCI (RM)	430,331	(1,008,043)	(57,122)	(447,369)	(4,186)	(493,071)	593,542	(985,918)
Other comprehensive income allocated to NCI (RM)	0	0	0	0	0	0	81,396	81,396
Total comprehensive income/(loss) allocated to NCI (RM)	430,331	(1,008,043)	(57,122)	(447,369)	(4,186)	(493,071)	674,938	(904,522)
31 July 2024								
NCI percentage of ownership interest and voting interest	40%	39%	30%	49%	40%	49%	49%	49%
Carrying amount of NCI (RM)	424,709	1,972,238	9,042	926,091	(2,088)	8,286,578	6,168,578	17,785,148
Profit/(Loss) allocated to NCI (RM)	60,234	(2,091,422)	6,488	250,032	(2,128)	(1,112,528)	538,978	(2,350,346)
Other comprehensive loss allocated to NCI (RM)	0	0	0	0	0	0	(232,485)	(232,485)
Total comprehensive income/(loss) allocated to NCI (RM)	60,234	(2,091,422)	6,488	250,032	(2,128)	(1,112,528)	306,493	(2,582,831)

7. INVESTMENTS IN SUBSIDIARIES (continued)

(f) The summarised financial information before intra-group elimination of the subsidiaries that have NCI as at the end of reporting period are as follows:

	UPLUS Solutions Sdn. Bhd.	Usurface Technology Sdn. Bhd.	C Max Manufacturing Sdn. Bhd.	WEPLUS Greentech Sdn. Bhd.	North Greentech Sdn. Bhd.	MCE Technologies Sdn Bhd.	MCT (Thailand) Co., Ltd	Total RM
31 July 2025	RM	RM	RM	RM	RM	RM	RM	RM
Assets and liabilities								
Non-current assets	82,079	4,803,932	2,407,296	2,848,238	0	17,859,179	4,196,168	32,196,892
Current assets	2,356,796	1,723,633	940,950	8,952,724	187,930	9,109,626	15,953,174	39,224,833
Non-current liabilities	(10,000)	(34,975)	(814,551)	0	0	(2,698,240)	(129,656)	(3,687,422)
Current liabilities	(291,275)	(3,020,296)	(2,723,258)	(10,823,978)	(3,716)	(8,365,450)	(6,053,327)	(31,281,300)
Net assets/(liabilities)	2,137,600	3,472,294	(189,563)	976,984	184,214	15,905,115	13,966,359	36,453,003
Results								
Revenue	2,995,519	4,057,114	0	10,036,143	0	24,688,699	27,148,028	68,925,503
Profit/(Loss) for the financial year	1,075,828	(2,584,727)	(219,700)	(912,998)	(10,465)	(1,006,268)	1,211,310	(2,447,020)
Total comprehensive income/(loss)	1,075,828	(2,584,727)	(219,700)	(912,998)	(10,465)	(1,006,268)	1,377,425	(2,280,905)
Cash flows from/(used in) operating activities								
Cash flows from/(used in) investing activities	674,678	(661,417)	353,654	1,324,654	(16,671)	970,870	(2,278,659)	367,109
Cash flows from/(used in) financing activities	7,426	(826,557)	(520,900)	(1,559,249)	4,601	(547,828)	(1,204,945)	(4,647,452)
Net increase/(decrease) in cash and cash equivalents	0	1,726,428	(184,000)	344,870	199,900	268,608	(1,024,438)	1,331,368
	682,104	238,454	(351,246)	110,275	187,830	691,650	(4,508,042)	(2,948,975)

...Notes To The Financial Statements

7. INVESTMENTS IN SUBSIDIARIES (continued)

(f) The summarised financial information before intra-group elimination of the subsidiaries that have NCI as at the end of reporting period are as follows (continued):

	UPLUS Solutions Sdn. Bhd.	Usurface Technology Sdn. Bhd.	C Max Manufacturing Sdn. Bhd.	WEPLUS Greentech Sdn. Bhd.	North Greentech Sdn. Bhd.	MCE Technologies Sdn. Bhd.	MCT (Thailand) Co., Ltd	Total
	RM	RM	RM	RM	RM	RM	RM	RM
31 July 2024								
Assets and liabilities								
Non-current assets	77,023	4,885,122	0	1,810,450	0	19,400,377	3,879,397	30,052,369
Current assets	1,085,888	1,469,131	1,281,956	2,969,877	0	7,734,219	14,765,484	29,306,555
Non-current liabilities	(8,400)	(149,239)	0	(419,313)	0	(3,415,700)	(598,230)	(4,590,882)
Current liabilities	(92,739)	(1,147,993)	(1,251,819)	(2,471,033)	(5,221)	(6,807,513)	(5,457,718)	(17,234,036)
Net assets/(liabilities)	1,061,772	5,057,021	30,137	1,889,981	(5,221)	16,911,383	12,588,933	37,534,006
Results								
Revenue	1,839,472	1,603,993	0	3,475,025	0	13,186,170	20,275,338	40,379,998
Profit/(Loss) for the financial year	150,586	(4,268,209)	21,625	510,270	(5,321)	(2,270,466)	1,099,958	(4,761,557)
Total comprehensive income/(loss)	150,586	(4,268,209)	21,625	510,270	(5,321)	(2,270,466)	625,496	(5,236,019)
Cash flows from/(used in) operating activities								
Cash flows from/(used in) investing activities	490,757	2,013,731	132,610	690,612	(719)	11,528,355	6,051,837	20,907,183
Cash flows (used in)/from financing activities	12,466	(1,563,672)	37,430	(1,191,014)	0	(11,622,763)	(829,600)	(15,157,153)
Net increase/(decrease) in cash and cash equivalents	0	(325,300)	0	859,113	0	(877,687)	(945,023)	(1,288,897)
	503,223	124,759	170,040	358,711	(719)	(972,095)	4,277,214	4,461,133

...Notes To The Financial Statements

8. DEFERRED TAX

(a) Deferred tax liabilities/(assets) are made up of the following:

	Group	
	2025	2024
	RM	RM
Balance as at 1 August 2024/2023	10,318,677	9,745,416
Acquisition of subsidiaries	0	(128,000)
Recognised in profit or loss (Note 23)	(5,273,975)	695,261
Exchange differences	637	6,000
Balance as at 31 July	<u>5,045,339</u>	<u>10,318,677</u>

	Group	
	2025	2024
	RM	RM
Presented after appropriate offsetting:		
Deferred tax assets, net	(237,661)	0
Deferred tax liabilities, net	<u>5,283,000</u>	<u>10,318,677</u>
	<u>5,045,339</u>	<u>10,318,677</u>

(b) The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

Deferred tax liabilities of the Group

Group	Property, plant and equipment RM	Off-setting RM	Total RM
Balance as at 1 August 2024	10,897,100	(578,423)	10,318,677
Recognised in profit or loss	<u>(2,585,200)</u>	<u>(2,450,477)</u>	<u>(5,035,677)</u>
Balance as at 31 July 2025	<u>8,311,900</u>	<u>(3,028,900)</u>	<u>5,283,000</u>
Balance as at 1 August 2023	10,203,078	(457,662)	9,745,416
Acquisition of subsidiaries	0	(128,000)	(128,000)
Recognised in profit or loss	694,022	1,239	695,261
Exchange differences	0	6,000	6,000
Balance as at 31 July 2024	<u>10,897,100</u>	<u>(578,423)</u>	<u>10,318,677</u>

...Notes To The Financial Statements

8. DEFERRED TAX (continued)

(b) The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows (continued):

Deferred tax assets of the Group

	Accrued expenses RM	Others RM	Off-setting RM	Total RM
Balance as at 1 August 2024	(265,600)	(312,823)	578,423	0
Recognised in profit or loss	(332,400)	(2,356,375)	2,450,477	(238,298)
Exchange differences	0	637	0	637
Balance as at 31 July 2025	(598,000)	(2,668,561)	3,028,900	(237,661)
Balance as at 1 August 2023	(468,262)	10,600	457,662	0
Acquisition of subsidiaries	0	(128,000)	128,000	0
Recognised in profit or loss	202,662	(201,423)	(1,239)	0
Exchange differences	0	6,000	(6,000)	0
Balance as at 31 July 2024	(265,600)	(312,823)	578,423	0

9. INVENTORIES

	Group	
	2025 RM	2024 RM
At cost		
Raw materials	59,147,576	41,138,263
Work-in-progress	18,615,117	14,798,201
Finished goods	15,356,436	10,055,925
	93,119,129	65,992,389
At net realisable value		
Finished goods	752,715	528,321
	93,871,844	66,520,710

(a) Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first-in, first-out formula. The cost of raw materials comprises all costs of purchase, cost of conversion plus other costs incurred in bringing the inventories to their present location and condition. The cost of work-in-progress and finished goods included the cost of raw materials, direct labour, other direct cost and a proportion of production overheads based on normal operating capacity of the production facilities.

(b) A write-down of inventories to net realisable value and write-off of inventories of RMN11 (2024: RM154,124) and RM249,150 (2024: RM335,395) respectively were made during the year.

...Notes To The Financial Statements

10. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables				
Third parties	159,527,359	81,506,874	0	0
Less: Impairment losses	(6,947,983)	(1,126,355)	0	0
	<u>152,579,376</u>	<u>80,380,519</u>	<u>0</u>	<u>0</u>
Other receivables				
Third parties	22,692,494	25,775,878	100,000	0
Amounts owing by subsidiaries	0	0	10,014,895	9,503,340
	<u>22,692,494</u>	<u>25,775,878</u>	<u>10,014,895</u>	<u>9,503,340</u>
Less: Impairment losses	(35,181)	(21,168)	0	0
	<u>22,657,313</u>	<u>25,754,710</u>	<u>10,014,895</u>	<u>9,503,340</u>
Deposits and prepayments				
Deposits	5,770,416	1,373,927	4,357,231	0
Prepayments	1,995,584	3,402,191	0	0
	<u>7,766,000</u>	<u>4,776,118</u>	<u>4,357,231</u>	<u>0</u>
	<u>183,002,689</u>	<u>110,911,347</u>	<u>14,472,126</u>	<u>9,503,340</u>

- (a) Total trade and other receivables (excluding prepayments) are classified as financial assets measured at amortised cost.
- (b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group range from 15 to 180 days (2024: 30 to 180 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.
- (c) Amounts owing by subsidiaries are unsecured, interest-free and repayable within the next twelve (12) months in cash and cash equivalents.
- (d) The currency exposure profile of trade and other receivables, net of deposits and prepayments are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	18,796,709	33,255,835	10,114,895	9,503,340
United States Dollar	142,755,994	63,754,506	0	0
Thai Baht	9,447,478	7,402,153	0	0
Chinese Yuan	2,864,944	786,569	0	0
Euro	1,268,187	759,148	0	0
Others	103,377	177,018	0	0
	<u>175,236,689</u>	<u>106,135,229</u>	<u>10,114,895</u>	<u>9,503,340</u>

...Notes To The Financial Statements

10. TRADE AND OTHER RECEIVABLES (continued)

(e) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses ('ECL').

The Group uses an allowance matrix to measure the ECL of trade receivables from monthly aging based on common credit risk characteristic - industry.

During this process, the probability of non-payment by the trade receivables is adjusted by forward-looking information (Consumer Price Index and Industrial Production Index) and multiplied by the amount of the expected loss arising from default to determine the lifetime ECL for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectable, the gross carrying value of the asset would be written off against the associated impairment.

It requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

Impairment for other receivables and intercompany balances are recognised based on the general approach within MFRS 9 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. The Group and the Company defined significant increase in credit risk when there are changes in contractual terms and delay in payment. The Group and the Company considered the qualitative and quantitative information that are reasonable, including historical experience and observable forward-looking information without undue cost or efforts. 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.

Credit impaired refers to individually determined debtors who have defaulted on payments and are in significant financial difficulties as at the end of the reporting period.

The Group considers trade and other receivables to be in default when the receivables are past due more than twelve (12) months.

10. TRADE AND OTHER RECEIVABLES (continued)

(f) Lifetime expected loss provision for trade receivables are as follows:

Group	Trade receivables - days past due				Total
	Not past due	1 - 30	31 - 60	61 - 90	
31 July 2025					
Trade receivables, gross (RM)	78,300,128	14,804,255	13,284,274	16,443,824	36,694,878
Impairment losses (RM)	(68,950)	(48,121)	(159,646)	(277,184)	(6,394,082)
	<u>78,231,178</u>	<u>14,756,134</u>	<u>13,124,628</u>	<u>16,166,640</u>	<u>30,300,796</u>
31 July 2024					
Trade receivables, gross (RM)	52,022,363	11,069,596	3,942,737	1,089,885	13,382,293
Impairment losses (RM)	(21,293)	(16,854)	(6,548)	(5,521)	(1,076,139)
	<u>52,001,070</u>	<u>11,052,742</u>	<u>3,936,189</u>	<u>1,084,364</u>	<u>12,306,154</u>
					<u>80,380,519</u>

...Notes To The Financial Statements

...Notes To The Financial Statements

10. TRADE AND OTHER RECEIVABLES (continued)

(g) The reconciliation of movement in the impairment losses of trade receivables is as follows:

	Group	2025	2024
	Lifetime ECL		
	- not credit impaired		
	RM	RM	
Balance as at 1 August 2024/2023	1,126,355	807,301	
Impairment losses during the year	5,821,628	319,054	
Balance as at 31 July	<u>6,947,983</u>	<u>1,126,355</u>	

The Group did not renegotiate the terms of any trade receivables for the financial year ended 31 July 2025 and 31 July 2024.

(h) The reconciliation of movement in the impairment losses of other receivables is as follows:

	Group	2025	2024
	Lifetime ECL		
	- not credit impaired		
	RM	RM	
Balance as at 1 August 2024/2023	21,168	30,440	
Impairment losses during the year	14,013	0	
Reversal of impairment losses	0	(9,272)	
Balance as at 31 July	<u>35,181</u>	<u>21,168</u>	

(i) No expected credit loss is recognised arising from amounts owing by subsidiaries as it is negligible.

(j) Information on financial risks of trade and other receivables is disclosed in Note 29 to the financial statements.

11. CONTRACT ASSETS

(a) Contract assets represent the timing differences in revenue recognition and the milestone billings. The milestone billings are structured and/or negotiated with customers to reflect physical completion of the contracts.

Contract assets are transferred to receivables when the rights to economic benefits become unconditional. This usually occurs when the Group issues billing to the customer.

There were no significant changes in the contract assets during the financial year.

(b) No expected credit loss is recognised arising from contract assets as it is negligible.

...Notes To The Financial Statements

12. OTHER INVESTMENTS

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
In Malaysia				
Financial assets at fair value through profit or loss				
Marketable securities				
- unit trust	0	18,916,270	0	0
Financial assets at fair value through profit or loss				
Unquoted shares	7,919,980	7,919,980	7,919,980	7,919,980
	<u>7,919,980</u>	<u>26,836,250</u>	<u>7,919,980</u>	<u>7,919,980</u>

- (a) Other investments classified as financial assets at fair value through profit or loss are measured at fair value.
- (b) Other investments are denominated in Ringgit Malaysia.
- (c) During the financial year, the Group have recognised a change in fair value amounting to increase of RM83,539 (2024: RM500,226) with regards to the marketable securities.
- (d) Marketable securities are grouped under Level 1 of the fair value hierarchy based on the degree to which the fair value is observable.

Level 1 fair value measurement are those derived from quoted prices (unadjusted) in active market for identical assets and liabilities.

- (e) Unquoted shares are categorised as Level 3 in the fair value hierarchy. Fair value of unquoted shares are estimated based on adjusted recent transacted price.
- (f) There is no transfer between levels in the hierarchy during the financial year.

13. CASH AND BANK BALANCES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Cash and bank balances	26,459,885	80,716,418	1,071,412	3,422,422
Deposits with licensed banks	277,848	270,398	0	0
	<u>26,737,733</u>	<u>80,986,816</u>	<u>1,071,412</u>	<u>3,422,422</u>

- (a) Cash and bank balances are classified as financial assets measured at amortised cost.
- (b) The currency exposure profile of cash and bank balances are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Ringgit Malaysia	17,254,156	20,977,920	1,071,412	3,422,422
United States Dollar	7,568,323	56,408,755	0	0
Thai Baht	1,673,540	3,270,333	0	0
Euro	172,621	212,141	0	0
Others	69,093	117,667	0	0
	<u>26,737,733</u>	<u>80,986,816</u>	<u>1,071,412</u>	<u>3,422,422</u>

...Notes To The Financial Statements

13. CASH AND BANK BALANCES (continued)

- (c) The interest rate of deposits with licensed banks of the Group is 2.15% to 2.60% (2024: 2.15% to 2.80%) per annum.
- (d) Included in the deposits with licensed banks is an amount of RM277,848 (2024: RM270,398) pledged as securities for bank guarantees granted to the Group.
- (e) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of the reporting period:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	26,459,885	80,716,418	1,071,412	3,422,422
Deposits with licensed banks	277,848	270,398	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
	26,737,733	80,986,816	1,071,412	3,422,422
Less:				
Deposits pledged with licensed banks	(277,848)	(270,398)	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
	26,459,885	80,716,418	1,071,412	3,422,422

- (f) No expected credit loss is recognised arising from cash and bank balances as it is negligible.
- (g) Information on financial risks of cash and bank balances is disclosed in Note 29 to the financial statements.

14. SHARE CAPITAL

	Group and Company			
	2025 Number of shares	2025 Amount RM	2024 Number of shares	2024 Amount RM
Issued and fully paid-up ordinary shares with no par value				
Balance as at 1 August 2024/2023	1,101,954,106	120,781,503	1,101,667,206	120,182,983
Share grant scheme	932,700	1,740,620	286,900	598,520
Balance as at 31 July	<hr/>	<hr/>	<hr/>	<hr/>
	1,102,886,806	122,522,123	1,101,954,106	120,781,503

- (a) During the financial year, the issued and fully paid-up ordinary share capital of the Company was increased from 1,101,954,106 ordinary shares to 1,102,886,806 ordinary shares by way of issuance of 932,700 new ordinary shares pursuant to the SGS as disclosed in Note 24 to the financial statements.

The newly issued ordinary shares rank pari passu in all respects with the existing ordinary shares of the Company. There were no other issuance of shares during the financial year.

- (b) In the previous financial year, the issued and fully paid-up ordinary share capital of the Company was increased from 1,101,667,206 ordinary shares to 1,101,954,106 ordinary shares by way of issuance of 286,900 new ordinary shares pursuant to the SGS as disclosed in Note 24 to the financial statements.
- (c) The owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

...Notes To The Financial Statements

15. RESERVES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-distributable:				
Reorganisation debit reserve	(56,225,600)	(56,225,600)	0	0
Exchange translation reserve	(417,488)	(474,590)	0	0
Distributable:				
Retained earnings	411,616,013	371,186,448	35,739,840	24,668,726
	<u>354,972,925</u>	<u>314,486,258</u>	<u>35,739,840</u>	<u>24,668,726</u>

(a) Reorganisation debit reserve

The reorganisation debit reserve arose as a result of the difference between consideration paid over the share capital and reserves of UWC Industrial Sdn. Bhd. and UWC Holdings Sdn. Bhd. and its subsidiary, UWC Automation Sdn. Bhd. pursuant to business combinations under common control.

(b) Exchange translation reserve

The exchange translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group. It is also used to record the exchange differences arising from monetary items which form part of the net investment of the Group in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity of foreign operation.

16. BORROWINGS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-current liabilities				
<i>Secured</i>				
Term loans	10,438,380	0	0	0
Current liabilities				
<i>Unsecured</i>				
Revolving credit	10,000,000	0	10,000,000	0
<i>Secured</i>				
Bankers' acceptances	9,683,000	0	0	0
Revolving credit	10,179,711	0	0	0
Term loans	2,282,674	0	0	0
	22,145,385	0	0	0
	<u>32,145,385</u>	<u>0</u>	<u>10,000,000</u>	<u>0</u>
Total borrowings				
Bankers' acceptances	9,683,000	0	0	0
Revolving credit	20,179,711	0	10,000,000	0
Term loans	12,721,054	0	0	0
	<u>42,583,765</u>	<u>0</u>	<u>10,000,000</u>	<u>0</u>

...Notes To The Financial Statements

16. BORROWINGS (continued)

The term loans are repayable as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current liabilities:				
- not later than one (1) year	2,282,674	0	0	0
Non-current liabilities:				
- later than one (1) year and not later than five (5) years	5,683,884	0	0	0
- later than five (5) years	4,754,496	0	0	0
	<u>12,721,054</u>	<u>0</u>	<u>0</u>	<u>0</u>

- (a) Borrowings are classified as financial liabilities measured at amortised cost.
- (b) Borrowings are denominated in Ringgit Malaysia.
- (c) The borrowings of the Group are secured by the following:
 - (i) legal charge over leasehold land and buildings as disclosed in Note 5(c) and Note 6(c) to the financial statements;
 - (ii) joint and several guarantee by third party and certain Directors of the Company; and
 - (iii) corporate guarantee by the Company.
- (d) The carrying amounts of the current borrowings are reasonable approximation of the fair value due to insignificant impact of discounting.

The carrying amounts of the non-current borrowings are reasonable approximation of the fair values as they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

Fair value of the term loans of the Group for presentation purposes are categorised as Level 3 in the fair value hierarchy.

- (e) Information on financial risks of borrowings is disclosed in Note 29 to the financial statements.

17. GOVERNMENT GRANTS

	Group	
	2025 RM	2024 RM
Balance as at 1 August 2024/2023	2,596,677	1,206,001
Addition	0	2,944,444
Amortised during the financial year	(461,955)	(1,553,768)
Balance as at 31 July	<u>2,134,722</u>	<u>2,596,677</u>
Represented by:		
Current liabilities	294,444	461,955
Non-current liabilities	1,840,278	2,134,722
	<u>2,134,722</u>	<u>2,596,677</u>

...Notes To The Financial Statements

17. GOVERNMENT GRANTS (continued)

- (a) Government grants related to costs are recognised as income in profit or loss in the period in which the grants had been received to match them with the costs which they are intended to compensate.
- (b) Where the grants related to an asset, they are recognised as income and transferred to profit or loss on a systematic basis over the useful lives of the related asset.
- (c) The Group obtained government grant from the Malaysian Investment Development Authority ('MIDA').

18. TRADE AND OTHER PAYABLES

	Group	Company		
	2025 RM	2024 RM	2025 RM	2024 RM
Trade payables				
Third parties	55,161,060	27,499,115	0	0
Other payables				
Third parties	5,437,846	5,969,665	20,348	36,021
Amounts owing to related parties	51,016	32,496	0	0
Amount owing to a subsidiary	0	0	3	3
Accrued expenses	12,482,577	10,345,200	64,000	52,150
Deposits received	4,449,138	340	0	0
	22,420,577	16,347,701	84,351	88,174
	<hr/> 77,581,637	<hr/> 43,846,816	<hr/> 84,351	<hr/> 88,174

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group range from 30 to 120 days (2024: 30 to 120 days).
- (c) Non-trade portion of amounts owing to related parties and a subsidiary are unsecured, interest-free and payable within the next twelve (12) months in cash and cash equivalents.
- (d) The related parties are companies incorporated in Malaysia in which certain Directors have significant and controlling financial interests.
- (e) The currency exposure profile of trade and other payables are as follows:

	Group	Company	
	2025 RM	2024 RM	2025 RM
Ringgit Malaysia	57,114,202	34,521,716	84,351
United States Dollar	10,542,507	6,019,159	0
Chinese Yuan	6,702,966	885,998	0
Thai Baht	2,699,448	1,959,421	0
Singapore Dollar	360,284	201,661	0
Euro	131,664	258,804	0
Others	30,566	57	0
	<hr/> 77,581,637	<hr/> 43,846,816	<hr/> 84,351
			88,174

- (f) Information on financial risks of trade and other payables is disclosed in Note 29 to the financial statements.

...Notes To The Financial Statements

19. CAPITAL COMMITMENTS

	Group	
	2025	2024
	RM	RM
Capital expenditure in respect of purchase of property, plant and equipment:		
- contracted but not provided for	13,661,750	<u>19,759,264</u>

20. REVENUE

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Revenue from contracts with customers:				
- sales of goods	386,048,061	248,225,337	0	0
- contract revenue	126,895	171,867	0	0
	<u>386,174,956</u>	<u>248,397,204</u>	<u>0</u>	<u>0</u>
Other revenue:				
- dividend income	0	0	11,895,699	16,596,160
	<u>386,174,956</u>	<u>248,397,204</u>	<u>11,895,699</u>	<u>16,596,160</u>
Timing of revenue recognition:				
- transferred over time		126,895	171,867	
- transferred at a point in time		<u>386,048,061</u>	<u>248,225,337</u>	
		<u>386,174,956</u>	<u>248,397,204</u>	

Disaggregation of revenue of the Group by geographical market is disclosed in Note 4(a) to the financial statements.

(a) Sale of goods

Revenue from sale of products and services rendered is recognised at a point in time when the products have been transferred or the services have been rendered to the customer and coincides with the delivery of products and services and acceptance by customers.

There is no right of return and warranty provided to the customers on the sale of products and services rendered.

There is no significant financing component in the revenue arising from sale of products and services rendered as the sales or services are made on the normal credit terms not exceeding twelve (12) months.

...Notes To The Financial Statements

20. REVENUE (continued)

(b) Contract revenue

The contract revenue is recognised over time using output method. The output method recognises revenue when the Group satisfies a performance obligation by transferring a promised good to a customer. An asset is transferred as and when the customer obtains control of that asset, which coincides with the delivery of goods and services and acceptance by customers.

There is no right of return and warranty provided to the customers on the sale of products and services rendered.

There is no significant financing component in the revenue arising from sale of products and services rendered as the sales or services are made on the normal credit terms not exceeding twelve (12) months.

(c) Dividend income

Dividend income is recognised when the right to receive payment is established.

21. EMPLOYEE BENEFITS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Salaries and allowances	90,193,007	68,207,702	0	0
Directors' remuneration:				
- fees	167,614	153,000	167,614	153,000
- share grant scheme	156,459	47,268	0	0
- emoluments other than fees	2,566,954	3,204,576	14,500	12,500
Contributions to defined contribution plan	6,234,362	5,345,879	0	0
Share grant scheme	1,584,161	551,252	0	0
Other benefits	8,800,098	7,213,759	0	0
	<u>109,702,655</u>	<u>84,723,436</u>	<u>182,114</u>	<u>165,500</u>

Included in Directors' remuneration of the Group are contributions to a defined contribution plan amounting to RM140,904 (2024: RM182,372).

22. FINANCE COSTS

	Group	
	2025 RM	2024 RM
Interest on:		
- bankers' acceptances	173,814	0
- lease liabilities (Note 6)	343,832	408,827
- term loans	114,736	20,048
- revolving credit	88,845	0
	<u>721,227</u>	<u>428,875</u>

...Notes To The Financial Statements

23. TAX EXPENSE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current tax expense based on profit for the financial year	10,348,101	4,325,800	8,500	32,600
Under/(Over) provision of tax expense in prior years	343,498	563,946	(442)	(710)
	<u>10,691,599</u>	<u>4,889,746</u>	<u>8,058</u>	<u>31,890</u>
Deferred tax (Note 8):				
- relating to origination and reversal of temporary differences	(6,185,075)	1,130,877	0	0
- under/(over)provision of deferred tax in prior years	911,100	(435,616)	0	0
	<u>(5,273,975)</u>	<u>695,261</u>	<u>0</u>	<u>0</u>
	<u>5,417,624</u>	<u>5,585,007</u>	<u>8,058</u>	<u>31,890</u>

(a) The Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated taxable profits for the fiscal year.

Tax expense for other taxation authorities are calculated at the rates prevailing in the respective jurisdictions.

(b) The numerical reconciliation between the tax expense and the product of accounting profit multiplied by the applicable tax rates of the Group and of the Company are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	44,941,466	18,781,409	11,079,172	15,857,191
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	10,786,000	4,507,500	2,659,100	3,805,800
Tax effects in respect of:				
- non-allowable expenses	882,906	2,156,755	204,400	209,900
- income not subject to tax	(1,442,100)	(1,299,778)	(2,855,000)	(3,983,100)
- tax incentives and allowances	(7,228,700)	(776,300)	0	0
- different tax rates in foreign jurisdictions	(81,480)	0	0	0
Deferred tax assets not recognised during the financial year	1,502,900	1,219,800	0	0
Utilisation of deferred tax assets not recognised in prior years	(256,500)	(351,300)	0	0
Under/(Over) provision of tax expense in prior years	343,498	563,946	(442)	(710)
Under/(Over) provision of deferred tax in prior years	911,100	(435,616)	0	0
	<u>5,417,624</u>	<u>5,585,007</u>	<u>8,058</u>	<u>31,890</u>

...Notes To The Financial Statements

23. TAX EXPENSE (continued)

(c) The amounts of temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

	Group	2025	2024
		RM	RM
Unabsorbed capital allowances		1,531,865	874,640
Unused tax losses			
- expires by 31 July 2028		818,724	879,994
- expires by 31 July 2030		0	27,500
- expires by 31 July 2032		885,940	1,865,900
- expires by 31 July 2033		1,839,420	1,839,420
- expires by 31 July 2034		4,343,381	4,343,381
- expires by 31 July 2035		2,683,580	0
Other deductible temporary differences		<u>2,921,350</u>	<u>0</u>
		<u>15,024,260</u>	<u>9,830,835</u>

Deferred tax assets of certain subsidiaries have not been recognised in respect of these items as it is not probable that taxable profit of the subsidiaries will be available against which the deductible temporary differences can be utilised.

The amount and availability of these items to be carried forward up to the periods as disclosed above are subject to the agreement of the respective local and foreign tax authorities. Unutilised tax losses of the subsidiaries incorporated in Malaysia can be carried forward up to ten (10) consecutive years of assessment immediately following the year of assessment under the tax legislation of Inland Revenue Board.

(d) A subsidiary of the Company has been granted approval-in-principle by Malaysian Investment Development Authority (“MIDA”) under Promotion of Investment Act 1986 on 25 July 2025 for its pioneer status incentive application for machinery, modules, parts and components for the front-end semiconductor machinery and equipment industry which exempts 70% of its statutory income from those activities for a period of five (5) years from the manufacturing date. The subsidiary is required to submit the application of pioneer status certificate to MIDA within twenty-four (24) months from the approval date. As at the date of this report, the application has yet been submitted to MIDA.

(e) Tax on each component of other comprehensive income/(loss) is as follows:

Group	Before tax	Tax effect	After tax
	RM	RM	RM
2025			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translation	<u>57,102</u>	0	<u>57,102</u>
2024			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translation	<u>(474,367)</u>	0	<u>(474,367)</u>

...Notes To The Financial Statements

24. SHARE GRANT SCHEME ('SGS')

The establishment of employees' Share Grant Scheme ('SGS') was approved by the shareholders at an Extraordinary General Meeting held on 10 January 2020. The SGS was implemented on 13 February 2020 and will continue to be in force for a period of ten (10) years from the date of implementation.

The salient features of the SGS are as follows:

- (i) The Board of Directors shall appoint the SGS Committee to administer the SGS. The SGS Committee shall be vested with such powers and duties conferred upon it by the Board and the Board may determine all matters pertaining to the SGS Committee, including its duties, powers and limitations.
- (ii) Eligible Executive Directors and employees are those who are confirmed employees of the Company and its subsidiaries and has attained the age of eighteen (18) years.
- (iii) The maximum number of shares which may be made available under the Scheme shall not in aggregate exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point of time during the tenure of the SGS and out of which not more than seventy percent (70%) shall be allocated to the Executive Directors and senior management of the Group. In addition, not more than ten percent (10%) of the maximum shares available under the SGS shall be allocated to any individual Executive Director or employee who, either singly or collectively through persons connected with him/her, holds twenty percent (20%) or more of the total number of issued shares of the Company.
- (iv) The Shares to be issued and/or transferred to the Grantees pursuant to the SGS will rank pari passu, in all respects with the existing shares, save and except that the shares will not be entitled to any dividends, rights, allotments and/or other distributions which may be declared, made or paid, where the entitlement date is before the date of issuance and/or transfer of the abovementioned shares.

The following table illustrates the movement of shares under the SGS during the financial year:

	31 July 2025	Group and Company Number of ordinary shares granted under the SGS					Fair value at grant date RM per share
		Balance as at 1.8.2024	Granted	Vested	Forfeited	Balance as at 31.7.2025	
2020 grant	827,200	0	(257,300)	(15,600)	554,300	1.57	
2023 grant	57,600	0	0	(57,600)	0	3.80	
1/2025 grant	0	74,200	(74,200)	0	0	2.43	
2/2025 grant	0	54,000	(54,000)	0	0	2.08	
3/2025 grant	0	1,813,900	(546,000)	(14,000)	1,253,900	1.91	
4/2025 grant	0	4,200	(1,200)	0	3,000	2.05	
	884,800	1,946,300	(932,700)	(87,200)	1,811,200		

...Notes To The Financial Statements

24. SHARE GRANT SCHEME ('SGS') (continued)

31 July 2024	Group and Company Number of ordinary shares granted under the SGS					Fair value at grant date RM per share
	Balance as at 1.8.2023	Granted	Vested	Forfeited	Balance as at 31.7.2024	
2020 grant	1,100,800	0	(220,000)	(53,600)	827,200	1.57
2023 grant	133,400	0	(66,900)	(8,900)	57,600	3.80
2024 grant	0	56,800	0	(56,800)	0	3.60
	1,234,200	56,800	(286,900)	(119,300)	884,800	

- (a) During the financial year, the Company granted 1,946,300 (2024: 56,800) shares under the SGS to eligible Executive Directors and employees of the Group. The fair value of SGS shares is measured at grant date, taking into account the market and non-market vesting conditions upon which the SGS shares were granted. The outstanding SGS shares granted will vest at the respective vesting dates provided that the vesting conditions as stipulated in the SGS By-Laws are met.
- (b) The share grants vested during the financial year resulted in the issuance of 932,700 (2024: 286,900) new ordinary shares as disclosure in Note 14 to the financial statements. The weighted average share price at the date of vesting for the financial year was RM1.87 (2024: RM2.09).
- (c) The outstanding share grants at the end of the financial year are to be vested on specific dates in the following periods:
 - (i) The 2020 grant is to be vested within 4 years.
 - (ii) The 3/2025 grant is to be vested within 2 years.
 - (iii) The 4/2025 grant is to be vested within 2 years.

25. EARNINGS PER SHARE

- (a) Basic

Basic earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the financial year.

	Group	
	2025	2024
Profit for the financial year attributable to owners of the parent (RM)	<u>40,509,760</u>	<u>15,546,748</u>
Weighted average number of ordinary share in issue (unit)	<u>1,101,999,369</u>	<u>1,101,784,324</u>
Basic earnings per share (sen)	<u>3.68</u>	<u>1.41</u>

...Notes To The Financial Statements

25. EARNINGS PER SHARE (continued)

(b) Diluted

Diluted earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the financial year adjusted for the effects of dilutive potential ordinary shares.

	Group	
	2025	2024
Profit for the financial year attributable to owners of the parent (RM)	40,509,760	<u>15,546,748</u>
Weighted average number of ordinary share in issue (unit)	1,101,999,369	1,101,784,324
Effect of dilution due to SGS (unit)	1,811,200	884,800
Adjusted weighted average number of ordinary shares applicable to diluted earnings per share (unit)	<u>1,103,810,569</u>	<u>1,102,669,124</u>
Diluted earnings per share (sen)	3.67	1.41

26. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties could be individuals or other entities.

Related parties of the Group include:

- (i) Direct and indirect subsidiaries as disclosed in Note 7 to the financial statements;
- (ii) Companies in which certain Directors have substantial financial interest; and
- (iii) Key management personnel are defined as those persons having the authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include the Executive Directors of the Group.

(b) In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Related parties:				
Advances from	300,000	0	0	0
Rental expense	1,297,000	876,193	0	0
Subsidiaries:				
Advances to	0	0	18,824,955	22,709,026
Advances from	0	0	11,900,000	12,500,000
Dividend income	<u>0</u>	<u>0</u>	<u>11,895,699</u>	<u>16,596,160</u>

...Notes To The Financial Statements

26. RELATED PARTY DISCLOSURES (continued)

(b) (continued)

Information regarding outstanding balances with related parties at the end of the financial year are disclosed in Note 10 and Note 18 to the financial statements.

The related party transactions described above were carried out on agreed contractual terms and conditions and in the ordinary course of business between the related parties of the Group and of the Company.

(c) Compensation of key management personnel

The remuneration of Directors and other key management personnel are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short term employee benefits	4,254,728	4,173,511	182,114	165,500
Contributions to defined contribution plan	298,608	272,568	0	0
Share grant scheme	227,009	182,232	0	0
	<u>4,780,345</u>	<u>4,628,311</u>	<u>182,114</u>	<u>165,500</u>

Included in the compensation of key management personnel are Directors' remuneration of the Group and of the Company as disclosed in Note 21 to the financial statements.

27. FINANCIAL GUARANTEE CONTRACTS

	Company	
	2025 RM	2024 RM

Unsecured

Financial guarantee given to financial institution for credit facilities granted to subsidiaries:

- Limit of guarantee	52,004,832	11,000,000
- Amount utilised	<u>25,172,061</u>	<u>0</u>

- (a) The Company provides financial guarantee to financial institution for credit facilities granted to certain subsidiaries.
- (b) The maximum exposure to credit risk of the Company in relation to financial guarantee contracts provided as credit enhancements to the secured loans of subsidiaries amounted to RM25,172,061 (2024: RMNil) representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period.
- (c) Financial guarantee has not been recognised since the fair values was not material on initial recognition. As at the end of each reporting period, there was no indication that the subsidiaries would default on repayment.
- (d) Maturity profile of financial guarantee contracts of the Company at the end of the reporting period based on contractual undiscounted repayment obligations is repayable upon any default by the subsidiaries in respect of the guaranteed bank facilities.
- (e) Information on financial risks of financial guarantee contracts is disclosed in Note 29 to the financial statements.

...Notes To The Financial Statements

28. CAPITAL MANAGEMENT

The primary objective of the capital management of the Group is to ensure that entities of the Group would be able to continue as going concerns whilst maximising return to shareholders through the optimisation of the debt and equity ratios. The overall strategy of the Group remains unchanged from the previous financial year.

The Group manages its capital structure and makes adjustments to it in response to changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes throughout the reporting periods.

The Group monitors capital utilisation on the basis of net debt-to-equity ratio, which is net debt divided by total capital. The Group includes within net debt, borrowings and lease liabilities less cash and bank balances. Capital represents equity attributable to the owners of the parent. The net debt-to-equity ratios as at 31 July 2025 and 31 July 2024 are as follows:

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Borrowings	16	42,583,765	0	10,000,000	0
Lease liabilities	6	7,845,541	8,918,549	0	0
Less: Cash and bank balances	13	(26,737,733)	(80,986,816)	(1,071,412)	(3,422,422)
Net debt/(cash)		<u>23,691,573</u>	<u>(72,068,267)</u>	<u>8,928,588</u>	<u>(3,422,422)</u>
Total capital		<u>494,844,429</u>	<u>453,052,909</u>	<u>158,261,963</u>	<u>145,450,229</u>
Net debt-to-equity ratio		<u>5%</u>	*	<u>6%</u>	*

* No net debt-to-equity ratio is presented as the Group and the Company are in net cash position in the previous financial year.

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities Berhad, the Group is required to maintain a consolidated shareholders' equity of more than the twenty-five percent (25%) of the issued and paid-up capital and such shareholders' equity is not less than RM40.0 million. The Group has complied with this requirement for the financial year ended 31 July 2025.

29. FINANCIAL RISK MANAGEMENT

The financial risk management objective of the Group is to optimise value creation for shareholders whilst minimising the potential adverse impact arising from fluctuations in foreign currency exchange and interest rates and the unpredictability of the financial markets.

The Group is exposed mainly to credit risk, liquidity and cash flow risk, foreign currency risk and interest rate risk. Information on the management of the related exposures is detailed below.

(a) Credit risk

Cash deposits and trade receivables could give rise to credit risk which requires the loss to be recognised if a counter party fails to perform as contracted. The counter parties are organisations that the Group has dealt with for numerous years, and with whom the Group maintains regular visits and communications. It is the policy of the Group to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group is exposed to minimal credit risk.

...Notes To The Financial Statements

29. FINANCIAL RISK MANAGEMENT (continued)

(a) Credit risk (continued)

The primary exposure of the Group to credit risk arises through its trade receivables while the Company's primary exposure is through amounts owing by subsidiaries. The trading terms of the Group with its customers are mainly on credit, except for new customers, where deposits in advance are normally required. The credit period ranges between 15 days to 180 days. Each customer has a maximum credit limit and the Group seeks to maintain strict control over its outstanding receivables via a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management.

Major classes of financial assets of the Group comprise trade and other receivables and cash and bank balances.

Bank balances possessed by the Group are placed with reputable financial institutions with high credit ratings and no history of default.

Exposure to credit risk

At the end of each reporting period, the maximum exposure of the Group to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Credit risk concentration profile

The Group determines concentration of credit risk by monitoring the country profiles of its trade receivables on an ongoing basis. The credit risk concentration profile of the trade receivables of the Group at the end of the reporting period are as follows:

Group	2025		2024	
	RM	% of total	RM	% of total
By countries				
Malaysia	65,134,611	43%	32,534,813	41%
United States	37,789,066	25%	11,448,926	14%
Singapore	26,568,059	17%	23,381,536	29%
Thailand	10,700,601	7%	9,670,909	12%
Others	12,387,039	8%	3,344,335	4%
	<u>152,579,376</u>	<u>100%</u>	<u>80,380,519</u>	<u>100%</u>

At the end of each reporting period, approximately 45% (2024: 43%) of the trade receivables of the Group were due from two (2) (2024: three (3)) major customers.

(b) Liquidity and cash flow risk

The Group actively manages its debt maturity profile, operating cash flows and availability of funding so as to ensure that all operating, investing and financing needs are met. In executing its liquidity risk management strategy, the Group measures and forecasts its cash commitments and maintains a level of cash and cash equivalents deemed adequate to finance the activities of the Group.

...Notes To The Financial Statements

29. FINANCIAL RISK MANAGEMENT (continued)

(b) Liquidity and cash flow risk (continued)

The Group practises prudent liquidity risk management to minimise the mismatch of financial assets and liabilities whilst maintaining sufficient cash and the availability of funding through standby credit facilities.

The table below summarises the maturity profile of the liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations:

Group	On demand or within one (1) year	One (1) to five (5) years	More than five (5) years	Total RM	
	RM	RM	RM		
2025					
Financial liabilities					
Trade and other payables	77,581,637	0	0	77,581,637	
Borrowings	32,823,043	7,108,512	5,083,753	45,015,308	
Lease liabilities	2,949,155	5,526,526	0	8,475,681	
Total undiscounted financial liabilities	<u>113,353,835</u>	<u>12,635,038</u>	<u>5,083,753</u>	<u>131,072,626</u>	
2024					
Financial liabilities					
Trade and other payables	43,846,816	0	0	43,846,816	
Lease liabilities	2,427,685	7,075,873	607,244	10,110,802	
Total undiscounted financial liabilities	<u>46,274,501</u>	<u>7,075,873</u>	<u>607,244</u>	<u>53,957,618</u>	
Company					
2025					
Financial liabilities					
Trade and other payables			84,351		
Borrowings			10,000,000		
Financial guarantee contracts			25,172,061		
Total undiscounted financial liabilities			<u>35,256,412</u>		
2024					
Financial liabilities					
Trade and other payables			88,174		
Total undiscounted financial liabilities			<u>88,174</u>		

...Notes To The Financial Statements

29. FINANCIAL RISK MANAGEMENT (continued)

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument would fluctuate because of changes in foreign exchange rates.

The Group is exposed to foreign currency risk on sales and purchases that are denominated in a currency other than the respective functional currencies of entities within the Group. The currency giving rise to this risk is primarily in United States Dollar ('USD'), Thai Baht ('THB'), Euro ('EUR') and Chinese Yuan ('CNY').

The following table demonstrates the sensitivity analysis of the profit after tax of the Group to a reasonably possible changes in the USD, THB, EUR and CNY exchange rates against the functional currency of the Group, with all other variables held constant:

Group	Effect on profit after tax		
	2025 RM	2024 RM	
USD/RM	- strengthen by 15% (2024: 15%) - weaken by 15% (2024: 15%)	15,935,126 <u>(15,935,126)</u>	13,012,428 <u>(13,012,428)</u>
THB/RM	- strengthen by 15% (2024: 15%) - weaken by 15% (2024: 15%)	960,059 <u>(960,059)</u>	993,289 <u>(993,289)</u>
EUR/RM	- strengthen by 15% (2024: 15%) - weaken by 15% (2024: 15%)	149,242 <u>(149,242)</u>	81,223 <u>(81,223)</u>
CNY/RM	- strengthen by 15% (2024: 15%) - weaken by 15% (2024: 15%)	(437,535) <u>437,535</u>	(11,335) <u>11,335</u>

There is no foreign currency risk exposure to the equity, hence the effect of the change in the exchange rate is not explained. Sensitivity analysis of other foreign currencies is not disclosed as it is not material to the Group.

(d) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the financial instruments of the Group and of the Company would fluctuate because of changes in market interest rates.

The Group's and the Company's interest rate risk arises primarily from interest-bearing borrowings. Borrowings at floating rates expose the Group and the Company to cash flow interest rate risk. Borrowings obtained at fixed rates expose the Group and the Company to fair value interest rate risk. Interest rates of bank borrowings are mainly subject to fluctuations in the banks' base lending rates.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity analysis of the Group and of the Company if interest rates at the end of each reporting period changed by fifty (50) basis points with all other variables held constant:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit after tax				
- increase by 0.5% (2024: 0.5%)	(191,631)	(33,890)	(38,000)	0
- decrease by 0.5% (2024: 0.5%)	<u>191,631</u>	<u>33,890</u>	<u>38,000</u>	<u>0</u>

The effect to the equity of the Group and of the Company is not presented as it is not affected by the changes in interest rate.

29. FINANCIAL RISK MANAGEMENT (continued)

(d) Interest rate risk (continued)

The following table sets out the carrying amounts, the weighted average effective interest rates ('WAEIR') or weighted average incremental borrowing rates ('WAIBR') as at the end of each reporting period and the remaining maturities of the financial instruments of the Group and of the Company that are exposed to interest rate risk:

Group	Note	WAEIR/ WAIBR*	Within one (1) year	One (1) to two (2) years	Two (2) to three (3) years	Three (3) to four (4) years	Four (4) to five (5) years	Over five (5) years	Total									
									RM									
31 July 2025																		
Fixed rates																		
Deposits with licensed banks																		
				13	2.38	277,848	0	0	0	277,848								
Floating rates																		
Lease liabilities																		
Bankers'	6	5.83*		(2,641,388)	(1,992,058)	(1,196,781)	(1,209,372)	(805,942)	0	(7,845,541)								
acceptances	16	5.07		(9,683,000)	0	0	0	0	0	(9,683,000)								
Revolving credit	16	4.85		(20,179,711)	0	0	0	0	0	(20,179,711)								
Term loans	16	5.54		(2,282,674)	(1,324,659)	(1,386,895)	(1,452,055)	(1,520,275)	(4,754,496)	(12,721,054)								

29. FINANCIAL RISK MANAGEMENT (continued)

(d) Interest rate risk (continued)

The following table sets out the carrying amounts, the weighted average effective interest rates ('WAEIR') or weighted average incremental borrowing rates ('WAIBR') as at the end of each reporting period and the remaining maturities of the financial instruments of the Group and of the Company that are exposed to interest rate risk (continued):

Group	Note	WAEIR/ WAIBR*	Within one (1) year	RM	One (1) to two (2)	Two (2) to three (3)	Three (3) to four (4)	Four (4) to five (5)	Over five (5)				
					years	years	years	years	Total RM				
31 July 2024													
Fixed rates													
Deposits with licensed banks													
13	2.48		270,398		0	0	0	0	270,398				
Floating rates													
Lease liabilities													
6	5.55*		(2,010,072)		(1,871,974)	(1,454,776)	(1,481,683)	(1,503,849)	(596,195)				
Company													
31 July 2025													
Revolving credit													
16	4.88		(10,000,000)		0	0	0	0	(10,000,000)				

...Notes To The Financial Statements

...Notes To The Financial Statements

30. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

30.1 New MFRSs adopted during the financial year

The Group and the Company adopted the following Standards of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ('MASB') during the financial year:

Title	Effective Date
Amendments to MFRS 16 <i>Lease Liability in a Sale and Leaseback</i>	1 January 2024
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2024
Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>	1 January 2024

Adoption of the above Standards and Amendments to Standards did not have any material effect on the financial performance or position of the Group and of the Company during the financial year.

30.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2025

Title	Effective Date
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature - dependent Electricity</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments to the Standards, since the effects would only be observable for future financial years.

31. STATUTORY DISCLOSURE

Pursuant to Section 249(4)(e) of Companies Act 2016, details of auditors' remuneration payable by the Group and the Company during the financial year were as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Statutory audit				
- BDO PLT	190,000	172,000	53,500	49,400
- Other firm	71,830	69,495	0	0
Non-audit related services				
- BDO PLT	6,000	6,000	6,000	6,000
	<u>267,830</u>	<u>247,495</u>	<u>59,500</u>	<u>55,400</u>

List of Properties

No.	Name of registered owner/ Address	Description	Land area (sq. feet)	Tenure	Carrying amount as at 31 July 2025 (RM'000)	Date of acquisition
1	UWC Holdings Sdn. Bhd. PMT 744, Jalan Cassia Selatan 5/1, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Pulau Pinang	A single-storey detached factory building	177,163	60 years leasehold expiring on 22 July 2075 (remaining tenure of 50 years)	14,383	06-Aug-14
2	UWC Industrial Sdn. Bhd. PMT 745, Jalan Cassia Selatan 5/1, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Pulau Pinang	A double-storey office building annexed with a single-storey detached factory building	326,029	60 years leasehold expiring on 6 December 2075 (remaining tenure of 51 years)	26,063	06-Aug-14
3	UWC Industrial Sdn. Bhd. PT 6172, Persiaran Cassia Selatan 6, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Pulau Pinang	A single-storey detached factory building	526,540	60 years leasehold expiring on 8 October 2082 (remaining tenure of 56 years)	42,027	8-Nov-21
4	UWC Technology Sdn. Bhd. (Formerly known as Surfplate Technology Sdn. Bhd.) PMT 860, Persiaran Cassia Selatan 4, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Pulau Pinang	A three-storey detached factory building	46,102	60 years leasehold expiring on 21 July 2075 (remaining tenure of 50 years)	15,641	18-Aug-14

Analysis of Shareholdings

As At 21 October 2025

Total Number of Issued Shares : 1,102,886,806
 Class of Share : Ordinary shares
 Voting Rights : One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Shares
Less than 100	65	0.78	963	0.00
100 to 1,000	3,321	39.65	2,091,930	0.18
1,001 to 10,000	3,941	47.05	14,986,175	1.36
10,001 to 100,000	797	9.51	22,167,741	2.01
100,001 to 55,144,339	249	2.97	566,553,019	51.37
55,144,340 and above	3	0.04	497,086,978	45.08
Total	8,376	100.00	1,102,886,806	100.00

SUBSTANTIAL SHAREHOLDERS

No.	Name	Direct Interest		Indirect Interest	
		No. of Shares	% of Shares	No. of Shares	% of Shares
1	Dato' Seri Ng Chai Eng	315,390,789	28.60	35,524,500 [#]	3.22
2	Dato' Lau Chee Kheong	349,901,789	31.73	-	-

Indirect interest through shares held in Naluri Garuda (L) Foundation by virtue of Section 8(4) of the Companies Act 2016 in Malaysia and the shares held by his son, Dr. Ng Chin Liang pursuant to Section 59(11)(c) of the Companies Act 2016

DIRECTORS' SHAREHOLDINGS

No.	Name	Direct Interest	%	Indirect Interest	%
1	Dato' Seri Ng Chai Eng	315,390,789	28.60	35,524,500 [#]	3.22
2	Dato' Lau Chee Kheong	349,901,789	31.73	-	-
3	Dato' Wan Hashim Bin Wan Jusoh	480,000	0.04	46,000 [^]	-
4	Dato' F'ng Meow Cheng	504,100	0.05	-	-
5	Dato' Seri Lee Teong Li	-	-	-	-
6	Jariyah Binti Hashim	-	-	-	-
7	Dr. Ng Chin Liang	441,500	0.04	-	-
8	Ng Sze Yen	692,900	0.06	49,900 [*]	-

Indirect interest through shares held in Naluri Garuda (L) Foundation by virtue of Section 8(4) of the Companies Act 2016 in Malaysia and the shares held by his son, Dr. Ng Chin Liang pursuant to Section 59(11)(c) of the Companies Act 2016

[^] Indirect interest through shares held by his spouse, Che Mazni Binti Che Wook pursuant to Section 59(11)(c) of the Companies Act 2016

^{*} Indirect interest through shares held by her spouse, Siah Kek Keen pursuant to Section 59(11)(c) of the Companies Act 2016

...Analysis Of Shareholdings

LIST OF 30 LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	% OF SHARES
1	LAU CHEE KHEONG	288,101,789	26.12
2	NG CHAI ENG	117,394,851	10.64
3	NG CHAI ENG	91,590,338	8.30
4	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR NG CHAI ENG (PB)	50,000,000	4.53
5	NG CHAI ENG	35,404,600	3.21
6	NALURI GARUDA (L) FOUNDATION	35,083,000	3.18
7	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 22)	25,103,747	2.28
8	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)	24,617,500	2.23
9	TAN KEAN HEAN	23,501,088	2.13
10	HSBC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - HBAP SG FOR LAU CHEE KHEONG (PB-SGDIV)	21,800,000	1.98
11	HSBC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - HBAP SG FOR NG CHAI ENG (PB-SGDIV)	21,001,000	1.90
12	CITIGROUP NOMINEES (TEMPATAN) SDN BHD DBS BANK LTD FOR LAU CHEE KHEONG (SG0114483238-PB)	20,000,000	1.81
13	CITIGROUP NOMINEES (TEMPATAN) SDN BHD UBS AG SINGAPORE FOR LAU CHEE KHEONG	20,000,000	1.81
14	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABERDEEN)	17,344,800	1.57
15	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	14,180,459	1.29
16	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC ASEAN GROWTH FUND	13,571,500	1.23
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	13,422,600	1.22
18	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	10,477,800	0.95
19	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	9,970,741	0.90
20	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERISLAMIC)	8,912,200	0.81
21	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC SELECT TREASURES FUND	7,781,700	0.71
22	HSBC NOMINEES (ASING) SDN BHD J.P. MORGAN SECURITIES PLC	5,620,027	0.51
23	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	5,500,300	0.50
24	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD	5,302,900	0.48
25	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR SINGULAR VALUE FUND	4,990,800	0.45
26	CITIGROUP NOMINEES (TEMPATAN) SDN BHD UBS AG	4,984,610	0.45
27	AMANAHRAYA TRUSTEES BERHAD PUBLIC SMALLCAP FUND	4,921,000	0.45
28	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL EQITS)	4,750,000	0.43
29	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	4,641,700	0.42
30	AMANAHRAYA TRUSTEES BERHAD PUBLIC EQUITY FUND	4,306,000	0.39

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Eighth Annual General Meeting (“**8th AGM**” and/or “**AGM**”) of UWC Berhad (“**the Company**” or “**UWC**”) will be held at Sri Mas Ballroom, Level 4, Bayview Hotel Georgetown Penang, 25A Farquhar Street, 10200 Georgetown, Penang, Malaysia on Friday, 9 January 2026 at 2.30 p.m. or at any adjournment thereof, to transact the following business:-

AGENDA

AS ORDINARY BUSINESSES

ORDINARY RESOLUTION

1. To receive the Audited Financial Statements for the financial year ended 31 July 2025 together with the Reports of Directors and Auditors thereon.	(Please refer to Note 2)
2. To approve the payment of Directors’ fees and Directors’ benefits for an aggregate amount of up to RM210,000 to the Independent Non-Executive Directors of the Company from 10 January 2026 until the next AGM of the Company.	1
3. To re-elect the following Directors retiring by rotation in accordance with Clause 165.1 of the Company’s Constitution:	
3.1 Dato’ Wan Hashim Bin Wah Jusoh	2
3.2 Dato’ Lau Chee Kheong	3
4. To re-elect Dato’ Seri Lee Teong Li, who was appointed during the year and retiring in accordance with Clause 156 of the Company’s Constitution.	4
5. To re-appoint Messrs BDO PLT as External Auditors of the Company for the year ending 31 July 2026 to hold office until the next AGM and to authorise the Directors to determine their remuneration.	5

As **SPECIAL BUSINESS**, to consider and, if thought fit, with or without any modification, to pass the following resolutions:

6. AUTHORITY TO ALLOT AND ISSUE SHARES IN GENERAL PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016	6
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“THAT pursuant to Sections 75 and 76 of the Companies Act, 2016 (“the Act”), the Directors be and are hereby empowered to allot and issue shares in the Company at any time and from time to time until the conclusion of the next AGM and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company at the time of issue, subject always to the Constitution of the Company and approval of all relevant regulatory bodies being obtained for such allotment and issuance.

THAT pursuant to Section 85 of the Act, read together with Clause 31 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from issuance of new shares pursuant to this Mandate.

AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares.

AND THAT the Directors of the Company be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad AND FURTHER THAT such authority shall commence immediately upon the passing of this Resolution and continue to be in force until the conclusion of the next AGM of the Company.”

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

...Notice Of Annual General Meeting

FURTHER NOTICE IS HEREBY GIVEN THAT only members whose names appear on the Record of Depositors as at 31 December 2025 shall be entitled to attend the AGM or appoint proxies in his/her stead or in the case of a corporation, a duly authorised representative to attend and to vote in his/her stead.

By Order of the Board

CHAN EOI LENG

(SSM PC No. 202008003055)

(MAICSA 7030866)

Chartered Secretary

Perak Darul Ridzuan

28 November 2025

Notes:

1. Proxy

- 1.1 A proxy need not be a member and a member may appoint any person to be his proxy without limitation, save that the proxy must be of full age.
- 1.2 A member (other than an exempt authorized nominee) entitled to attend, participate, speak and vote at this Meeting is entitled to appoint one (1) or two (2) proxies to attend, participate, speak and vote instead of him/her.
- 1.3 Where a member appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportions of his/her shareholdings to be represented by each proxy.
- 1.4 Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company in an 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 but the proportion of holdings to be represented by each proxy must be specified.
- 1.5 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 Meeting or adjourned Meeting and must be deposited at 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 either by hand, post, courier, or electronically lodged via Vistra Share Registry and IPO (MY) portal ("The Portal") at <https://srmy.vistra.com>. Please refer to the Administrative Guide on the procedure for electronic lodgement of Proxy Form via The Portal.
- 1.6 The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing or if the appointer is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised. If under the hand of attorney/authorised officer, the Power of Attorney or Letter of Authorisation must be attached.

2. AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 JULY 2025

Agenda 1 is meant for discussion only as Section 340(1)(a) of the Companies Act, 2016 only requires the Audited Financial Statements to be laid before the Company at the AGM and they do not require shareholders' approval. Hence, this Agenda is not put forward for voting.

3. DIRECTORS' FEES AND DIRECTORS' BENEFITS TO INDEPENDENT NON-EXECUTIVE DIRECTORS

Section 230(1) of the Companies Act, 2016 provides amongst others, that "fees" of the Directors and "any benefits" payable to Directors of a listed company and its subsidiaries shall be approved at a general meeting.

Pursuant thereto, shareholders' approval is sought under Ordinary Resolution 1 on payment of Directors' fees and Directors' benefits of the Company. These have been reviewed by the Remuneration Committee and the Board, which recognises that the Directors' fees and Directors' benefits payable are in the best interest of the Company. The quantum of Directors' fees and Directors' benefits payable to the Independent Non-Executive Directors would be calculated based on the current composition of the Board and Board Committees and the number of meetings scheduled for the Board and Board Committees and includes all benefits payable to the Directors, such as meeting allowances, etc. The amount also includes a contingency sum to cater for unforeseen circumstances such as the appointment of any additional INED and additional unscheduled meetings.

...Notice Of Annual General Meeting

Notes: (cont'd)

3. DIRECTORS' FEES AND DIRECTORS' BENEFITS TO INDEPENDENT NON-EXECUTIVE DIRECTORS (cont'd)

Upon approval, this will facilitate payment of Directors' fees and Directors' benefits payable on a current financial year basis, based on the current board size and assuming that all Independent Non-Executive Directors shall hold office until the end of the financial year. In the event that the proposed Directors' fees and Directors' benefits payable are insufficient (due to the enlarged board size), approval will be sought at the next AGM for additional fees to meet the shortfall. It will also authorise payment to be made by the Company on a monthly basis and/or as and when incurred. The Board is of the view that it is fair and equitable for the Independent Non-Executive Directors to be paid on a monthly basis and/or as and when incurred, particularly after they have discharged their responsibilities and rendered their services to the Company throughout the relevant period.

4. RE-ELECTION OF DIRECTORS

Dato' Wan Hashim Bin Wah Jusoh and Dato' Lau Chee Kheong, both Directors of the Company, are seeking re-election at the 8th AGM (the "**Retiring Directors**") pursuant to Clause 165.1 of the Company's Constitution and being eligible, have offered themselves for re-election under Ordinary Resolutions 2 and 3 respectively.

Dato' Seri Lee Teong Li, who was appointed as a Director of the Company during the year and retiring pursuant to Clause 156 of the Company's Constitution (the "**Retiring Directors**") and being eligible, has offered himself for re-election at the 8th AGM under Ordinary Resolution 4.

The Board has via the Nomination Committee had conducted an assessment on the effectiveness and contributions of the abovesaid Retiring Directors including their skills, experience, competency and time commitments, and has recommended for them to be re-elected to the Board. The profiles of the Retiring Directors are set out in the Profile of Directors of the Annual Report 2025.

5. RE-APPOINTMENT OF EXTERNAL AUDITORS ("EA")

The Audit Committee ("AC") has carried out an assessment of the suitability and independence of the EA, which included an assessment of the engagement teams' qualifications, credentials, and experience, audit work approach, and performance of the work within UWC Group's timeline by completing an assessment questionnaire.

The AC in its assessment, found Messrs BDO PLT to be sufficiently objective and independent and was satisfied with the suitability based on the quality of audit, performance, and resources in terms of their audit team provided to the Group.

The Board, therefore, approved the AC's recommendation that the re-appointment of Messrs BDO PLT as External Auditors of the Company for the financial year ending 31 July 2026 be put forward for the shareholders' approval at the 8th AGM.

6. AUTHORITY TO ALLOT AND ISSUE SHARES IN GENERAL PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016

The proposed Ordinary Resolution 6, if passed, will empower the Directors of the Company, from the date of the above AGM until the next AGM to allot and issue up to a maximum of 10% of the total number of issued shares of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority will unless revoked or varied by the Company at a general meeting, will expire at the next AGM of the Company.

The general mandate sought for allotment and issue of shares is a renewal of the general mandate sought in the preceding year. As at the date of this Notice, no new shares in the Company were issued pursuant to the General Mandate granted to the Directors at the last AGM held on 6 January 2025 and which will lapse at the conclusion of this 8th AGM. No proceeds were raised therefrom. The general mandate will provide flexibility to the Company for any possible fundraising activities, including but not limited to placing of shares for purpose of funding future investment project(s), working capital and/or acquisitions.

At this juncture, there is no decision to issue new shares but the Directors consider it desirable to have the flexibility permitted to respond to market developments and to enable allotments to take place to finance business opportunities without making a pre-emptive offer to existing shareholders. If there should be a decision to issue new shares after the general mandate is obtained, the Company will make announcement in respect thereof.

ANNUAL REPORT 2025 AND CORPORATE GOVERNANCE REPORT 2025

The Annual Report 2025 and Corporate Governance Report 2025 can be downloaded at www.uwcberhad.com.my

Statement Accompanying Notice of AGM

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Securities)

No individual is standing for election as a Director at the forthcoming 8th AGM of the Company.

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Proxy Form



UWC BERHAD
(Registration No: 201801012223) (1274239-A)
(Incorporated in Malaysia)

No. of Shares held	
CDS Account No.	

I / We Tel:
 [Full name in block, NRIC/Passport/Company No.]
 of
 [Full address]

being member(s) of **UWC BERHAD**, hereby appoint:

Proxy 1: Full Name (in Block)	NRIC No./Passport No.	No. of Shares	%
Address	Contact Number		

*and/or (*delete if not applicable)

Proxy 2: Full Name (in Block)	NRIC No./Passport No.	No. of Shares	%
Address	Contact Number		

or failing him/her, * the Chairman of the Meeting, as * my/our proxy to vote for me/us and on my/our behalf at the Eighth Annual General Meeting ("8th AGM" and/or "AGM") of the Company to be held at Sri Mas Ballroom, Level 4, Bayview Hotel Georgetown Penang, 25A Farquhar Street, 10200 Georgetown, Penang, Malaysia on Friday, 9 January 2026 at 2.30 p.m. or any adjournment thereof, and to vote as indicated below:

Description of Resolution	Resolution	For	Against
The payment of Directors' fees and Directors' benefits to Independent Non-Executive Directors	1		
The re-election of Directors:			
Dato' Wan Hashim Bin Wah Jusoh	2		
Dato' Lau Chee Kheong	3		
Dato' Seri Lee Teong Li	4		
The re-appointment of Messrs BDO PLT as External Auditors and authority to Directors to determine their remuneration.	5		
Special Business			
Authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act, 2016	6		

Please indicate with an () OR (X) in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy will vote or abstain as he thinks fit.

Signed this day of

..... Signature of Shareholder(s)/Common Seal

Notes:

- Pursuant to Paragraph 8.29A of the Listing Requirements, voting at general meeting will be conducted by poll rather than show of hands. Poll Administrator and Independent Scrutineers will be appointed to conduct the polling process and verify the results of the poll respectively.
- A proxy need not be a member and a member may appoint any person to be his proxy without limitation, save that the proxy must be of full age.
- A member (other than an exempt authorized nominee) entitled to attend, participate, speak and vote at this Meeting is entitled to appoint one (1) or two (2) proxies to attend, participate, speak and vote instead of him/her.
- Where a member appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportions of his/her shareholdings to be represented by each proxy.
- Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company in an 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 but the proportion of holdings to be represented by each proxy must be specified.
- 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 Meeting or adjourned Meeting and must be deposited at 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 either by hand, post, courier, or electronically lodged via Vistra Share Registry and IPO (MY) portal ("The Portal") at <https://srmy.vistra.com>. Please refer to the Administrative Guide on the procedure for electronic lodgement of Proxy Form via The Portal.
- The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing or if the appointer is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised. If under the hand of attorney/authorised officer, the Power of Attorney or Letter of Authorisation must be attached.
- Personal Data Privacy – By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company hereby agrees and consents that any of your personal data in our possession shall be processed by us in accordance with the Personal Data Protection Act 2010. Further, you hereby warrant that relevant consent has been obtained by you for us to process any third party's personal data in accordance with the said Act.



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Affix
Stamp

The Share Registrar
UWC BERHAD
Registration No. 201801012223 (1274239-A)

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

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Administrative Guide

OF ANNUAL GENERAL MEETING (“8th AGM” or “AGM”)

Day and Date : **Friday, 9 January 2026**
Time : **2.30 p.m. or at any adjournment thereof**
Venue : **Sri Mas Ballroom, Level 4, Bayview Hotel Georgetown Penang, 25A Farquhar Street, 10200 George Town, Penang, Malaysia**

INDIVIDUAL MEMBERS

Members who are unable to attend the AGM and who wish to exercise their votes are encouraged to appoint the Chairman of the meeting to attend and vote on your behalf at the 8th AGM by indicating the voting instructions in the Proxy Form in accordance with the notes and instructions printed therein.

CORPORATE MEMBERS

1. Corporate members who wish to appoint corporate representatives instead of a proxy to attend and vote at the 8th AGM must deposit their original or duly certified certificate of appointment of corporate representative to Tricor no later than **Wednesday, 7 January 2026 at 2.30 p.m.**
2. Attorneys appointed by power of attorney are required to deposit their power of attorney to Tricor no later than **Wednesday, 7 January 2026 at 2.30 p.m.** to attend and vote at the 8th AGM.
3. If a corporate member (through its corporate representative(s) or appointed proxy(s) is unable to attend the 8th AGM, you may appoint the Chairman of the Meeting as your proxy and indicate the voting instructions in the Proxy Form in accordance with the notes and instructions printed therein.

REGISTRATION ON THE DAY OF THE 8TH AGM

1. The registration counter will open at 1.15 p.m. on Friday, 9 January 2026 and will remain open until the conclusion of the 8th AGM or such time as may be determined by the Chairman of the meeting.
2. Please produce your ORIGINAL MyKad or Passport (for foreign shareholder) during registration for verification. Only original MyKad or Passport is valid for registration.
3. Please note that you are not allowed to register on behalf of another shareholder/proxy, even with the original MyKad or Passport of that other shareholder/proxy. Please make sure you collect your MyKad or Passport after the registration.
4. After verification and registration, you will be given an identification wristband. If you are attending the Meeting as a shareholder as well as proxy, you will be registered once and will only be given one identification wristband with barcode before enter the meeting hall. There is no replacement in the event that you lose/misplace the identification wristband with barcode.
5. After registration and signing on the Attendance List, please vacate the registration area.
6. The registration counter will only handle verification of shareholdings and registration. For other clarification or queries, you may proceed to the Help Desk.

NO DOOR GIFTS / REFRESHMENT

There will be no distribution of door gifts, food or beverage served at the 8th AGM.



...Administrative Guide

PARKING (IS NOT SUBSIDISED)

A flat parking fee will be charged subject to the hotel validation.

MEETING

The Meeting will start promptly at 2.30 p.m. Members are reminded to be punctual.

APPOINTMENT OF PROXY OR ATTORNEY

1. Only members whose names appear on the Record of Depositors as at **31 December 2025** shall be eligible to attend, participate, speak and vote at the 8th AGM or appoint proxy(ies) and/or the Chairman of the Meeting to attend and vote on his/her behalf.
2. If you wish to participate in the 8th AGM yourself, please do not submit any proxy form for the 8th AGM. You will not be allowed to participate in the 8th AGM together with a proxy appointed by you.
3. Accordingly, proxy form and/or documents relating to the appointment of proxy/attorney for the 8th AGM whether in hard copy or by electronic means shall be deposited or submitted in the following manner and must be received by the Company not less than 48 hours before the time set for the 8th AGM or not later than **Wednesday, 7 January 2026 at 2.30 p.m.**:

(i) In Hard copy form:

In the case of an appointment made in hard copy form (by hand/post), the proxy form shall be deposited with the Company's Share Registrar at Tricor Investor & Issuing House Services Sdn. Bhd. of Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, at the drop box located at Unit G-1, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur.

(ii) By Electronic form:

The procedures to submit your proxy form electronically via Vistra Share Registry and IPO (MY) portal ("The Portal") are summarised below:-

Procedure	Action
i. Steps for Individual Shareholders	
Register as a User at The Portal	<ol style="list-style-type: none">1. Visit the website at https://srmy.vistra.com.2. Click "Register" and select "Individual Holder" and complete the New User Registration Form.3. For guidance, you may refer to the tutorial guide available on the homepage.4. Once registration is completed, you will receive an email notification to verify your registered email address.5. After verification, your registration will be reviewed and approved within one (1) working day. A confirmation email will be sent once approved.6. Once you receive the confirmation, activate your account by creating your password. <p><i>If you are an existing user with The Portal or our TIIH Online portal previously, you are not required to register again.</i></p>



...Administrative Guide

APPOINTMENT OF PROXY OR ATTORNEY (cont'd)

(ii) By Electronic form: (cont'd)

Procedure	Action
Proceed with submission of proxy form	<ol style="list-style-type: none">1. After the release of the Notice of Meeting by the Company, login with your email address and password.2. Select the corporate event: "UWC 8TH AGM".3. Navigate to the 3 dots at the end of the corporate event and choose "SUBMISSION OF PROXY FORM".4. Read and agree to the Terms and Conditions and confirm the Declaration.5. Indicate the total number of shares assigned to your proxy(s) to vote on your behalf.6. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy.7. Indicate your voting instructions – FOR or AGAINST or ABSTAIN.8. Print the proxy form for your record.
ii. Steps for Corporation or Institutional Shareholders	
Register as a User at The Portal	<ol style="list-style-type: none">1. Visit the website at https://srmy.vistra.com.2. Click "Register" and select "Representative of Corporate Holder" and complete the New User Registration Form.3. Complete the registration form with your personal details.4. Once registration is completed, you will receive an email notification to verify your registered email address.5. After verification, your registration will be reviewed and approval within two (2) working days. A confirmation email will be sent once approved.6. Once you receive the confirmation, activate your account by creating your password. <p><i>Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact Tricor if you need clarifications on the user registration.</i></p>
Proceed with submission of proxy form	<ol style="list-style-type: none">1. Login to https://srmy.vistra.com with your email address and password.2. Select the corporate event: "UWC 8TH AGM".3. Navigate to the icon ">" at the end of the corporate event.4. Read and agree to the Terms and Conditions and confirm the Declaration.5. Select the corporate holder's name.6. Proceed to download the submission file.7. Prepare the file for the appointment of proxy(ies) by inserting the required data.8. Proceed to upload the duly completed proxy appointment file.9. Select "Confirm" to complete your submission.10. Print the confirmation report of your submission for your record.



...Administrative Guide

VOTING AT MEETING

1. The voting at the 8th AGM will be conducted by poll in accordance with Paragraph 8.29A of Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”). The Company has appointed Tricor Investor & Issuing House Services Sdn. Bhd. as Poll Administrator to conduct poll voting electronically (e-voting) via The Portal and Independent Scrutineers will be appointed to verify the results of the poll.
2. During the 8th AGM, the Chairman will invite the Poll Administrator to brief you on the poll procedure.
3. Upon completion of the voting session for the 8th AGM, the Independent Scrutineers will verify the poll results for the announcement by the Chairman, followed by the Chairman’s declaration whether the resolutions are carried.

RESULTS OF THE VOTING

The resolutions proposed at the 8th AGM and the results of the voting will be announced at the 8th AGM and subsequently via an announcement made by the Company through Bursa Securities at www.bursamalaysia.com.

MOBILE DEVICES

Please ensure that all mobile devices such as phones/pagers/other sound emitting devices are switched off or put on silent mode during the AGM to ensure smooth and uninterrupted proceedings. Any recording of the proceedings, either vocal or audio visual, is strictly prohibited.

NO SMOKING POLICY

A no smoking policy is maintained in the Meeting Hall. Your co-operation is much appreciated.

PERSONAL BELONGINGS

Please be reminded to take care of your personal belongings as the Company will not be responsible for any lost items that has gone missing resulted in any monetary losses.

ANNUAL REPORT 2025

The Annual Report 2025 is available on Bursa Malaysia Securities Berhad’s website at www.bursamalaysia.com under the Company’s Announcement of UWC Berhad and the Company website at www.uwcberhad.com.my.

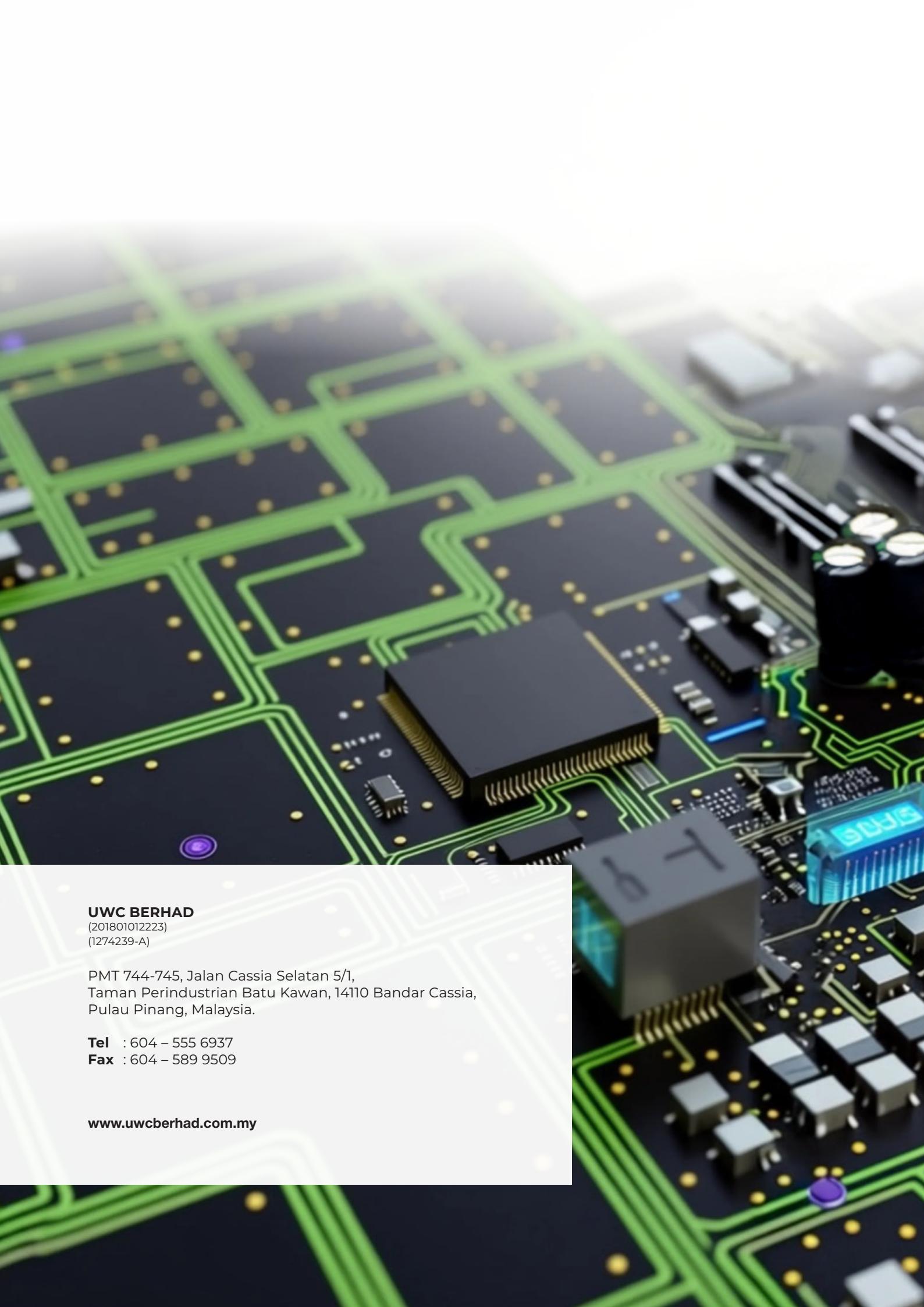
ENQUIRY

If you have any enquiry prior to the meeting, you may contact the Share Registrar during office hours on Mondays to Fridays from 9.00 a.m. to 5.30 p.m. (except public holidays).

Tricor Investor & Issuing House Services Sdn. Bhd.		
Telephone Number	General Line	603-2783 9299
Email	is.enquiry@vistra.com	

PERSONAL DATA PRIVACY

By submitting the duly executed proxy form, the member and his/her proxy consent to the Company and/or its agents/service providers to collect, use and disclose the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the 8th AGM of the Company and any adjournment thereof.



UWC BERHAD

(201801012223)
(1274239-A)

PMT 744-745, Jalan Cassia Selatan 5/1,
Taman Perindustrian Batu Kawan, 14110 Bandar Cassia,
Pulau Pinang, Malaysia.

Tel : 604 – 555 6937
Fax : 604 – 589 9509

www.uwcberhad.com.my