ANNUAL REPORT 2025

MMM GROUP BERHAD
Registration No. 200801011849 (813137-V)

CONTENTS

1. ABOUT MMM GROUP

MMM Group Berhad is a leading Malaysian investment holding company focused on Digital Out-of-Home (DOOH) advertising. Through innovative technologies and strategic media placements, the Group delivers immersive and results-driven brand experiences for clients across various industries.

Leading the Future of DOOH Advertising

- **Expanding Digital Network:** MMM Group operates an extensive network of high-impact LED billboards and panels across the Klang Valley, with continued growth efforts ensuring greater audience reach and campaign effectiveness.

- **LIFT-UP Elevator Media:** With over 500 digital elevator displays in key commercial and residential buildings, MMM's LIFT-UP network offers highly targeted advertising in high-traffic indoor environments.

- **Integrated Marketing Services:** To strengthen brand consistency, MMM complements its DOOH assets with full-suite creative and digital marketing services, enabling 360° campaign execution across channels.

Partnering for Client Success

- **Data-Driven Strategy:** MMM uses real-time audience insights and market data to craft highly targeted campaigns tailored to client objectives and local demographics.

- **Performance & Optimisation:** Through robust analytics and tracking tools, MMM continuously evaluates campaign impact and refines strategies for improved ROI.

- **Client-First Approach:** MMM fosters long-term partnerships by aligning closely with clients' goals and offering tailored DOOH solutions that integrate seamlessly with their brand strategies.

Strategic Growth & Vision

- **Key Partnerships:** The alliance with Prisma Outdoor continues MMM's media footprint and reinforces its position as a key market player in Malaysia's OOH sector. The recent collaboration with Gentari Green Mobility also extends MMM's advertising opportunities to 550 electric vehicle charging stations in over 160 locations.

- **Future-Focused Expansion:** The above collaboration signals the first phase of MMM's broader growth roadmap, which includes exploring new markets, adopting next-gen formats, and driving innovation in the DOOH space. MMM Group is also looking to expand in 2 areas being: i) Event Management and promotion in concerts and leisure activities; ii) Provision of engineering, procurement, construction and commission services for DOOH and related assets.

Outlook

With a focus on innovation, strategic alliances, and measurable outcomes, MMM Group continues to lead Malaysia's DOOH industry. Its commitment to client success and future-ready expansion ensures sustained leadership and value creation in 2025 and beyond.

2. CORPORATE STRUCTURE

MMM Group Berhad
Reg No. 200801011849 (813137-V)

- 100% — **MMM Creative Sdn Bhd**
  Reg No. 202101019951 (1420251-D)
  Production of digital marketing and advertising contents

- 100% — **MMM Digital Sdn Bhd**
  Reg No. 202101024093 (1424393-U)
  Sales and provision of indoor and outdoor digital and conventional signage and advertising space

- 100% — **MMM Media Sdn Bhd**
  Reg No. 201901039339 (1348669-W)
  Provision of out-of-home advertising media
  - 70% — **Avata Media Sdn Bhd**
    Reg No. 202201038195 (1483892-X)
    Pending business activation

- 100% — **MMM Entertainment Sdn Bhd**
  Reg No. 202401025421 (1571270-A)
  Promotion and organising leisure and entertainment events and activities

- 100% — **MMM Impression Sdn Bhd**
  Reg No. 202401033184 (1579032-P)
  Pending business activation

- 100% — **MMM Branding & Trading Sdn Bhd**
  Reg No. 202201036176 (1481873-V)
  Pending business activation

- 100% — **Asia Media Sdn Bhd**
  (in liquidation)
  Reg No. 200601009088 (728838-H)
  Wound Up pursuant to Court Order on 9 April 2021
  - 70% — **Asia Media Broadcasting Sdn Bhd**
    Reg No. 201101031598 (959733-V)
    Dormant

3. CORPORATE INFORMATION

BOARD OF DIRECTORS

YBHG. DATO' ROSNI ZAHARI
Independent Non-Executive Chairman

TAN CHIA HONG @ GAN CHIA HONG
Executive Director

CHEN JUI-LIANG
Executive Director

DATUK CHIW TIANG CHAI
Non-Independent Non-Executive Director

TAN CHOON FUH
Independent Non-Executive Director

OH TEIK KENG
Independent Non-Executive Director

BOARD COMMITTEES

AUDIT & RISK MANAGEMENT COMMITTEE
OH TEIK KENG | Chairman
DATUK CHIW TIANG CHAI | Member
TAN CHOON FUH | Member

NOMINATION COMMITTEE
OH TEIK KENG | Chairman
DATUK CHIW TIANG CHAI | Member
TAN CHOON FUH | Member

REMUNERATION COMMITTEE
OH TEIK KENG | Chairman
DATUK CHIW TIANG CHAI | Member
TAN CHOON FUH | Member

CORPORATE GOVERNANCE COMMITTEE
OH TEIK KENG | Chairman
DATUK CHIW TIANG CHAI | Member
TAN CHOON FUH | Member

COMPANY SECRETARIES
SHEREEN CH'NG MEI LIAN (MAICSA 7065052)
(SSM Practising Certificate No. 202208000226)
TIEW SZE HANN (MAICSA 7058007)
(SSM Practising Certificate No. 201908000034)

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STOCK EXCHANGE LISTING
Main Market, Bursa Malaysia Securities Berhad
Stock Name : MMM
Stock Code : 0159
Sector : Telecommunications & Media

4. CHAIRMAN'S STATEMENT

On behalf of the Board of Directors, I am pleased to present the Annual Report and Audited Consolidated Financial Statement of MMM Group Berhad and its subsidiary companies for the financial year ended 31 March 2025.

ECONOMIC AND GROUP PERFORMANCE REVIEW

OVERVIEW OF THE MALAYSIAN ECONOMY

2024 Performance

The Malaysia economy grew by 5.1 per cent, up from 3.6 per cent in 2023 with all major sectors recording improved performance. The Services sector led with a 5.4 per cent growth, followed by Manufacturing (4.2%) and Construction (17.5%) sectors. The Agriculture and Mining & quarrying sectors expended by 3.1 per cent and 0.9 per cent, respectively.[1]

On the demand side, growth was primarily driven by Private final consumption expenditure, which increased by 5.1 per cent. Gross fixed capital formation (GFCF) marked the highest growth since 2012 at 12.0 per cent, reflecting strong Construction activities. Capital expenditure on machinery and equipment also rose, further boosting GFCF performance. Meanwhile, the Government's final consumption expenditure grew by 4.7 per cent in 2024. Both Exports and Imports rebounded to 8.5 per cent and 8.9 per cent, respectively, while net exports recovered to 2.2 per cent, signalling improved external demand.[1]

Source:
[1] *Department of Statistics Malaysia, "Malaysian Economic Statistic Review" Vol3/2025, March 2024*

2025 Outlook

From a global perspective, the World Economic Situation and Prospects report forecasts that the world economy will grow by 2.8 per cent in 2025 and 2.9 per cent in 2026, still falling short of the pre-pandemic average of 3.2 per cent. China and the United States are expected to experience slower growth, while Europe, Japan, and the United Kingdom are anticipated to record moderate recovery. The East Asia region is projected to maintain a stable growth rate of around 4.7 per cent in 2025 and 4.5 per cent in 2026.

Malaysia being an open economy, is not exempted from global uncertainties that could impact the country's export performance. Nevertheless, Bank Negara Malaysia remains optimistic that the Malaysian economy will grow within the range of 4.5 per cent to 5.5 per cent for the year 2025. This growth is expected to be driven by strong domestic demand, sustainable investment activities, a positive labour market, as well as government policies that support income growth and household spending.[1]

Source:
[1] *Department of Statistics Malaysia, "Malaysian Economic Statistic Review" Vol3/2024, March 2024*

REVIEW OF MALAYSIA ADVERTISING INDUSTRY

The Malaysian advertising industry continued its robust transformation through FY2024, driven by evolving consumer behaviour, digital innovation, and macroeconomic developments. The momentum seen in 2023 carried into 2024, marking a pivotal period of digital maturity and media convergence.

Digital Leadership Strengthens

Digital Advertising Growth: Digital advertising maintained its upward trajectory, growing by an estimated 16% year-on-year and accounting for 67% of total advertising spend by March 2025[1]. Social media advertising continued to lead with a 21% increase, followed by mobile advertising (20%)**,** video (18%)**,** display (15%)**,** and search ads (12%)[2]. This trend is driven by AI-based targeting, performance marketing strategies, and continued consumer migration to online and mobile-first content consumption.

Short-Form Video & Mobile Optimization: Short-form video has emerged as the most impactful ad format, with platforms such as TikTok, YouTube Shorts, and Instagram Reels seeing record ad engagement rates[3]. Mobile-first strategies are now critical, with over 85% of ad impressions occurring on smartphones[4], reinforcing the need for responsive design, fast-loading content, and mobile app integrations.

Innovative Technologies and AI Integration: Artificial Intelligence (AI) and Augmented Reality (AR) have become mainstream in advertising workflows. AI tools are being used for dynamic ad personalisation, chatbots, and predictive analytics. AR is increasingly utilised for virtual product demos, particularly in retail, real estate, and automotive sectors[5].

Traditional Media: Consolidation and Innovation

Out-of-Home (OOH) Resurgence: OOH advertising saw a 13% increase in spending during the year[6], driven by increased mobility, post-pandemic recovery, and the growth of Digital OOH (DOOH) formats. Innovations such as programmatic DOOH and real-time data targeting are reshaping the landscape of outdoor advertising in urban centres.

Television and Print: Television continues to transition toward Connected TV (CTV**)** and addressable advertising, particularly for high-reach campaigns using first-party data. Traditional linear TV usage declined marginally[7], while digital broadcast platforms gained more viewership. Print media remains under pressure, though niche B2B and regional titles retain value with specific audience segments[8].

Market Dynamics

Economic and Political Factors: Malaysia's economic environment in FY2024 was bolstered by moderate GDP growth, improved consumer confidence, and a surge in tourism. This translated into **i**ncreased ad spends across sectors like travel, retail, and food & beverage[9]. Political stability following the 15th General Election contributed to positive business sentiment and marketing investment.

Sector-Specific Advertising Trends:

- **Travel, hospitality, and entertainment** led the recovery with strong marketing expenditure rebounds[10].
- **Retail and e-commerce** remained top ad spenders, especially during national sales events and online campaigns.
- **Finance, CPG, and healthcare** sectors maintained measured spending, focusing on digital tools and customer experience.
- **Automotive and property** advertising saw moderate growth, supported by new launches and urban recovery.

Overall, the Malaysian advertising industry is expected to deepen its embrace of AI-driven strategies, performance analytics, and immersive technologies**.** While traditional media platforms continue to evolve, digital remains the cornerstone of future growth. Cross-platform convergence, coupled with higher measurement accountability and creative experimentation, suggests a vibrant and forward-looking trajectory for the industry.

Source:
[1]*GroupM Global Mid-Year Forecast 2024 – Malaysia Report*
[2]*Statista – Digital Advertising Spend Growth in Southeast Asia (2024)*
[3]*Media Partners Asia – APAC Video Advertising Trends 2024*
[4]*MCMC Internet Users Survey 2024*
[5]*Deloitte Digital Malaysia – 2024 Marketing Trends & Technology Insights*
[6]*Nielsen Malaysia Ad Spend Review Q1 2025*
[7]*Astro Media Research & Strategy Report – TV & OTT Trends 2024*
[8]*Audit Bureau of Circulations Malaysia – Print Readership Report FY2024*
[9]*Bank Negara Malaysia Economic Review Q4 2024*
[10]*Tourism Malaysia Advertising & PR Highlights 2024*

Prospects of Malaysia's Advertising Industry for 2025

The advertising industry in Malaysia is forecast to maintain a healthy growth trajectory in 2025, supported by accelerated digital transformation, innovations in media technology, and a stable economic outlook. As businesses adapt to evolving consumer behaviours and platform shifts, advertisers are expected to leverage more targeted, interactive, and data-driven campaigns.

Key Drivers of Growth

1. **Digital Advertising Expansion**

   - **Dominance and Growth**: Digital advertising is projected to surpass 70% of total ad expenditure in Malaysia by end-2025, continuing its dominance across all media categories[1]. Social media and video formats are key growth engines, supported by increased mobile usage and audience targeting precision.

   - **Technological Innovations**: The integration of Artificial Intelligence (AI) and Machine Learning (ML) for hyper-personalisation is reshaping how brands deliver content. Additionally, Augmented Reality (AR) applications—especially for virtual product experiences in fashion, beauty, and automotive—are gaining traction[2].

2. **Out-of-Home (OOH) and Digital Out-of-Home (DOOH)**

   - **Resilience Through Digitalisation**: While traditional OOH remains flat or slightly declining, DOOH advertising is expected to grow by 15–18% in 2025, supported by real-time audience analytics, programmatic buying, and digital screen expansions in urban and transit environments[3].

3. **Sector-Specific Advertising Momentum**

   - **E-Commerce:** E-commerce continues to be a primary driver of digital ad growth, particularly through performance marketing and influencer-driven content on platforms like TikTok Shop and Shopee[4].

   - **Entertainment and Travel**: Advertising spend in travel, leisure, and entertainment is rebounding strongly, fuelled by increased international arrivals, domestic tourism promotions, and regional events across ASEAN[5].

Traditional Media Dynamics

1. **Television and Radio**

   - TV Reinvention via Addressability: Although linear TV viewership continues to contract, addressable TV and Connected TV (CTV) ad models—powered by first-party data—are helping broadcasters remain competitive by offering precise targeting capabilities[6].

   - Radio's Digital Pivot: Radio remains relatively stable, bolstered by online radio, music streaming, and podcast consumption, especially among younger urban listeners[7].

Economic and Political Influences

1. **Economic Growth**

   - **Positive but Moderate Outlook**: Malaysia's economy is projected to grow at 4.5% in 2025, supporting consumer spending and marketing investment[8]. However, advertisers remain cautious in light of global headwinds, including inflationary pressures and geopolitical instability.

2. **Political Climate**

   - **Stable political climate in Malaysia:** Stability fosters business confidence, encouraging consistent marketing investments and long-term campaign planning. It reduces uncertainty, supports consumer spending, and attracts both local and foreign advertisers. Predictable governance also enables regulatory clarity, allowing media owners and agencies to innovate, expand inventory, and optimise advertising strategies across channels.

Challenges and Considerations

1. **Privacy Regulations**

   - Tighter Compliance Landscape: With the impending implementation of Malaysia's updated Personal Data Protection Act (PDPA), advertisers must recalibrate their digital strategies to comply with stricter consent and data-use protocols[9]. This shift emphasises the importance of first-party data and ethical data practices.

2. **Macroeconomic Uncertainties**

   - **Global Pressures**: Uncertainties in the global economy—including rising logistics costs, energy price fluctuations, and supply chain constraints—could impact marketing budgets. Advertisers are expected to prioritise performance-driven and ROI-justified media planning.

The Malaysian advertising industry is expected to grow at a healthy pace of 8–10% in 2025[10]. Digital will remain the anchor of growth, driven by AI, programmatic buying, and omnichannel strategies. While traditional media continues to evolve, innovations such as DOOH, addressable TV, and digital radio will sustain their relevance. Brands that invest in agile, consumer-centric strategies, adopt privacy-first approaches, and embrace data-led creativity will be best positioned to thrive in this increasingly dynamic and digitally integrated landscape.

Source:
[1]GroupM Global Forecast 2025 – Southeast Asia Outlook
[2]Deloitte Digital Malaysia – Marketing Trends Report 2025
[3]Nielsen Malaysia Ad Intel – Q1 2025 Media Spend Update
[4]e-Conomy SEA Report 2024 – Google, Temasek, Bain & Company
[5]Tourism Malaysia Strategic Media Spending Insights – 2025
[6]Astro & Media Prima Research – Addressable TV Advertising Trends
[7]MCMC Internet Usage and Audio Consumption Report 2024
[8]Bank Negara Malaysia Economic Outlook Q1 2025
[9]Department of Personal Data Protection Malaysia – PDPA 2025 Amendments Draft
[10]MAGNA Global Advertising Forecast – Asia Pacific Edition, May 2025

GROUP FINANCIAL PERFORMANCE

For FY2025, our revenue was RM7.965 million, an increase of RM0.551 million compared to the previous year. This growth was mainly driven by stronger performance from the lift-up projector segment. Our gross profit margin improved to 44%, up from 32% in the previous year, reflecting a higher contribution from the lift-up projector segment, which carries better margins. As a result, we recorded a profit before tax of RM0.021 million, compared to a loss before tax of RM0.310 million in the previous year.

Business Operations and Activities

In the current financial year, the Group has begun to generate consistent revenue from both static billboards and Digital Out-of-Home (DOOH) assets. These platforms, strategically deployed in key urban locations, are showing early signs of performance, marking a significant milestone in our outdoor media expansion strategy.

In parallel, the Group continues to secure sustained income from creative services and event management, particularly from established key accounts. Our ability to offer integrated marketing solutions — from concept development to execution — has strengthened client relationships and driven recurring business, further solidifying our position in the creative and event space.

A key differentiator for the Group is our growing deployment of over 500 lift-up advertising projectors, which provide advertisers with a high-impact, targeted medium across high-rise residential and commercial buildings. This innovative approach has opened new advertising channels in densely populated areas and complements our existing portfolio.

By combining traditional, digital, and tech-enabled advertising assets, the Group now offers a diverse and compelling portfolio that appeals to a wide range of advertisers. This integrated offering enhances cross-selling potential and positions the Group to attract new clients while growing the spending from existing ones.

Looking ahead, the pending approval of our regularisation plan is expected to unlock further growth opportunities. With access to additional capital, the Group will be well-positioned to enhance its advertising assets, expand market coverage, and move toward building a more comprehensive, nationwide advertising network.

APPRECIATION

I would also like to take this opportunity to express my appreciation to the Management and staff for their loyalty and dedication to the Group, and to our bankers, valued customers, suppliers and business associates for their co-operation and continued support.

Finally, a special thanks to my fellow Board members for their support and the shareholders for their confidence in the Board and Management of the Group.

DATO' ROSNI ZAHARI
Independent Non-Executive Chairman

5. MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW OF FINANCIAL PERFORMANCE

For FY2025, our revenue was RM7.965 million, an increase of RM0.551 million compared to the previous year. This growth was mainly driven by stronger performance from the lift-up projector segment. Our gross profit margin improved to 44%, up from 32% in the previous year, reflecting a higher contribution from this higher-margin segment.

Although operating results improved, overall profit was partially offset by a lower fair value gain on other investments and higher financing costs. Nevertheless, we recorded a profit before tax of RM0.021 million, compared to a loss before tax of RM0.310 million in the previous year.

In FY2025, net cash used in operating activities amounted to RM3.047 million, primarily due to an amount receivable under a collaboration agreement, as well as deposits and advances paid for projects. Net cash generated from investing activities totalled RM0.061 million, mainly representing our share of revenue from a collaborative project. Net cash inflows from financing activities stood at RM3.242 million, driven by drawdowns of borrowings, a shareholder's advance, and proceeds from share issuance—partially offset by the repayment of lease liabilities. Overall, we recorded a net increase of RM0.257 million and closed FY2025 with cash and cash equivalents of RM0.588 million.

As of the end of FY2025, total assets stood at RM22.520 million, an increase of RM4.643 million from RM17.877 million in the previous year. Total liabilities rose to RM9.755 million from RM4.897 million, mainly due to the drawdown of RM3.000 million in borrowings.

INDUSTRY OUTLOOK AND FUTURE PROSPECTS OF OUR GROUP

OVERVIEW OF DIGITAL MEDIA AND ADVERTISING INDUSTRY

Prospects and outlook of the advertising industry

The Malaysian advertising landscape is evolving rapidly in 2025, marked by a continued digital revolution and the accelerating emergence of Digital Out-of-Home (DOOH) advertising. While digital advertising remains the dominant channel—now accounting for over 70% of total ad spend[1]—DOOH has stepped out of the shadows to become one of the fastest-growing formats in the media mix. Unlike the static billboards of the past, DOOH delivers dynamic, real-time, and data-powered experiences, enabling brands to connect with audiences in high-impact public environments while integrating seamlessly with broader digital campaigns. Recent forecasts project that DOOH advertising in Malaysia will grow by 17 to 20 percent in 2025, while traditional Out-of-Home (OOH) formats may continue to decline by 3 to 5 percent[2].

Several factors are fuelling this momentum. DOOH offers a way to address ad fatigue and digital clutter. Strategically positioned in high-footfall locations such as transit hubs, shopping malls, and major highways. it delivers visually compelling and interruption-free content that captures attention during moments of high receptivity. In an age of constant screen-time, DOOH creates a real-world presence that resonates with audiences[2].

Another significant advantage of DOOH lies in its data-driven precision. Advertisers can now tailor content based on location, time of day, weather conditions, foot traffic, and audience demographics. For example, an iced beverage ad can appear during hot afternoons, while a breakfast promotion might trigger during morning commutes. Programmatic DOOH (pDOOH) allows real-time bidding for ad placements, ensuring that campaigns are continuously optimised to reach the right people at the right time[3].

Moreover, DOOH does not operate in isolation. It increasingly works in tandem with digital, mobile, and social media campaigns. A geo-targeted social ad might direct users to a nearby DOOH display showcasing a special offer, creating an omnichannel experience that reinforces brand messaging and improves engagement and conversions[3]. This integration between digital and physical advertising spaces marks a fundamental shift in how campaigns are designed and deployed.

Innovation is also redefining the DOOH landscape. The rise of interactive screens, QR code integrations, and augmented reality overlays is making DOOH more engaging and immersive. Consumers can now explore virtual product demonstrations, interact with content via touchscreens, or use their smartphones to activate AR features that bring brands to life in exciting new ways[4]. As AI and sensor technologies evolve, DOOH is becoming increasingly responsive, intelligent, and personalised[4].

Nevertheless, the sector is not without its challenges. Setting up and maintaining high-quality DOOH infrastructure can be more expensive than static alternatives. Navigating regulatory requirements and obtaining permits can be complex, often requiring close coordination with local authorities. Additionally, developing dynamic, creative content that performs well on digital screens demands both technical expertise and a deep understanding of audience behaviour[5].

Despite these hurdles, the future of DOOH in Malaysia remains bright. As advertisers seek greater visibility, accountability, and interactivity, DOOH is becoming a critical component of the modern marketing mix. With the continued adoption of programmatic platforms, creative automation, and real-time analytics, the DOOH sector is set to thrive in 2025 and beyond. For brands looking to bridge the gap between physical and digital touchpoints, DOOH offers an innovative and high-impact solution that is well-aligned with today's consumer habits and expectations.

References

[1]*GroupM Global Advertising Forecast 2025 – Malaysia Market Overview*
[2]*Nielsen Ad Intel Malaysia – Q1 2025 DOOH Spending Trends*
[3]*VIOOH & Kantar – Programmatic DOOH Maturity in Southeast Asia (2025 Report)*
[4]*Deloitte Southeast Asia – Future of Out-of-Home Advertising Report 2025*
[5]*The Star, "Digital Billboards Reshape Malaysian Advertising" (February 2025*

PROSPECTS AND FUTURE PLANS OF THE GROUP

MMM is well-positioned to capitalise on the accelerating momentum of Digital Out-of-Home (DOOH) advertising in Malaysia, subject to the successful approval of our Proposed Regularisation Plan. DOOH leverages digital screens to deliver vibrant, timely, and location-relevant messages to audiences in high-footfall areas such as shopping malls, airports, highways, and public transport hubs. As the advertising industry continues to shift towards technology-driven media, our strategic focus on DOOH presents a high-growth opportunity that benefits both our Group, as media asset owners, and our advertiser clients seeking effective audience engagement.

According to Astute Analytica's latest market analysis, the Malaysia billboard advertising market was valued at US$ 170.43 million in 2024 and is projected to reach a valuation of US$ 334.50 million by 2033, growing at a CAGR of 7.78% during the forecast period 2025–2033.[1]

The Malaysian billboard advertising market has seen significant growth and transformation in recent years, driven by advancements in technology and increasing demand for innovative advertising solutions. As of 2024, the Out-of-Home (OOH) and Digital Out-of-Home (DOOH) advertising market in Malaysia is projected to reach US$ 214.80 million by 2025, with further growth expected to push it to US$ 276.50 million by 2029. This growth is fuelled by the country's expanding urban population, which is expected to reach 33.4 million by 2023, providing a larger audience for advertisers to target. The shift towards digital billboards has been particularly notable, with these platforms offering real-time content updates, reduced production costs, and the ability to display multiple ads in a single location.[1]

In addition to the billboard advertising market's financial growth, the physical landscape of billboard advertising in Malaysia is diverse. Traditional billboards, such as unipole and minipole structures, remain popular, with costs ranging from RM30,000 to RM100,000 per year depending on size and location. However, digital billboards are gaining traction due to their flexibility and cost-effectiveness. For instance, digital billboards can be updated in real-time, allowing for up to 24 content changes per day, and they consume 30-50% less power than traditional billboards with external lighting. The average viewing time for a digital billboard is 2-3 seconds, but studies show that 70% of people who see a billboard remember the message within 24 hours. This blend of traditional and digital advertising methods provides a comprehensive picture of a market that is both dynamic and responsive to changing consumer behaviors and technological advancements.[1]

Our investment in DOOH also strengthens MMM's positioning as an innovative and sustainability-conscious media company. Many of our displays are being upgraded with energy-efficient LED panels, aligning with ESG best practices and the government's sustainability agenda. This positions us favourably with environmentally responsible brands and contributes to long-term operational savings.

Moreover, DOOH future-proofs our business in a rapidly evolving advertising ecosystem. As Malaysian consumers become more mobile-first and digitally connected, they expect relevant, engaging messages in real-time. Our systems also allow seamless integration with mobile, social media, and web platforms—supporting cross-channel campaign continuity and measurable audience engagement.

In addition to media innovation, MMM is expanding into the events and concerts business, recognising the renewed appetite for in-person entertainment following post-pandemic normalisation. Live events and concerts in Malaysia saw a strong rebound in 2024, with industry reports noting an increase in the number of international acts and live performances compared to the previous year[2]. This trend is projected to continue steadily into 2025 as tourism and domestic spending increase. MMM aims to tap into this growth sector by offering event sponsorship packages, digital screen installations at venues, and on-ground activation services. These events also create valuable cross-selling opportunities for our DOOH inventory, particularly in urban and youth-driven segments. The synergistic integration of events with our media portfolio allows us to offer brands immersive consumer experiences that go beyond screens—amplifying reach, interactivity, and emotional connection.

Overall, by embracing DOOH and diversifying into experiential marketing through events and concerts, MMM is laying the foundation for sustainable, long-term growth. Our strategy is to align with the digital future of advertising while creating new, value-rich touchpoints that enable brands to connect meaningfully with audiences in both the digital and physical worlds.

Source:
[1]GLOBE NEWSWIRE "Malaysia Billboard Advertising Market to Surpass Valuation of US$ 334.50 Million By 2033 | Astute Analytica" (24 February 2025)
[2]The Star, "Global mega stars coming to town" (29 December 2024)

6. BOARD OF DIRECTORS' & KEY SENIOR MANAGEMENT'S PROFILE

BOARD OF DIRECTORS

YBHG. DATO' ROSNI ZAHARI | Age 64 | Malaysian |Female
Independent Non-Executive Chairman

YBhg. Dato' Rosni Zahari was appointed to the Board on 1 March 2023. She is the Chairperson of the Board of Directors.

She graduated with LL.B (Hons) and Master of Law from Universiti Teknologi Mara, Malaysia. She has an extensive 32 years of legal experience as an advocate and solicitor with the establishment of her own legal firm, Messrs. Rosni, Francis Tan & Ho.

Aside from her legal practice, Dato' Rosni Zahari has held various corporate positions in Government Linked Companies. She has served as a Board Member for Felda Palm Industries Sdn Bhd, Suruhanjaya Koperasi Malaysia and MSM Malaysia Holdings Bhd.

She currently does not hold any directorship in other public companies.

TAN CHIA HONG @ GAN CHIA HONG | Age 51 | Malaysian | Male
Executive Director

Mr Tan Chia Hong @ Gan Chia Hong was appointed to the Board on 20 May 2021.

He graduated with a Diploma in Business Management from Northern Territory University. Mr Gan began his career as a Site Coordinator in an interior decoration management company where he was involved in coordination and monitoring of the company's projects. After several years of working for others and accumulated hands-on experience, he went into business for himself successfully in manpower supply. Subsequently, he extended his businesses into property investment and agriculture activities.

In 2007, he established Harta Oil & Gas Equipment Sdn Bhd, a company that trades and distributes equipment and tools for the mining and oil and gas industries. He served in the company as the Managing Director and was primarily responsible for crafting the strategic development and direction of the company as well as managing the day-to-day business of the company.

He has demonstrated his business acumen in various industries and his ability to succeed in venturing into new market segments. In addition, he is also well verse in financial management and control.

Except for the recurrent related party-transaction of a revenue or trading nature which are necessary for day-to-day operations of the Company and its subsidiaries and for which he is deemed to be interested as disclosed on page 69 of the Annual Report, there is no other business arrangements with the Company in which he has personal interests

He currently does not hold any directorship in other public companies.

CHEN JUI-LIANG | Age 49 | Taiwanese | Male
Executive Director

Mr Chen Jui-Liang was appointed to the Board on 9 January 2020.

He graduated with a Bachelor's degree in Science and Technology from Fooyin University, Taiwan in 1999. He has more than 15 years of experience in the financial related industry, including sales of various securities instruments, investment operations and analysis, insurance and venture capital.

He started as a Business Manager when he joined Cathay Life Insurance Ltd in 2003, a life insurance company in Taiwan, and began getting great exposure to Hong Kong and South-East Asia financial investment products when he was Vice President of Investment in Rui Xing Insurance Broker from 2006 to 2008.

He was appointed as Executive Director when he joined Arthur J Stewart Investment Advisors Pte Ltd, a Singapore based company in 2008, and was responsible for the company's investment operations. In 2010, armed with his stock analytic skills, and exposure to Asia financial products and markets, he became Executive Director of Well Top International Investment Limited, an international investment company in Taiwan and managing investment in South-East Asia. The said company mainly invests in public listed companies in Malaysia, Hong Kong and Singapore.

He currently does not hold any directorship in other public companies.

DATUK CHIW TIANG CHAI | Age 68 | Malaysian | Male
Non-Independent Non-Executive Director

Datuk Chiw Tiang Chai was appointed to the Board on 25 July 2019.

He completed his Higher Cambridge of Education with Malacca High School in 1976. He joined Malacca Guan Seng Sdn Bhd in the same year as a storekeeper. He was promoted as a salesman in 1986 and later, as Sales Executive in 1991.

In 1996, he was appointed as an Executive Director of the company where he was responsible for business development as well as marketing and sales strategies. He left the company in 2001 and subsequently joined Guan Seng Oil & Gas Sdn Bhd in 2002 as its Executive Director where he was also responsible for business development as well as marketing and sales strategies.

He left the company in 2017 and joined Harta Oil & Gas Equipment Sdn Bhd as its Chief Executive Officer where he oversees the daily business operations as well as controlling the company's financial resources. At the same time, in 2017, he was appointed as the Chairman of Harta Engineering Sdn Bhd.

He is a member of the Audit & Risk Management Committee, Nomination Committee, Remuneration Committee and Corporate Governance Committee of the Company.

Except for the recurrent related party-transaction of a revenue or trading nature which are necessary for day-to-day operations of the Company and its subsidiaries and for which he is deemed to be interested as disclosed on page 69 of the Annual Report, there is no other business arrangements with the Company in which he has personal interests.

He currently does not hold any directorship in other public companies.

TAN CHOON FUH | Age 33 | Malaysian | Male
Independent Non-Executive Director

Mr Tan Choon Fuh was appointed to the Board on 30 April 2021.

He graduated with a Bachelor's degree in Accounting from Multimedia University, Malaysia in 2017. He is a member of the Malaysian Institute of Accountants, an approved income tax agent, and a licensed auditor.

He began his career in 2016 as an Audit Assistant with CT Tan & Co, where he was responsible for field audit, vouching and draft audit report. He was subsequently promoted to an Audit & Tax Junior in 2017, Audit & Tax Senior in 2018 and subsequently Audit & Tax Manager later in 2020 where he is responsible for taking charge of statutory audit and assurance assignments for companies engaged in activities ranging from trading, manufacturing and services industries. He is also responsible for handling individual tax and corporate tax affairs, liaise with tax authorities on tax queries and involve in tax planning for tax clients.

On 1 August 2023, he was admitted as an Audit Partner of CT Tan & Co.

He is a member of the Audit & Risk Management Committee, Nomination Committee, Remuneration Committee and Corporate Governance Committee of the Company.

He currently does not hold any directorship in other public companies.

OH TEIK KENG | Age 62 | Malaysian | Male
Independent Non-Executive Director

Mr Oh Teik Keng was appointed to the Board on 27 May 2021.

He is a lawyer by profession. He graduated from University of Nottingham, United Kingdom with a Bachelor of Law (Hons) in 1984. He was called to the Bar of England & Wales in 1985, the Malaysian Bar in 1986, and the Bar of New South Wales in 1989.

He began his legal practice in 1986. In 1988, he joined Building Services Corporation in Sydney Australia as a Legal Officer in the Legal and Compliance Department. He returned to Malaysia in 1993 and started his own legal practice in Kuala Lumpur in 1993, with an emphasis on civil litigation. In 2016, he was appointed as President of the Strata Management Tribunal by the Ministry of Housing.

He is the Chairman of the Audit & Risk Management Committee, Nomination Committee, Remuneration Committee and Corporate Governance Committee of the Company.

He currently does not hold any directorship in other public companies.

Notes:

1) None of the Directors have any family relationship with any director and/or major shareholder of the Company, except for the following:
   a. Datuk Chiw Tiang Chai is the father-in-law of Mr. Tan Chia Hong @ Gan Chia Hong (the Executive Director and major shareholder of the Company).
2) None of the Directors have any conflict of interest with the Company except as disclosed in Directors' Profile and page 69 of the Annual Report.
3) None of the Directors have been convicted for offences within the past 5 years other than traffic offences.
4) None of the Directors have any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

KEY SENIOR MANAGEMENT

CHIN HOW SAM | Age 45 | Malaysian | Male
Chief Executive Officer

Mr Chin How Sam was appointed as a Non-Executive Director on 13 August 2021. He resigned from the board on 25 September 2023 and, subsequently, was appointed as Deputy Chief Executive Officer on 1 October 2023. He was promoted to Chief Executive Officer on 1 December 2024.

He graduated from the Multimedia University, Malaysia with a Bachelor of Financial Engineering (Honours) in 2003.

He began his career in 2003 when he joined Public Bank Berhad as an Account Manager, where he was responsible for providing marketing support to corporate clients as well as managing and generate marketing leads. He left the bank in 2006 and joined Alliance Bank Malaysia Berhad in the same year as a Business Manager where he was involved in business development activities. He left in 2007 and subsequently joined HSBC Bank Malaysia Berhad as a Commercial Banking Manager responsible for managing the bank's clients which consist of public listed companies and multinational corporations.

He left the bank in 2012 and joined United Overseas Bank (Malaysia) Berhad as a Vice President where he manages the bank's relationships with property developers. He left the bank in 2016 and co-founded Symphony Systems Sdn Bhd, a company that is involved in the provision of electrical, temperature and dimensional calibration services for the semiconductor industry. He serves as a director of the company and was responsible for overseeing the daily operations of the company.

CHAN VOON JHIN | Age 49 | Malaysian | Male
Chief Operating Officer

Mr Chan Voon Jhin was appointed as Chief Operating Officer on 1 June 2021.

He graduated from California State University, Fresno, USA with a Bachelor of Business Administration majoring in international business in 1999 and subsequently obtained a Master of Business Administration from the University of Queensland, Australia in 2002.

He began his career in 1999 as a Business Manager with Dynabook Computer Centre (M) Sdn Bhd where he was responsible for sales and marketing of the company's products and services. From 2003 to 2007, he joined various companies including TimeCom Holdings Sdn Bhd, Time Technology Sdn Bhd, asiaEP Berhad and Dynabook Global Sdn Bhd as managerial roles, responsible for the business development and marketing of these companies.

In 2007, he joined Eduspec Holdings Berhad as Vice President of Business Development specialising in areas such as private and public partnership initiatives, merger and acquisition, and turnaround management. He was one of the key personnel that help to successfully complete the company's regularisation plan. In 2018, he left the company to join Digital Crew Pty Ltd as General Manager where he was in charge of business development for Digital Crew (Australia) office.

He has accumulated various experiences in start-ups and turning around troubled companies prior to joining MMM Group as Chief Operating Officer in June 2021 to reinitialise the group's businesses and operations.

Notes:
1) None of the Senior Management has any family relationship with any director and/or major shareholder of the Company.
2) None of the Senior Management has any conflict of interest with the Company.
3) None of the Senior Management has been convicted for offences within the past 5 years other than traffic offences.
4) None of the Senior Management has any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

7. SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

MMM Group Berhad ("MMM" or "the Group") is proud to share our Sustainability Statement for the financial year 2025. This report highlights our ongoing initiatives, progress, and commitment to integrating sustainability into every aspect of our operations. It reflects our focus on responsible growth, transparency, and long-term value creation for our stakeholders and the environment.

Our Key Business Activities

The Group evolved from a leader in transit advertising into a pioneer of digital elevator advertising. Our signature innovation—the LIFT-Up elevator projector ad—operates across a network of over 500 elevators in the Klang Valley, offering brands high-impact, practical visibility. Complementing this is our full suite of 360 marketing and creative services, supported by strategically placed Digital Out-of-Home ("DOOH") assets such as LED billboards and panels. These key business activities, implemented across various regions, contribute significantly to the Group's overall revenue, as detailed in the table below.

Business activity	Geographical locations	% of total revenue[1]
Investment holding	Malaysia	15.07
Multimedia advertising		110.40

1 The revenue figures presented represent the percentage contribution of each business segment as disclosed in the Group's audited financial statements for the financial year ended 31 March 2025.

Reporting Guidelines, Frameworks and Standards.

MMM's Sustainability Report has been prepared in accordance with the Main Market Listing Requirements ("Main LR") of Bursa Malaysia Securities Berhad, with reference to the Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia and the National Sustainability Reporting Framework ("NSRF") developed by the Advisory Committee on Sustainability Reporting ("ACSR").

In addition, the Report aligns with key principles and guidelines from the following national and international frameworks and standards:

Corporate Governance and Global Sustainability Alignment	• Malaysian Code on Corporate Governance ("MCCG") by the Securities Commission Malaysia • United Nations Sustainable Development Goals ("UNSDGs") • Task Force on Climate-related Financial Disclosures ("TCFD") Recommendations (Part of IFRS Foundation[1])
Reporting Frameworks	• National Sustainability Reporting Framework ("NSRF")[2] • IFRS Sustainability Disclosure Standards (S1 and S2) issued by the IFRS Foundation[1] • International <Integrated Reporting> Framework and Integrated Thinking Principles (Part of IFRS Foundation[1])
International Standards and Guidelines	• AccountAbility Standards o AA1000 AccountAbility Principles o AA1000 Stakeholder Engagement Standard • International Workshop Agreements ("IWA") o IWA 48:2024 – Framework for Implementing Environmental, Social and Governance ("ESG") Principles o IWA 42:2022 – Net Zero Guidelines

	• International Organisation for Standardisation ("ISO") o ISO 14064-1:2018 – Greenhouse Gases ("GHG") Standard o ISO 20400:2017 – Sustainable Procurement – Guidance o ISO 59004:2024 – Circular Economy – Vocabulary, Principles and Guidance for Implementation o ISO 59020:2024 – Circular Economy – Measuring and Assessing Circularity Performance

1 The Group commenced the adoption of the IFRS Sustainability Disclosure Standards in its financial year ending 31 March 2025 ("FY 2025"), marking a significant step towards aligning with global best practices in sustainability reporting. As part of this initial phase, the Group has begun applying the core principles of both IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures).

As of 31 December 2024, no additional IFRS Sustainability Disclosure Standards had been issued by the International Sustainability Standards Board ("ISSB").

While the Group has taken active steps to incorporate the IFRS S1 and S2 frameworks, the adoption is not yet comprehensive. The Group is progressively enhancing its reporting practices to align more fully with these standards over time, in line with internal readiness, data availability, and evolving regulatory requirements.

2 The NSRF outlines Malaysia's strategic approach to adopting the IFRS S1 and S2 issued by the ISSB. The framework serves as a national baseline for consistent, comparable, and reliable sustainability reporting, aimed at enhancing investor confidence and strengthening Malaysia's global competitiveness.

Implementation of the NSRF will be phased starting from 2025, with full adoption—including mandatory disclosures of Scope 1 and Scope 2 greenhouse gas ("GHG") emissions—required by 2027 for larger entities. In addition to disclosure requirements, the NSRF also sets out the development of assurance requirements to enhance the credibility and integrity of sustainability-related information disclosed by companies.

Reporting Period, Scope and Basis of Scope

This Sustainability Report has been prepared for the Group and should be read in conjunction with the Group's consolidated financial statements, which comply with the Malaysian Financial Reporting Standards ("MFRS") issued by the Malaysian Accounting Standards Board ("MASB"), and Chapter 9.22 of the Listing Requirements of Bursa Malaysia Securities Berhad. It also makes reference to Practice Note 9A-A, which outlines the Saving and Transitional Provisions for the Sustainability Statement, including Part A: Contents of the Sustainability Statement, and Part B: Disclosure of Common Sustainability Matters.

The reporting period covered is from 1 April 2024 to 31 March 2025, consistent with the Group's financial year. Sustainability-related financial disclosures in this Report correspond to the same reporting entity as the Group's consolidated financial statements and encompass both direct operations and the extended value chain.

To effectively manage sustainability risks and opportunities, the Group defines time horizons based on when such issues are reasonably expected to materialise. These timeframes are aligned with the Group's broader strategic planning and decision-making processes:

- Short term: 0 to 12 months
- Medium term: 1 to 5 years
- Long term: Beyond 5 years

All financial data and disclosures in this report are stated in Malaysian Ringgit ("MYR"), consistent with the presentation currency used in the Group's consolidated financial statements.

Board of Directors' Approval

The Board of Directors has reviewed and approved this Sustainability Statement, affirming that it presents a true and fair view of MMM's sustainability performance and initiatives for the reporting year. The Board takes full responsibility for the integrity of this Statement, which is supported by sound governance practices and robust internal reporting processes.

Independent Assurance

The performance data presented in this report have been primarily derived from the Group's internal information systems and original records, ensuring a high level of accuracy and reliability in the reported information.

External Assurance

To reinforce our commitment to transparent and credible sustainability reporting, MMM engaged ASAP Advisory PLT ("ASAP"), an independent verifier, to perform a limited assurance engagement review on selected sustainability indicators disclosed in this report. The assurance was conducted in accordance with ISAE 3000 (Revised), providing independent validation of the accuracy and reliability of the reported information.

ASAP also serves as the Company's external internal auditor, primarily providing advisory on internal controls and risk governance. To mitigate any potential conflict of interest and ensure objectivity, a separate team within ASAP, independent from the internal audit engagement, was assigned to perform the sustainability assurance work[(a)].

ASAP's role and independence were assessed in accordance with professional ethical requirements, and adequate safeguards were implemented to preserve assurance integrity.

(a) The dual role of ASAP Advisory PLT has been reviewed by the Audit and Risk Management Committee to ensure compliance with ethical standards, and all assurance activities were conducted by personnel who were not involved in internal audit services.

Forward-looking Statements

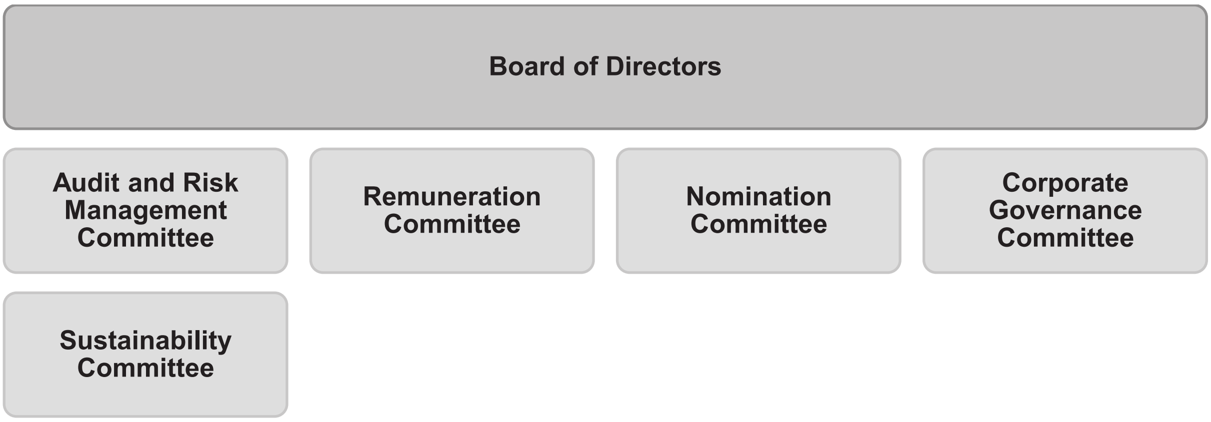
This Statement contains forward-looking statements that reflect MMM's sustainability vision, strategic direction, and future commitments. These statements are based on current expectations and assumptions and are not guarantees of future performance. Stakeholders are advised to interpret these statements with due consideration and caution.

Feedback

We value feedback from our stakeholders as we continuously work to improve and contribute to a more sustainable future. For any comments or information or inquiries, please contact us at: hello@mmmgroup.com.my.

SUSTAINABILITY GOVERNANCE

At MMM, we are dedicated to driving sustainable growth by embedding strong corporate governance practices that align our strategic direction with our sustainability objectives. Through the integration of sustainability into our governance framework, we ensure that our operations are managed ethically, responsibly, and with a long-term perspective. The Group's sustainability governance structure, detailed below, reflects our commitment to effective oversight, accountability, and informed decision-making on sustainability matters.



Board of Directors

The Board of Directors at MMM believes that strong corporate governance is essential to delivering sustainable value to stakeholders. As the highest governing body, the Board plays a critical role in guiding the Group's sustainability journey, ensuring alignment with our long-term vision and strategic priorities. It oversees key sustainability matters and monitors the progress of initiatives led by the Sustainability Committee.

Audit and Risk Management Committee

The Audit and Risk Management Committee looks forward to supporting the Board in integrating sustainability considerations into the Group's overall risk oversight processes. While this integration is still in progress, the Committee remains committed to fulfilling its governance responsibilities in overseeing financial reporting, internal controls, and risk management. By gradually incorporating sustainability risks into the broader risk framework, the Committee aims to enhance transparency, strengthen stakeholder confidence, and align with emerging sustainability standards.

Sustainability Committee

The Sustainability Committee leads the implementation of the Group's ESG initiatives across operations, focusing on reducing environmental impact, strengthening social responsibility, and upholding governance standards. In support of climate action, the Committee is assessing science-based emissions reduction targets aligned with the Science Based Targets initiative ("SBTi") and the Paris Agreement, with recommendations to be presented to the Board.

Sustainability Integration in Nomination and Remuneration Practices

MMM is committed to embedding sustainability considerations into its nomination and remuneration practices. The Group plans to incorporate ESG factors in board composition, succession planning, and the appointment of key management personnel. Additionally, MMM is exploring the integration of sustainability-related goals and key performance indicators ("KPIs") into performance assessments and incentive frameworks for senior leadership. These forward-looking initiatives aim to strengthen leadership accountability and align decision-making with the Group's long-term commitment to responsible and sustainable growth.

STAKEHOLDER ENGAGEMENT

MMM believes that strong stakeholder relationships are the foundation of a resilient and sustainable business. Our activities touch the lives of many—from our employees and customers to business partners, investors, regulators, and the communities where we operate. As such, we view stakeholder engagement not just as a responsibility, but as a strategic priority that shapes the way we operate and grow.

By actively listening to our stakeholders, we gain valuable insights that help us make informed decisions, enhance our performance, and uncover opportunities for innovation. We are committed to maintaining open, consistent, and transparent communication through a variety of channels—formal and informal—to ensure ongoing dialogue and mutual understanding.

The table below outlines MMM's key stakeholder groups, how we engage with them, and the communication channels we use to foster meaningful and long-lasting relationships.

Key Stakeholders	Areas of Concern/ Interest	Engagement Approach	Our Responses
Customers	• Product and service quality and compliance • Privacy and security measures • Customer service and experience • Up-to-date legal and regulatory requirements	• Reliable service and prompt response time Customer relationship management	• Ongoing monitoring of advertisement placement to ensure its effectiveness • Ensuring compliance with current legal and regulatory standards • Adhere to privacy policy and strengthen cybersecurity measures
Employees	• Mental health and well-being • Welfare and remuneration • Workplace diversity • Training and career development • Value equal opportunities	• Employee engagement programmes and events • Training programmes • Performance appraisal • Management and staff meetings	• Encourage transparent communication with employees • Ensure equal employment opportunities for all individuals without discrimination • Provide reasonable benefits and remuneration package
Suppliers	• Transparent Procurement Practices • Payment Schedule • Anti-Bribery	• Credential verification • Anti-bribery commitment	• Prioritise the establishment of transparent procurement processes • Require suppliers to acknowledge adherence to the anti-bribery commitment (Business Associate Compliance Verification Form) when necessary

Key Stakeholders	Areas of Concern/ Interest	Engagement Approach	Our Responses
Investors	• Financial performance • Business strategies • Shareholder value • Good corporate governance	• Annual report • Annual general meeting • Financial report • Corporate website • Company announcements • Investor relations activities	• Provide timely updates on the Group's strategy and financial performance through investor briefings and announcements • Uphold good governance practices across the Group
Government Agencies	• Governance compliance • Environment management and compliance • Fair labour practices	• Annual report • Meeting and seminars • Public announcement	• Full compliance with regulatory requirements • Adoption of practices outlined in the Malaysian Code on Corporate Governance (“MCCG”)
Local Communities	• Impact of business operation • Social issue	• Customer relationship and engagement	• Enhance well-being of the community

Membership Associations

The Group is a proud member of the ESG Association of Malaysia, reflecting our commitment to ethical business practices, professional excellence, and active collaboration within the industry.

SUSTAINABILITY COMMITMENTS AND APPROACH

Sustainability Framework

MMM's sustainability framework is anchored on the core pillars of Economic, Environmental, Social, and Governance ("EESG"), which guide our efforts across all key areas of operation. This structured approach allows us to identify and prioritise material sustainability issues while embedding responsible and forward-thinking practices throughout our business activities.

The summary table below outlines the material topics relevant to each operational area, categorised under the EESG pillars.

	Corporate Headquarters and staff	**Development** Production creation and provision of advertising services	**Assets** Owned and managed properties
Economics	• Financial Performance • Value Creation through Governance & Strategy • Investment in Human Capital	• Financial Performance • Revenue and Profit Growth • Operational Efficiency • Responsible Supply Chain Economics • Sustainable Product Economics	• Asset Value Optimisation • Green Investment • Economic Risk Management
Environmental	• Energy Consumption • GHG Emissions • Water Consumption • Waste Management • Responsible Procurement	• Energy Consumption • GHG Emissions • Water Consumption • Waste Management • Responsible Procurement • Sustainability Certifications	• Energy Consumption • GHG Emissions • Water Consumption • Waste Management
Social	• Employee Health and Safety • Employee Learning and Development • Diversity, Equity, and Inclusion • Labour Practices and Standards	• Health and Safety • Worker Welfare and Well-being • Community Engagement	• Community Engagement
Governance	• Anti-corruption • Risk Management • Policies and Processes • Enhanced Sustainability Reporting Obligations • Tax Governance	• Health and Safety Policies • Due Diligence • Procurement Policies	• Sustainability-related Requirements • Quality Certifications

Our materiality assessment is informed by the International Integrated Reporting Council ("IIRC")'s Six Capitals model—Financial, Manufactured, Human, Social, Natural, and Governance — alongside the UNSDGs and Bursa Malaysia's Common Sustainability Indicators[1]. These frameworks provide a holistic lens through which we evaluate value creation and manage our sustainability impacts across the business. By embedding these standards into our materiality process, we align our sustainability efforts with long-term business objectives, stakeholder priorities, and emerging regulatory expectations.

The table below illustrates how each of the Six Capitals contributes to and shapes our overarching sustainability strategy:

Capitals	Definition	Aspects
Financial	Funds available for our Group's working capital requirements from the internal operations and internal/external financing sources	**Financial Highlight** Resources to support our Group's operations and to implement other Capitals
Technology and Intellectual	Assets such as trademarks, patents, research and development ("R&D"), innovation capabilities, skilled human resources, and strategic external partnerships that contribute to the Group's competitive edge and long-term value creation	**Marketplace** Implementing sustainability through product quality and compliance
Governance	Good governance and robust internal control system and procedures	**Governance** Board engagement on strategy and sound governance of internal controls to enhance sustainability initiatives
Human	Skills, motivation, and alignment with our organisational goals	**Workplace** Creating a safe and supportive working environment, training and self-development
Social	Relations with key institutions, stakeholder groups, shared norms and values, trust and confidence and its social license to operate	**Community** Contributing to local community development
Natural	Renewable and non-renewable natural elements and the eco-system, used as inputs by our Group now or in the past or future, and the impacts from our Group's operations on them	**Environment** Improving our environment by utilising greener alternatives

1) Bursa Malaysia's Common Sustainability Indicators provide a standardised set of ESG metrics to enhance the consistency and comparability of sustainability disclosures. Covering key economic, environmental, and social areas, these indicators guide listed issuers in aligning with global frameworks such as IFRS S1/S2, TCFD, and GRI, and are mandatory for Main and ACE Market companies.

Material Topics

MMM conducts an annual review of its material sustainability topics to ensure their continued relevance, alignment with stakeholder expectations, and consistency with the Group's strategic objectives. This process is overseen by the Board of Directors and supported by dedicated committees, reinforcing the Group's sustainability governance framework.

The materiality assessment enables us to identify the most significant actual and potential impacts of our operations on the economy, environment, society, and human rights. In line with the IFRS Sustainability Disclosure Standards (S1 and S2), each topic is evaluated based on the likelihood and severity of its impact, helping us prioritise key sustainability risks and opportunities.

To enhance the robustness of our assessment, we incorporate globally recognised frameworks such as the IIRC's Six Capitals, the UNSDGs, and Bursa Malaysia's Common Sustainability Indicators.

For FY 2025, MMM has refined its material topics to reflect evolving stakeholder feedback, regulatory developments, and shifts in the business landscape. We also detail how each topic is addressed, highlighting the measures implemented to manage our most critical sustainability matters.

Material Topics	Risk and opportunities (IFRS S1 and S2)	Six Capitals	UNSDGS	Bursa Malaysia's Common Sustainability Indicators
Economic				
Financial Performance	**Risk:** Revenue fluctuations due to changing client budgets, market uncertainty, or economic downturns can impact business continuity and growth. **Opportunity:** Strengthening core business fundamentals and aligning financial strategies with sustainability goals enhances resilience, attracts investor confidence, and supports long-term value creation.	Financial	• SDG 8: Decent Work and Economic Growth	N/A
Summary of management approach	A disciplined approach to financial management focused on long-term resilience, sustainable growth, and value creation for stakeholders.			

Material Topics	Risk and opportunities (IFRS S1 and S2)	Six Capitals	UNSDGS	Bursa Malaysia's Common Sustainability Indicators
Environmental				
Climate Change (Energy Management and Emissions)	**Risk:** Rising energy costs and expectations for low-carbon operations can increase pressure on resources and reputation. **Opportunity:** Improving energy efficiency and reducing emissions can lower costs, meet stakeholder expectations, and enhance environmental credibility.	Natural	• SDG 11: Sustainable Cities and Communities • SDG 12: Responsible Consumption and Production • SDG 13: Climate Action	• B4(a) Total energy consumption • B11(a) Scope 1 emissions in tonnes of $CO2_e$ • B11(b) Scope 2 emissions in tonnes of $CO2_e$ • B11(c) Scope 3 emissions in tonnes of $CO2_e$ (at least for the categories of business travel and employee commuting)
Summary of management approach	Adopts a proactive and transparent approach to managing emissions and energy use, focusing on accurate data reporting, operational efficiency, and continuous environmental improvement.			
Waste Management	**Risk:** Poor waste practices, even in a digital office, can lead to reputational harm or non-compliance. **Opportunity:** Promoting digital efficiency and reducing office waste supports sustainability goals and showcases leadership in responsible operations.	Natural	• SDG 12: Responsible Consumption and Production • SDG 13: Climate Action	• B10 (a) Total waste generated, and a breakdown of the following: (i) Total waste diverted from disposal (ii) Total waste directed to disposal
Summary of management approach	Proactive approach to embedding sustainability into operations, guided by responsible practices, stakeholder expectations, and long-term business goals.			
Water	**Risk:** Unchecked water usage can lead to environmental strain and stakeholder criticism, even in low-usage industries. **Opportunity:** Promoting water conservation demonstrates environmental awareness and strengthens our sustainability reputation.	Natural	• SDG 6: Clean Water and Sanitation • SDG 12: Responsible Consumption and Production	• B9(a) Total volume of water used
Summary of management approach	Commitment to responsible water use through awareness, conservation initiatives, and alignment with environmental stewardship goals.			

Social				
Product and Service Quality	**Risk:** Low-quality creative outputs or poor campaign performance can damage client trust and brand reputation. **Opportunity:** Delivering high-quality, tailored solutions enhances client satisfaction, strengthens relationships, and drives business growth.	Manufactured	• SDG 9: Industry, Innovation, and Infrastructure • SDG 12: Responsible Consumption and Production	N/A
Summary of management approach	A customer-centric approach focused on delivering high-quality creative solutions through continuous improvement, compliance, and performance monitoring.			
Diversity and Inclusion	**Risk:** Lack of inclusion can harm employee morale, limit innovation, and create reputational risks. **Opportunity:** A diverse and inclusive workplace drives creativity, improves team performance, and reflects positively on our brand.	Human	• SDG 5: Gender Equality • SDG 8: Decent Work and Economic Growth	• B3(a) Percentage of employees by gender and age group, for each employee category • B3(b) Percentage of directors by gender and age group • B6(b) Percentage of employees that are contractors or temporary staff • B6(d) Number of substantiated complaints concerning human rights violation
Summary of management approach	Promotes an inclusive, respectful workplace by enforcing zero-tolerance policies on discrimination, ensuring equal opportunities, and supporting continuous employee development.			
Employee Management	**Risk:** Poor career development or engagement can lead to high turnover and loss of talent. **Opportunity:** Investing in people through training, fair rewards, and growth opportunities builds a motivated and future-ready team.	Human	• SDG 1: No Poverty • SDG 4: Quality Education • SDG 8: Decent Work and Economic Growth • SDG 10: Reduced Inequalities	• B6(a) Total hours of training by employee category • B6(c) Total number of employee turnover by employee category
Summary of management approach	A people-first approach focused on fair rewards, performance-driven culture, and continuous investment in employee well-being and development.			

Material Topics	Risk and opportunities (IFRS S1 and S2)	Six Capitals	UNSDGS	Bursa Malaysia's Common Sustainability Indicators
Health and Safety	**Risk:** Inadequate safety protocols can lead to employee harm, operational disruption, and legal risks. **Opportunity:** A safe and healthy workplace supports employee well-being and enhances productivity.	Human	• SDG 3: Good Health and Well-being • SDG 8: Decent Work and Economic Growth	• B5(a) Number of work-related fatalities • B5(b) Lost time incident rate • B5(c) Number of employees trained on health and safety standards
Summary of management approach	Prioritises a safe and healthy work environment through proactive risk management, continuous safety training, and strong organisational oversight to achieve zero workplace incidents.			
Contributing to Local Communities	**Risk:** Limited community engagement can create perceptions of detachment or lack of corporate responsibility. **Opportunity:** Meaningful community initiatives build goodwill, trust, and shared value with local stakeholders.	Social	• SDG 8: Decent Work and Economic Growth • SDG 9: Industry, Innovation, and Infrastructure	• B2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer • B2(b) Total number of beneficiaries of the investment in communities
Summary of management approach	Committed to revitalising its community engagement efforts.			
Governance				
Anti-corruption	**Risk:** Corruption or unethical conduct can lead to legal issues, reputational damage, and loss of stakeholder trust. **Opportunity:** Strong governance and ethical practices enhance integrity, transparency, and investor confidence.	Governance	• SDG 16: Peace, Justice and Strong Institutions	• B1(a) Percentage of employees who have received training on anti-corruption by employee category • B1(b) Percentage of operations assessed for corruption-related risks • B1(c) Confirmed incidents of corruption and action taken
Summary of management approach	A governance-led approach focused on integrity, transparency, and regulatory compliance to support sustainable and ethical business practices.			

Material Topics	Risk and opportunities (IFRS S1 and S2)	Six Capitals	UNSDGS	Bursa Malaysia's Common Sustainability Indicators
Tax Governance	**Risk:** Non-compliance with tax laws can result in penalties, audits, and damage to credibility. **Opportunity:** Transparent tax practices demonstrate corporate responsibility and support positive stakeholder relations.	Governance	• SDG 8: Decent Work and Economic Growth • SDG 16: Peace, Justice and Strong Institutions	N/A
Summary of management approach	A proactive and organisation-wide approach to tax governance, ensuring compliance, transparency, and accountability in line with regulatory requirements.			
Cybersecurity and Data Privacy	**Risk:** Data breaches or weak privacy controls can erode customer trust and invite regulatory action. **Opportunity:** Strong data protection builds trust, safeguards reputation, and ensures compliance in a digital-first business.	Governance	• SDG 16: Peace, Justice and Strong Institutions	• B8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data
Summary of management approach	A proactive and compliant approach to data protection, prioritising cybersecurity resilience and safeguarding stakeholder privacy.			
Sustainable Supply Chain	**Risk:** Relying on unvetted or unsustainable suppliers may cause delays, quality issues, or reputational risks. **Opportunity:** Working with reliable and ethical suppliers improves efficiency, compliance, and strengthens supply chain resilience.	Governance	• SDG 8: Decent Work and Economic Growth	• B7(a) Proportion of spending on local suppliers
Summary of management approach	A structured and transparent procurement process that prioritises local sourcing, supplier reliability, and value-for-money to support sustainable and efficient operations.			

Materiality Matrix

The Materiality Matrix offers a visual representation of MMM's key sustainability topics for FY 2025, derived from our most recent materiality assessment. It reflects the issues that matter most by weighing both stakeholder perspectives and the actual or potential impacts on our business operations.

High-priority topics—those with significant relevance to our key risks and opportunities—are given strategic focus and are embedded into MMM's overall sustainability planning and decision-making processes.

Level of Stakeholder Concerns	Low	Medium	High
High		E1 – Financial Performance	S1 – Product and Service Quality G1 – Anti-corruption G2 – Tax Governance
Medium		S2 – Diversity and Inclusion G3 – Cybersecurity and Data Privacy	S3 – Employee Management S4 – Health and Safety G4 – Sustainable Supply Chain
Low		ENV1 – Climate Change (Energy Management and Emissions) ENV2 – Waste Management ENV3 – Water S5 – Contributing to Local Communities	

Impact on Business Operations

Legend: Low Risk Medium Risk High Risk

FTSE4GOOD Bursa Malaysia Index

MMM is honoured to be included in the FTSE4Good Bursa Malaysia Index, a respected benchmark that recognises listed companies with strong Environmental, Social, and Governance ("ESG") practices. This inclusion reflects our growing commitment to responsible business conduct and reinforces our appeal to investors who prioritise sustainability.

In FY 2024, our ESG performance was assessed by FTSE Russell through its rigorous ESG Ratings Methodology. The evaluation considered our exposure to ESG-related risks and the strength of our frameworks to manage those risks effectively.

We are proud to have achieved a 2-star rating (Score: 1.3–2.4) within the Telecommunications and Media sector. This outcome marks an important milestone in our ESG journey and highlights the progress we have made in improving transparency, accountability, and sustainability practices.

Looking ahead, MMM aims to achieve a 3-star rating (Score: 2.5–3.6) in the upcoming financial year. This reflects our ongoing efforts to enhance governance, strengthen disclosure, and integrate impactful sustainability initiatives across our operations—further solidifying our position in the capital market and appealing to ESG-focused stakeholders.

ECONOMIC

Economic Performance

In FY 2025, the Group recorded total revenue and other income of MYR 9.36 million. Although this represents a decline compared to the previous year due to financial constraints, we remain focused on strengthening our core business fundamentals and navigating evolving market conditions. By practising prudent financial management and maintaining a long-term view on sustainable growth, we aim to build greater resilience and competitiveness.

Looking ahead, MMM will continue to align economic performance with our sustainability goals, creating enduring value while supporting the communities in which we operate.

	2023 MYR'000	2024 MYR'000	2025 MYR'000
Economic value generated:			
• Revenue and other income	14,865	9,210	9,358
• Overprovision of tax	-	519	-
Economic value distributed:			
• Cost of sales	5,602	5,047	4,483
• Operating costs (e.g., administrative expenses, etc.)	4,427	4,410	4,461
• Payment to providers of capital (e.g., financing cost)	74	63	393
• Payment to government (e.g., tax)	1,510	-	636
Economic value retained	3,252	209	(615)

Material Topic: Financial Performance	
Align with	Financial Capital
	SDG 8: Decent Work and Economic Growth
Summary of management approach	A disciplined approach to financial management focused on long-term resilience, sustainable growth, and value creation for stakeholders.

ENVIRONMENTAL

Climate Change (Energy Management and Emissions)

In FY 2025, MMM reinforced its commitment to transparent and accurate disclosure of greenhouse gas ("GHG") emissions, aligning with recognised industry best practices. As we continue to operate our business responsibly, minimising our environmental impact and responding to climate-related challenges remain key priorities.

During the year, we strengthened our emissions reporting by enhancing data accuracy and incorporating company vehicle emissions into our Scope 1 disclosures—offering a more complete view of our carbon footprint.

	Unit	2023	2024	2025
B11(a) Scope 1 emissions in tonnes of $CO2_e$ – *company cars*	$tCO2_e$	N/A	853.37*	857.57*
B11(b) Scope 2 emissions in tonnes of $CO2_e$ – *electrical*	$tCO2_e$	116.02*	115.70*	76.87*
B11(c) Scope 3 emissions in tonnes of $CO2_e$ (at least for the categories of business travel and employee commuting) – *business travel*	$tCO2_e$	11,495.03*	4,840.63*	10,287.29*

**Restated*

We also continued to monitor energy consumption trends closely, with a strong focus on improving energy efficiency across our operations.

	Unit	2023	2024	2025
B4(a) Total energy consumption	MWh	153.06	152.64	101.42

Looking ahead, MMM will further advance its environmental efforts by upgrading data collection systems and driving operational efficiencies. These actions reflect our ongoing commitment to reducing emissions and supporting the global transition toward a low-carbon economy.

Material Topic: Climate Change (Energy Management and Emissions)	
Align with	Natural Capital
	SDG 11: Sustainable Cities and Communities SDG 12: Responsible Consumption and Production SDG 13: Climate Action
Summary of management approach	Adopts a proactive and transparent approach to managing emissions and energy use, focusing on accurate data reporting, operational efficiency, and continuous environmental improvement.

Waste Management

While our work as a digital marketing and advertising company takes place predominantly in the online space—resulting in minimal physical waste—we recognise that environmental responsibility extends beyond waste generation. We are committed to promoting sustainable practices within our workplace and leading by example in our industry.

We strive to optimise our use of digital resources and encourage employees to embrace environmentally conscious behaviours, including practising the 3Rs (Reduce, Reuse, Recycle), minimising paper usage, and selecting eco-friendly alternatives wherever possible. By fostering a culture of sustainability, we aim to lower our ecological footprint and demonstrate that even digital-first businesses have a role to play in protecting the planet.

	Unit	2023	2024	2025
B10(a) Total waste generated, and a breakdown of the following:	MT	N/A	N/A	N/A
(i) Total waste diverted from disposal	MT	N/A	N/A	N/A
(ii) Total waste directed to disposal	MT	N/A	N/A	N/A

Material Topic: Waste Management	
Align with	Natural Capital
	SDG 12: Responsible Consumption and Production SDG 13: Climate Action
Summary of management approach	Proactive approach to embedding sustainability into operations, guided by responsible practices, stakeholder expectations, and long-term business goals.

Water

While our water consumption is overseen by building management and direct usage data is not available, the importance of water conservation remains clear. Uncontrolled and excessive water use can strain water resources and pollute waterways, ultimately affecting water quality. Access to clean water is essential for public health and overall well-being. As such, we are committed to promoting responsible water use through targeted conservation initiatives and by raising employee awareness on sustainable water management practices.

	Unit	2023	2024	2025
B9(a) Total volume of water used	Megalitres	N/A	N/A	N/A

Material Topic: Water	
Align with	Natural Capital
	SDG 6: Clean Water and Sanitation SDG 12: Responsible Consumption and Production
Summary of management approach	Commitment to responsible water use through awareness, conservation initiatives, and alignment with environmental stewardship goals.

SOCIAL

Product and Service Quality

As a creative company, we are dedicated to upholding high standards of product and service quality, demonstrating our commitment to value creation and sustainable business growth. Excellence is at the core of our approach, driven by clear communication and meaningful customer engagement to ensure our work aligns with each client's specific needs and adheres to all relevant regulations—including the thoughtful selection of words and design elements.

Our role extends beyond producing marketing materials and advertisements; we closely monitor campaign performance throughout its duration to ensure expectations are consistently met. Backed by robust quality control processes and a commitment to continuous improvement, we continue to strengthen our reputation as a reliable and customer-centric organisation.

Material Topic: Product and Service Quality	
Align with	Technology and Intellectual Capital
	SDG 9: Industry, Innovation, and Infrastructure SDG 12: Responsible Consumption and Production
Summary of management approach	A customer-centric approach focused on delivering high-quality creative solutions through continuous improvement, compliance, and performance monitoring.

Diversity and Inclusion

MMM embraces diversity and is dedicated to fostering a respectful and inclusive workplace where every individual is treated with dignity. We are committed to ensuring fair and equitable treatment for all, regardless of race, colour, religion, age, disability, or any other legally protected characteristic. Equal access to opportunities—such as training, promotions, and leadership development—is a core part of our people strategy, which emphasises recognising individual strengths and supporting continuous professional growth.

We uphold the principles of fairness and non-discrimination across all aspects of our operations, including our engagement with employees, customers, and investors. These values are embedded in our Code of Conduct and Ethics Policy as well as our Employee Handbook, both of which clearly prohibit any form of harassment or discrimination.

By cultivating a diverse and inclusive culture, MMM seeks to enhance collaboration, fuel innovation, and strengthen overall team performance. In FY 2025, no human rights-related complaints were reported, underscoring our ongoing commitment to ethical conduct and respectful workplace practices.

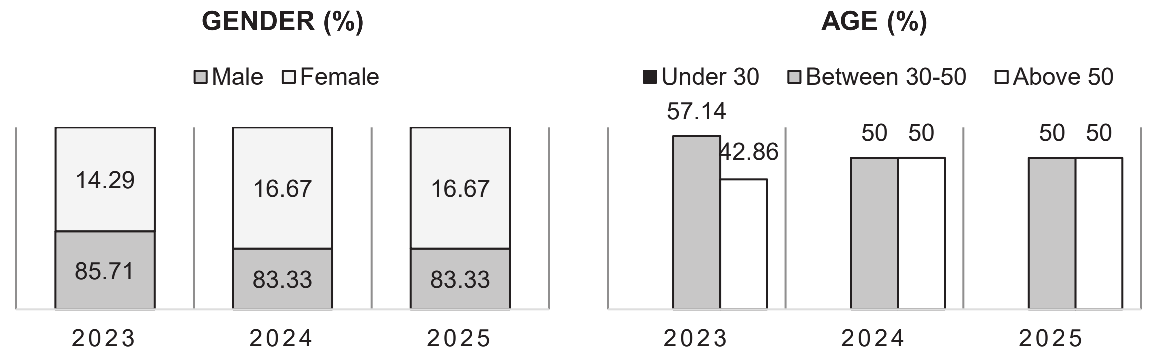
	2023	2024	2025
B6(d) Number of substantiated complaints concerning human rights violation	0	0	0

The following charts illustrate our Board diversity and workforce profile, showcasing our ongoing efforts to maintain a balanced and inclusive organisation.

Board Diversity

Total Directors of 6 in FY 2025

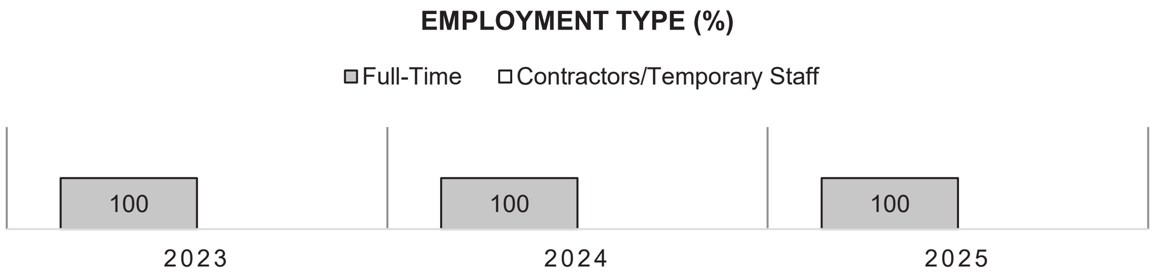
B3(b) Percentage of directors by gender and age group



Workforce Profile

(based on total employees of 32 as of 31 March 2025)

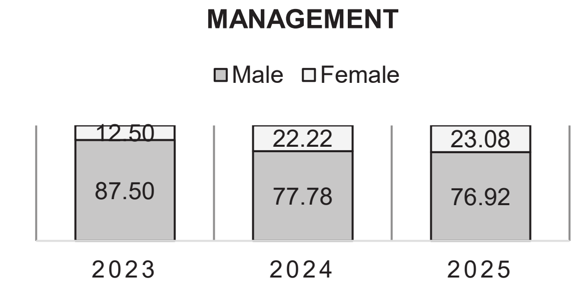
B6(b) Percentage of employees that are contractors or temporary staff

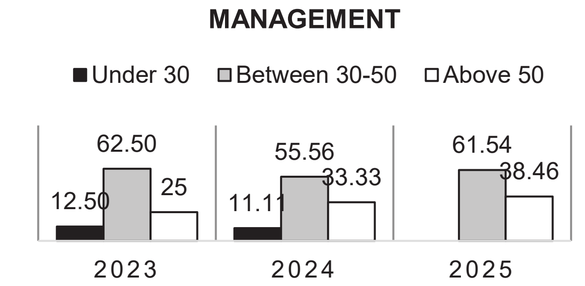


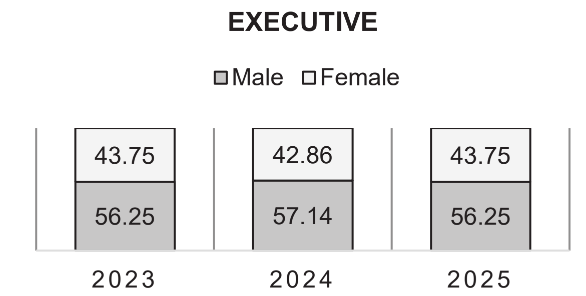
B3(a) Percentage of employees by gender and age group, for each employee category

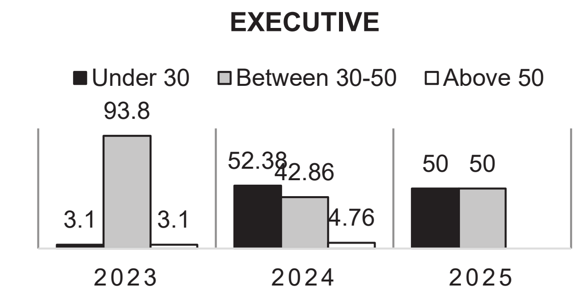
Workforce Profile by Employee Category (%)

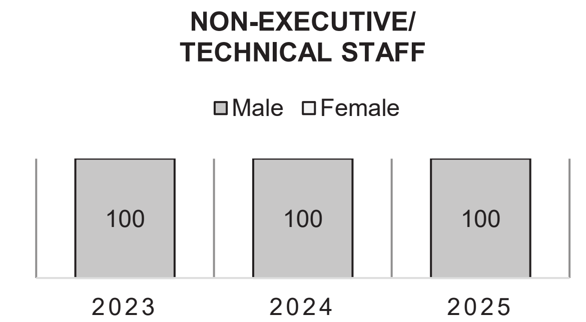
Gender Diversity	Age Diversity

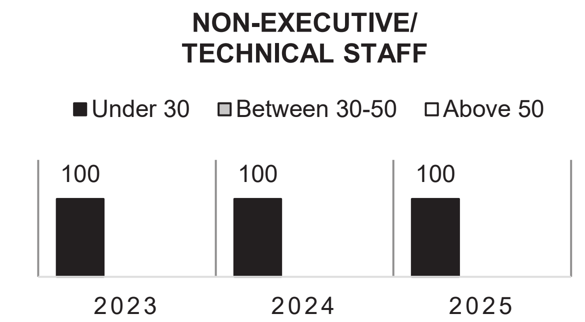












Material Topic: Diversity and Inclusion	
Align with	Human Capital
	SDG 5: Gender Equality SDG 8: Decent Work and Economic Growth
Summary of management approach	Promotes an inclusive, respectful workplace by enforcing zero-tolerance policies on discrimination, ensuring equal opportunities, and supporting continuous employee development.

Employee Management

At MMM, our employees are recognised as vital contributors to our long-term, sustainable success. We are committed to cultivating a positive and supportive work environment that prioritises employee well-being, professional growth, and overall job satisfaction.

Our human capital strategy focuses on two core pillars: continuous learning through targeted training programmes and fair, performance-driven compensation. We uphold full compliance with applicable labour laws and standards, ensuring equal opportunities and structured career pathways for all team members. Through consistent investment in our people, MMM strives to develop a skilled, engaged, and resilient workforce that drives the Group's progress and performance.

- ***Training and Development***

MMM recognises that employee development is essential to attracting and retaining top talent, enhancing operational effectiveness, and supporting long-term business sustainability. In FY 2025, the Group invested MYR 7,873.20 in targeted training aligned with current industry needs, including the Mandatory Accreditation Programme Part II: Leading for Impact ("LIP") and E-Invoice Strategic Implementation—resulting in a total of 48 training hours.

B6(a) Total hours of training by employee category	2023	2024	2025
Management	8	8	40
Executive	32	27	8
Non-executive/Technical Staff	2	5	0

In addition, all employees continue to receive on-the-job training as needed, underscoring our commitment to continuous learning and building a skilled, future-ready workforce.

- ***Remuneration Packages and Performance Management***

MMM places strong value on its employees, recognising them as the cornerstone of the Group's long-term growth and success. Our people strategy is guided by the principles of accountability, collaboration, results-orientation, and shared success, all of which contribute to driving both individual and team performance.

To cultivate a high-performance culture, our remuneration and reward system is structured around a fair assessment of each employee's qualifications, skills, experience, performance, and market benchmarks. In alignment with our commitment to employee well-being, we offer competitive employment benefits that follow standard industry practices, including Travelling Allowance, Medical Reimbursement, Hospitalisation and Surgery Insurance, Annual Leave, Medical Leave, Maternity Leave, Paternity Leave, Compassionate Leave, and Complimentary Leave.

In FY 2025, the Group recorded eight employee departures and welcomed six new hires, reflecting the ongoing development and renewal of our talent base.

B6(c) Total number of employee turnover by employee category	2023	2024	2025
Management	0	0	1
Executive	18	19	6
Non-executive/Technical Staff	0	0	1

Material Topic: Employee Management	
Align with	Human Capital
	SDG 1: No Poverty SDG 4: Quality Education SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities
Summary of management approach	A people-first approach focused on fair rewards, performance-driven culture, and continuous investment in employee well-being and development.

Health and Safety

Ensuring the safety and well-being of our employees is a fundamental priority at MMM. Our goal is simple yet vital — that every employee returns home safely each day. This commitment to occupational health and safety forms the backbone of our operational resilience and long-term sustainability.

In FY 2025, we are proud to report zero lost-time injuries, continuing a strong three-year track record of maintaining a low rate of workplace incidents. This achievement reflects the effectiveness of our safety measures and our culture of vigilance.

	2023	2024	2025
B5(a) Number of work-related fatalities	0	0	0
B5(b) Lost time incident rate	2.45	0	0

The Health and Safety Committee plays a key role in monitoring and enhancing safety practices across the organisation. As part of our employee onboarding, new hires are given clear, practical guidance on emergency escape routes to ensure preparedness and confidence in the event of an emergency. The table below presents the number of new employees trained on emergency procedures during the year.

	2023	2024	2025
B5(c) Number of employees trained on health and safety standards	26	14	7

Moving forward, MMM remains focused on strengthening our safety culture, minimising risk, and fostering a secure and supportive working environment for all.

Material Topic: Health and Safety	
Align with	Human Capital
	SDG 3: Good Health and Well-being SDG 8: Decent Work and Economic Growth
Summary of management approach	Prioritises a safe and healthy work environment through proactive risk management, continuous safety training, and strong organisational oversight to achieve zero workplace incidents.

Contributing to Local Communities

MMM acknowledges that strong relationships with surrounding communities are essential to fostering social inclusion and creating meaningful, long-term impact. Our role as a responsible corporate citizen goes beyond delivering quality products and services — it includes building trust, sharing our values, and contributing to the well-being of society.

As a member of the ESG Association of Malaysia, MMM actively supports efforts to raise ESG awareness within local communities. Through participation in talks, seminars, and events, we help promote greater understanding and engagement with sustainability-related topics.

In FY 2025, the Group did not make direct contributions to Corporate Social Responsibility (“CSR”) initiatives due to resource constraints. While community engagement remained limited, we recognise the importance of revitalising our CSR efforts and enhancing our social contribution moving forward.

	2023	2024	2025
B2(a) Total amount invested in the community where the target beneficiaries are external to MMM (MYR)	0	0	0
B2(b) Total number of beneficiaries of the investment in the communities	0	0	0

Looking ahead, we are committed to integrating meaningful community initiatives into our broader business strategy. As we stabilise and grow, our focus will be on reconnecting with local communities through targeted programmes that align with our values and capabilities—creating shared value and supporting societal well-being.

Material Topic: Contributing to Local Communities	
Align with	Human Capital
	SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation, and Infrastructure
Summary of management approach	Committed to revitalising its community engagement efforts.

GOVERNANCE

Anti-corruption

Management Philosophy | Company Policy | Risk Management and Strategies | Achieve Business Goals | Increased Corporate Value

Strong governance, grounded in ethical business practices and regulatory compliance, is fundamental to sustainable growth and building long-term stakeholder trust. In line with the Malaysian Code on Corporate Governance ("MCCG") 2021, MMM has established a comprehensive risk management and internal control framework to uphold transparency, accountability, and integrity across all operations.
Our Code of Conduct and Ethics ("CoCE") sets out clear expectations and ethical guidelines for all employees, reinforcing our zero-tolerance stance on fraud, bribery, corruption, money laundering, and insider trading. To support this, our Anti-Bribery and Corruption ("ABC") Policy and Whistleblowing Policy play a vital role in promoting a culture of transparency and good governance. These policies, along with the CoCE, are publicly available on our corporate website, ensuring accessibility for all stakeholders.

To facilitate safe and confidential reporting, MMM has established a dedicated whistleblowing email address, allowing both internal and external parties to report any suspected misconduct. As of 31 March 2025, MMM recorded zero incidents of corruption, underscoring the effectiveness of our governance measures.

	2023	2024	2025
B1(b) Percentage of operations assessed for corruption-related risks	0	0	0
B1(c) Confirmed incidents of corruption and action taken	0	0	0

New employees are introduced to our ABC Policy during their onboarding process, and periodic reminders and awareness refreshers are provided during employee events to reinforce ethical conduct.

B1(a) Percentage of employees who have received training on anti-corruption by employee category	2023	2024	2025
Management	100	100	100
Executive	100	100	100
Non-executive/Technical Staff	100	100	100

MMM remains committed to strengthening our internal controls and cultivating a culture of integrity that supports responsible business practices and long-term sustainability.

Material Topic: Anti-corruption	
Align with	Governance Capital
	SDG 16: Peace, Justice, and Strong Institutions
Summary of management approach	A governance-led approach focused on integrity, transparency, and regulatory compliance to support sustainable and ethical business practices.

Tax Governance

MMM is firmly committed to upholding all applicable laws and regulations, with particular attention to tax compliance as a key element of responsible corporate conduct. Our approach to tax governance is built on the principles of transparency, accountability, and integrity.

This commitment is embedded throughout the organisation, with active involvement from senior leadership and operational teams alike. By fostering a culture of shared responsibility, we ensure that tax compliance is consistently maintained across all functions.

Maintaining a robust tax governance framework not only fulfils our legal obligations but also strengthens stakeholder confidence and affirms our role as an ethical and accountable business. As regulations evolve, MMM remains proactive in monitoring legislative changes and updating internal practices to ensure ongoing compliance. In doing so, we continue to uphold public trust and contribute meaningfully to the communities we serve.

Material Topic: Tax Governance	
Align with	Governance Capital
	SDG 8: Decent Work and Economic Growth SDG 16: Peace, Justice, and Strong Institutions
Summary of management approach	A proactive and organisation-wide approach to tax governance, ensuring compliance, transparency, and accountability in line with regulatory requirements.

Cybersecurity and Data Privacy

MMM is committed to protecting the privacy and personal data of employees and customers, viewing it as a core aspect of ethical business conduct. While no major cybersecurity incidents have occurred to date, we maintain a proactive approach to managing digital security risks.

In compliance with the Personal Data Protection Act ("PDPA") 2010, we enforce a strict Privacy Policy and operate a resilient cybersecurity framework integrated into our systems. To enhance data security, we utilise cloud-based infrastructure such as Google Cloud Platform, which offers built-in protection controls.

As of 31 March 2025, MMM recorded zero substantiated complaints regarding data breaches or customer privacy violations—demonstrating our commitment to data protection and cybersecurity excellence.

	2023	2024	2025
B8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	0	0	0

Material Topic: Cybersecurity and Data Privacy	
Align with	Governance Capital
	SDG 16: Peace, Justice, and Strong Institutions
Summary of management approach	A proactive and compliant approach to data protection, prioritising cybersecurity resilience and safeguarding stakeholder privacy.

Sustainable Supply Chain

As a responsible and pioneering player in the industry, MMM recognises that an efficient and sustainable supply chain is vital to the success of our operations. We are proud to maintain a high proportion of local suppliers, reinforcing our commitment to supporting the domestic economy while ensuring the timely and adequate supply of materials. We also maintain strong relationships with a list of preferred vendors who have consistently demonstrated reliable quality and service. When engaging new suppliers, our standard operating procedures ("SOP") require the collection of three quotations to ensure competitive pricing and alignment with required specifications.

While the majority of our goods and services are sourced locally, certain specialised items—such as Lift-Up advertising projectors, LED standee panels, and Digital Out-of-Home ("DOOH") LED display components—are procured directly from trusted manufacturers in China to meet specific technical requirements.

	2023	2024	2025
B7(a) Proportion of spending on local suppliers (%)	99	99	99

To uphold procurement integrity, a comparison of three vendor quotations is mandatory for all sourcing decisions. For local transactions exceeding MYR 300,000.00, a CTOS check is conducted to verify supplier credentials and financial soundness.

Material Topic: Sustainable Supply Chain	
Align with	Governance Capital
	SDG 8: Decent Work and Economic Growth
Summary of management approach	A structured and transparent procurement process that prioritises local sourcing, supplier reliability, and value-for-money to support sustainable and efficient operations.

PERFORMANCE DATA TABLE

Indicator	Unit	2023	2024	2025
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	0.00	0.00	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	0.00	0.00	0.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	0	0	0
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Management Under 30	Percentage	12.50	11.11	0.00
Management Between 30-50	Percentage	62.50	55.56	61.54
Management Above 50	Percentage	25.00	33.33	38.46
Executive Under 30	Percentage	3.10	52.38	50.00
Executive Between 30-50	Percentage	93.80	42.86	50.00
Executive Above 50	Percentage	3.10	4.76	0.00
Non-executive/Technical Staff Under 30	Percentage	100.00	100.00	100.00
Non-executive/Technical Staff Between 30-50	Percentage	0.00	0.00	0.00
Non-executive/Technical Staff Above 50	Percentage	0.00	0.00	0.00
Gender Group by Employee Category				
Management Male	Percentage	87.50	77.78	76.92
Management Female	Percentage	12.50	22.22	23.08
Executive Male	Percentage	56.25	57.14	56.25
Executive Female	Percentage	43.75	42.86	43.75
Non-executive/Technical Staff Male	Percentage	100.00	100.00	100.00
Non-executive/Technical Staff Female	Percentage	0.00	0.00	0.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	85.71	83.33	83.33
Female	Percentage	14.29	16.67	16.67
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	57.14	50.00	50.00
Above 50	Percentage	42.86	50.00	50.00
Bursa C4(a) Total energy consumption	Megawatt	153.06	152.64	101.42
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	2.45	0.00	0.00

Indicator	Unit	2023	2024	2025
Bursa C5(c) Number of employees trained on health and safety standards	Number	26	14	7
Bursa C6(a) Total hours of training by employee category				
Management	Hours	8	8	40
Executive	Hours	32	27	8
Non-executive/Technical Staff	Hours	2	5	0
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	0.00	0.00	0.00
Bursa C6(c) Total number of employee turnover by employee category				
Management	Number	**0**	0	1
Executive	Number	18	19	6
Non-executive/Technical Staff	Number	0	0	1
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.00	99.00	99.00
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Bursa C9(a) Total volume of water used	Megalitres	N/A	N/A	N/A
Bursa C10(a) Total waste generated	Metric tonnes	N/A	N/A	N/A
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	N/A	N/A	N/A
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	N/A	N/A	N/A
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	N/A	853.37*	857.57*
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	116.02*	115.70*	76.87*
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	11,495.03*	4,840.63*	10,287.29*

Internal assurance	External assurance	No assurance	(*) Restated

ASSURANCE STATEMENT

To bolster the credibility of our Sustainability Statement, specific sections have been subjected to the following:

a) Internal Review by the Group's Management Internal Audit Team
b) Independent Assurance in accordance with recognised standards for selected indicators and has been approved by the Group's Audit and Risk Management Committee *(Refer to Independent Limited Assurance Statement on page 46)*

The Scope, Subject Matter(s) covered, and Conclusion (where applicable) are provided below:

Type of Assurance	Material Matters	Subject Matter	Scope	Conclusion
Review by Independent Assurance Auditor	Climate Change	Total energy consumption	Operations assessed: Malaysia	Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter as presented in MMM's Sustainability Statement 2025 have not been prepared and presented fairly, in all material respects, in accordance with the Criteria defined below.
		Scope 1 emissions in tonnes of CO_2e		
		Scope 2 emissions in tonnes of CO_2e		
		Scope 3 emissions in tonnes of CO_2e		
Internal Review by Management Internal Audit Team	Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category	Operations assessed: Malaysia	Currently in review by the management team.
		Percentage of operations assessed for corruption-related risk		
		Confirmed incidents of corruption and action taken		
	Cybersecurity and Data Protection	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data		
	Employee Management	Total hours of training by employee category		
		Total number of employee turnover by employee category		

Moving forward, we are committed to enhancing the accuracy and quality of our data to bolster our disclosures. We aim to achieve this by subjecting all indicators to independent assurance over the next five years. This proactive approach underscores our dedication to transparency and accountability in our sustainability reporting practices.

**Note: In preparing the Subject Matter mentioned above, MMM applied the following criteria:*

- *IFRS Foundations - International Integrated Reporting Framework and Integrated Thinking Principles*
- *Task Force on Climate related Financial Disclosures ("TCFD")*
- *MMM's relevant policies and procedures*

LOOKING FORWARD

In FY 2025, MMM remained committed to upholding transparency, integrity, and accountability as a publicly listed company. Our Sustainability Statement continues to serve as a key platform for communicating ESG performance and reinforcing trust with stakeholders who expect responsible business practices. We have maintained strong governance policies, including our Anti-Bribery and Corruption Policy and Whistleblowing Policy, to ensure compliance and uphold our zero-tolerance stance on unethical behaviour such as fraud, corruption, and insider trading.

As we move forward, MMM will continue to strengthen its governance systems and stakeholder engagement efforts. By embedding ethical conduct across our operations and responding proactively to evolving social and environmental expectations, we aim to drive sustainable value creation and uphold our reputation as a responsible and trustworthy business.

TCFD-ALIGNED DISCLOSURES

(As recommended by IFRS1 and IFRS2, we can continue using the TCFD recommendations)

TCFD Recommendation	MMM Disclosure	Reference
Governance – Disclose the organisation's governance around climate-related risks and opportunities		
a) Describe the Board's oversight of climate -related risks and opportunities	• Risk management Climate change – Board's skills and experience • Sustainability Committee – role and focus	• Governance
b) Describe management's role in assessing and managing climate-related risks and opportunities.	• Risk management Climate change – managing risk and opportunity • Sustainability Committee – role and focus in **FY 2025**	• Governance • Environmental
Strategy – Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material		
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	• Risk management – Risk factors (climate change, greenhouse gas emissions and energy) • Climate change – managing risk and opportunity	• Materiality Topics
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	• Risk management – Risk factors (climate change, greenhouse gas emissions and energy) • Climate change – managing risk and opportunity	• Materiality Topics
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	• Climate change – evaluating the resilience of our portfolio	• Environmental
Risk management – Disclose how the organisation identifies, assesses and manages climate-related risks		
a) Describe the organisation's processes for identifying and assessing climate-related risks.	• Risk management	• Materiality Topics
b) Describe the organisation's processes for managing climate-related risks.	• Risk management – Risk factors (climate change, greenhouse gas emissions and energy)	• Materiality Topics • Environmental
c) Describe how processes for identifying, assessing and managing climate related risks are integrated into the organisation's overall risk management.	• Risk management non-financial KPIs – sustainability KPIs • Risk management – Risk factors (climate change, greenhouse gas emissions and energy)	• Materiality Topics • Environmental
Metrics and targets – Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material		
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	• Non-financial KPIs – sustainability • KPIs Climate change – Operational emissions • Climate change – Scope 3 emissions	• Environmental
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (:GHG") emissions and the related risks.	• Non-financial KPIs – sustainability KPIs • Climate change – operational emissions performance • Climate change – Scope 3 emissions performance Climate change data	• Environmental
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	• Non-financial KPIs – sustainability KPIs • Climate change – operational emissions performance for the FY 2025 performance outcomes	• Environmental

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ASAP ADVISORY PLT
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Taman Austin Perdana, 81100 Johor Bahru, Johor.
Tel: 07-3595983

INDEPENDENT LIMITED ASSURANCE STATEMENT

Independent Limited Assurance Statement to the Directors of MMM Group Berhad on Sustainability Metrics within the Sustainability Report 2025.

Our Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter as presented in MMM's Sustainability Statement 2025 have not been prepared and presented fairly, in all material respects, in accordance with the Criteria defined below.

Scope of Work

ASAP Advisory PLT ("ASAP" or "we") was engaged by MMM Group Berhad ("MMM") to perform a 'limited assurance engagement,' as defined by the International Standard on Assurance Engagements ("ISAE") 3000 Revised, Assurance Engagement other than Audits or Review of Historical Financial Information, on selected subject matters ("Subject Matter") included in MMM's 2025 Sustainability Statement ("SS2025") for the financial year ended 31st March 2025.

Subject Matter

Our limited assurance engagement was performed for the Subject Matter listed in the table below, as presented in the SS2025:

Material Matters	Subject Matter	Scope
Climate Change	Total energy consumption	Operations assessed: Malaysia
	Scope 1 emissions in tonnes of CO_2e	
	Scope 2 emissions in tonnes of CO_2e	
	Scope 3 emissions in tonnes of CO_2e	

The scope of our work was limited to the Subject Matter presented in the SS2025 and did not include coverage of data sets or information unrelated to the data and information underlying the Subject Matter and related disclosures; nor did it include information reported outside of the SS2025, comparisons against historical data, or management's forward-looking statements.

Criteria applied by MMM

In preparing the Subject Matter mentioned above, MMM applied the following criteria:

- IFRS Foundations - International Integrated Reporting Framework and Integrated Thinking Principles Task Force on Climate related Financial Disclosures ("TCFD")
- MMM's relevant policies and procedures

MMM's Responsibilities

MMM's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

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ASAP's responsibilities

Our responsibility is to express our conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter and related disclosures as presented in the SS2025 are not prepared, in all material respects, in accordance with the Criteria.

We have performed our limited assurance engagement in accordance with the terms of reference for this engagement agreed with MMM, including performing the engagement in accordance with the ISAE 3000, issued by the International Auditing and Assurance Standards Board. This Standard requires that we plan and perform our engagement to obtain limited assurance about whether the Subject Matter and related disclosures as presented in the SS2025 are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 involves assessing the suitability in the circumstances of MMM's use of the criteria specified as the basis of preparation used for the selected Subject Matter and related disclosures presented in the SS2025, assessing the risks of material misstatement thereof, whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matter and related disclosures in the SS2025. We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control

This assurance has been conducted at a limited level according to Global Internal Audit Standards from the IIA2, at a minimum the internal audit function should provide the following assurance over ESG reporting;

1) Review reporting metrics for relevancy, accuracy, timeliness and consistency;
2) Review reporting for consistency with formal financial disclosure filings;
3) Conduct materiality or risk assessments on ESG reporting;

including the Principles of the IFRS Foundation – International Integrated Reporting Council ("IIRC"), the Task Force on Climate-related Financial Disclosures ("TCFD"), and IFRS Sustainability Disclosure Standards S1 and S2.

Statement of Independence and Competence

ASAP provides a range of services, including internal audit, internal control review, risk management, and environmental, social, and ethical auditing and training. Additionally, we offer assurance services for environmental, social, sustainability, and ESG reports.

We affirm our independence from MMM, ensuring objectivity, freedom from bias, and the absence of conflicts of interest with the organisation, its subsidiaries, and stakeholders. For this assurance engagement, a specialised team was carefully assembled based on their expertise, experience, and relevant qualifications, ensuring a thorough and credible review.

ASAP also serves as the Company's external internal auditor, primarily providing advisory on internal controls and risk governance. To mitigate any potential conflict of interest and ensure objectivity, a separate team within ASAP, independent from the internal audit engagement, was assigned to perform the sustainability assurance work reviewed by the Audit Committee to ensure compliance with ethical standards, and all assurance activities were conducted by personnel who were not involved in internal audit services

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ASAP's role and independence were assessed in accordance with professional ethical requirements, and adequate safeguards were implemented to preserve assurance integrity.

Description of Procedures Performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Gaining an understanding of MMM's business, internal processes and approach to sustainability
- Conducting interviews with key personnel and collating evidence to understand MMM's process for reporting performance indicators and disclosures, including inquiring regarding risks of misstatement and quality controls to address risks
- Conducting limited assurance procedures over the selected Subject Matter and disclosures, including:
  - Undertaking analytical procedures to support the reasonableness of the data
  - Checking that the calculation Criteria have been applied as per the methodologies for the Subject Matter within the Statement
  - Identifying and testing assumptions supporting calculations
  - Testing, on a sample basis, underlying source information to check accuracy of the data
  - Performing recalculations of performance indicators using input data
  - Checking that measurements made at the end of the reporting period are timely entered in the records and the sustainability statement
  - Obtaining appropriate representations from management, in the form of a management representation letter addressed to us to confirm that the management believes that it has fulfilled its responsibilities

We also performed such other procedures as we considered necessary in the circumstances.

Inherent Limitations

Inherent limitations of assurance engagements include use of judgement and selective testing of data, which means that it is possible that fraud, error or non-compliance may occur and not be detected in the course of performing the engagement. Accordingly, there is some risk that a material misstatement may remain undetected. Further, our limited assurance engagement is not designed to detect fraud or error that is immaterial.

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There are additional inherent risks associated with assurance engagements performed for non-financial information given the characteristics of the subject matter and associated with the compilation of source data using definitions and methods for determining, calculating, and estimating such information that are developed internally by management. The absence of a significant body of established practice on which to draw, allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. In particular, where the information relies on factors derived by independent third parties, our assurance work has not included examination of the derivation of those factors and other third-party information.

Other Matters

Information relating to prior reporting periods has not been subject to assurance procedures. Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the SS2025. The maintenance and integrity of MMM's website is the responsibility of MMM's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the Subject Matter and related disclosures, the SS2025 or to our independent limited assurance report that may have occurred since the initial date of presentation on the MMM's website.

Restriction of use

Our work has been undertaken to enable us to express a limited assurance conclusion on the matters stated above in our report provided to the directors of MMM in accordance with the terms of our engagement, and for no other purpose.

Our report is intended solely for the directors of MMM and should not be used by any other parties. To the fullest extent permitted by the law, we do not accept or assume liability to any party other than the directors of MMM, for our work, for this report, or for the conclusion we have reached.

We agree to the publication of this assurance report in MMM's SS2025 for the financial year ended 31st March 2025, provided it is clearly understood by recipients of the SS2025 that they enjoy such receipt for information only and that we accept no duty of care to them whatsoever in respect of this report.

ASAP Advisory PLT
201804000474 (LLP0014854-LGN)

Johor Bahru, Malaysia
30 June 2025

8. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors of the Company are required by the Companies Act 2016 ("CA 2016") to prepare the financial statements for each financial year in accordance with applicable Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRSs") and the requirements of the CA 2016. The Directors are responsible to ensure that the financial statements give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year, and of the results and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements, the Directors ensured that the Management has:

- adopted appropriate accounting policies and applied them consistently;
- made judgments and estimates that are reasonable and prudent; and
- prepared the financial statements on a going concern basis.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the CA 2016.

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

9. CORPORATE GOVERNANCE OVERVIEW STATEMENT

MMM Group Berhad ("MMM" or "the Company") and its group of companies ("MMM Group" or "the Group") operate within a governance framework that is formulated based on the recommendations of the Malaysian Code on Corporate Governance 2021 ("the Code") issued by the Securities Commission of Malaysia.

The current Board believes that maintaining a high level of corporate governance with the concepts of integrity, transparency, accountability and professionalism, is a fundamental part of its responsibilities in managing the business and affairs of the Group and discharging its responsibilities to the Shareholders. The current Board and Management team actively assess and engage with professional advisers to put in place an assurance on the adequacy and effectiveness of the Corporate Governance framework of the Group. The current Board continuously seeks and implements programmes in addressing the weaknesses in the governance framework of the Group and is in the process of strengthening the framework.

The disclosure statement below sets out the manner which the Group has applied the principles of the Code and the extent of compliance with Best Practices advocated therein pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") throughout the current financial year ended 31 March 2025 ("FYE 2025") and were carried out under the stewardship of the current Management.

9.1 ESTABLISH CLEAR ROLES AND RESPONSIBILITIES

9.1.1 Clear functions of the Board and Management

The Group recognizes the importance of having an effective and dynamic Board to lead and control the Group in enhancing long term shareholders' value and protect the interests of other stakeholders. To that end, the Group endeavours to maintain a good mix of Board Members who have a wealth of experience, skills and expertise in areas relevant to steering the Group's businesses to the next level.

The Executive Director's duties include the implementation of the Board's decisions and policies, overseeing the operations and also coordinating business and strategic decisions. The Non-Executive Directors provide effective and independent judgement and constructive opinions to the deliberation and decision-making of the Board.

There was a division of responsibility at the control of the Board to ensure an appropriate balance of power and authority, with greater ability to make independent decision. The Board was to be chaired by a Non-Executive Chairman who is responsible for effective and efficient functioning of the Board and ensuring that all Directors receive relevant information on all matters to enable them to participate actively in the Board's decisions. The current Board comprises an Independent Non-Executive Director as the Chairman, two Executive Directors, a Non-Independent Non-Executive Director and two Independent Non-Executive Directors.

The Board takes into consideration the interests of all stakeholders in their decision making so as to ensure that the Group's objectives of creating long term shareholders' value are met. The key matters reserved specifically for the Board's deliberation and decision to ensure a proper control of the Group would include timely reports and financial statements, business strategy formulation and planning, business issues, regulatory changes, material transactions, investments, major acquisitions or disposal of a business or assets, appointment of Board / Board Committee Members, declaration of dividends, recurring related party transactions of the Group. The Board also reviews issues and matters that have significant impact to the Group's operations.

9.1.2 Clear Rules and Responsibilities of the Board

The Board has the overall responsibility in leading and determining the Group's strategic direction. It provides an oversight of the conduct of the Group's business, ensuring an appropriate risk management and internal control system is in place as well as regularly reviewing such system to ensure its adequacy and integrity.

The Board assumes the following principal responsibilities in discharging its fiduciary and leadership functions:

- Reviewing and adopting a strategic plan for the Company;
- Overseeing the conduct of the Company's business to evaluate whether the business is being properly managed;
- Identifying principal risks and ensure the implementation of appropriate systems to manage these risks;
- Succession planning, including appointing, training, fixing of compensation and where appropriate, replacing Senior Management;
- Developing and implementing an investor relation program or shareholder communications policy for the Company; and
- Reviewing the adequacy and the integrity of the Company's internal control system and management information system, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.

The Board has delegated specific responsibilities to Board Committees as well as various sub-committees to assist the Board in the running of the Group's operations. The functions and terms of reference of the Board Committees as well as authority delegated by the Board to these Committees have been clearly defined by the Board. The Board reviews the Board Committee's authority and terms of reference from time to time to ensure their relevance.

There are four (4) Board Committees, namely the Nomination Committee, Remuneration Committee, Audit and Risk Management Committee and Corporate Governance Committee.

These Committees examine specific issues and report to the Board with their recommendations. The ultimate responsibility for decision-making lies with the Board.

9.1.3 Ethical Standards and Code of Conduct

The Board has in place a Code of Conduct for the Directors and employees. The Code of Conduct includes amongst others the respect for the individual, create a culture of open and honest communication, uphold the law, avoid conflicts of interest and reports results accurately.

The Board has also formalised a whistleblower policy to provide a safe mechanism for whomever to come forward and raise any concerns about the actual or potential fraud or breach of trust involving employees, Management and the Directors of the Group.

It allows the whistleblower the opportunity to raise any concerns. The identity of the whistleblower will be kept confidential, and protection is accorded to the whistleblower against any form of reprisal or retribution.

9.1.4 Strategies Promoting Sustainability

The Board promotes good corporate governance in the application of sustainability practices throughout the Group, the benefits of which are believed to translate into better corporate performance.

The Board is committed on the continuous efforts in maintaining a balance between its sustainability agenda and safeguarding the shareholders' interests.

The details of the sustainability efforts are set out in the Sustainability Statement in this Annual Report.

9.1.5 Access to Information and Advice

The Board recognizes that the decision-making process is highly contingent on the quality of information furnished. As such, all Directors have unrestricted access to any information pertaining to the Group. All Directors have full and timely access to information with the advance distribution of Board Papers prior to Meetings. The Board is regularly updated on new statutory and regulatory requirements relating to the duties and responsibilities of Directors.

The Board may seek independent professional advice at the Group's expense on specific issue to enable it to discharge its duties in relation to matters being deliberated. Individual Directors may also obtain independent professional or other advice in furtherance of their duties, subject to the approval of the Board, depending on the quantum of the fees involved.

9.1.6 Company Secretaries

The Company Secretaries is suitably qualified, competent and is a member of a professional body. The Company Secretaries plays an advisory role to the Board, in relation to the Group's constitution, Board's policies and procedures and compliance with the relevant regulatory requirements, codes, guidelines and legislations.

The Board has unrestricted access to the advice and services of the Company Secretaries, who are considered capable of carrying out the duties to which the post entails.

9.2 STRENGTHEN COMPOSITION OF THE BOARD

During the financial period under review, the Board comprised of six (6) Board Members with various experience and expertise. The composition of the Board during the financial period under review comprised of two (2) Executive Directors, one (1) Non-Independent Non-Executive Director and three (3) Independent Non-Executive Directors. The composition fulfils the Main Market Listing Requirements of Bursa Securities, which stated that at least two (2) or one-third (1/3) of the Board, whichever is higher, must be Independent Directors.

The profile of each Director is set out under the Board of Directors' profile in this Annual Report.

9.2.1 Nomination Committee

The Nomination Committee is responsible to recommend appointment of new candidates to the Board of Directors, reviews the effectiveness and its performance assessment of the Board of Directors and the Board Committees. The Company Secretary ensures that all appointments are appropriately made and that all necessary information is obtained from the Directors, both for the Company's records and meeting the statutory obligations, as well as regulations arising from the Main Market Listing Requirements of Bursa Securities.

The latest composition of the Nomination Committee comprises of two (2) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director:

Name	Designation	Directorship
Oh Teik Keng	Chairman	Independent Non-Executive Director
Tan Choon Fuh	Member	Independent Non-Executive Director
Datuk Chiw Tiang Chai	Member	Non-Independent Non-Executive Director

The Terms of Reference of Nomination Committee is available on the Company's website.

For the financial year ended 31 March 2025, the Nomination Committee had met on 24 May 2024 and carried out the following activities:

- Proposed re-election of Members of the Board at the 16th AGM for the Shareholders' approval, pursuant to Article 133 of the Constitution of the Company.
- Review the evaluation on company's directors and board members.
- Review the Directors' Fit and Proper Policy
- Review its Term of Reference.
- Review training undertaken, to assess the training need and recommend types of training for Directors to attend for 2026.
- Review the independence of Independent Non-Executive Directors
- Review the terms of office of the Audit Committee and each of its members.

9.2.2 Recruitment of Directors and Annual Assessment

The following salient points were taken into consideration pertaining to the recruitment of Directors and annual assessment:

- Required mix of skills, experience, independence and diversity, including gender, where appropriate;
- Character, knowledge, expertise, professionalism, integrity, competence and time availability; and

- The Independent Directors' abilities to discharge such responsibilities/functions as expected from an Independent Director.

The Board has in place the Board Charter to commit to workplace diversity, with a particular focus on supporting the representation of women in the composition of Board of the Company. The Board recognises the initiative by government to enlarge the women's representation in the boardroom.

The current Board has a female director. However, the Board will review its composition again at an appropriate juncture and will endeavour to include additional women's representation on the Board when the opportunity arises.

9.2.3 Remuneration Committee

The Remuneration Committee is responsible to assist the Board on fair remuneration practices in attracting, retaining and motivating Directors and Senior Management.

The latest composition of the Remuneration Committee comprises of two (2) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director:

Name	Designation	Directorship
Oh Teik Keng	Chairman	Independent Non-Executive Director
Tan Choon Fuh	Member	Independent Non-Executive Director
Datuk Chiw Tiang Chai	Member	Non-Independent Non-Executive Director

For the financial year ended 31 March 2025 ("FYE 2025"), the Remuneration Committee had met on 24 May 2024 and 22 November 2024 to review and recommend the payment of Directors' Remuneration and salaries and package for Senior Management's for the FYE 2025.

The Remuneration Committee had carried out its duty in reviewing and assessing the remuneration for the Board of Directors to ensure that the remuneration is linked to the level of responsibilities undertaken, performance and contribution to the effective functioning of the Board. The individual Directors do not participate in the discussion of their own remuneration during the Remuneration Committee's Meeting. Further, the Group has adopted the objectives as recommended by the Code to determine the remuneration of the Directors so as to ensure that the Group attracts and retains directors of the quality needed to manage the business of the Group respectively

Further, the Group has adopted the objectives as recommended by the Code to determine the remuneration of the Directors so as to ensure that the Group attracts and retains directors of the quality needed to manage the business of the Group respectively.

9.2.4 Re-appointment and Re-election of Directors

The Nomination Committee ensures that the Directors are re-elected in accordance with the Company's Constitution and relevant regulations and laws.

Pursuant to Rule 133 of the Company's Constitution, at the first annual general meeting of the Company all the Directors shall retire from office. As each annual general meeting in every subsequent year one-third (1/3) of the Directors for time being, or if their number is not three (3) or a multiple of three (3) then the number nearest one-third (1/3) shall retire from office. Provided always that all Directors, including Managing Director and Executive Directors, shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

Pursuant to Rule 118 of the Company's Constitution provides that the Directors shall have power at any time and from time to time to appoint any other person to be a Director, either to fill a casual vacancy or as an addition to the existing Board, but so that the total number of Directors shall not at any time exceed the maximum number fixed by or in accordance with this Constitution. Any Director so appointed shall hold office only until the conclusion of the next annual general meeting and shall be eligible for re-election at such meeting. A Director retiring under this Rule shall not be taken into account in determining the Directors or the number of Directors to retire by rotation at such meeting pursuant to Rule 133.

9.2.5 Retirement and Rotation

All directors are required to retire for re-election at least once in every three years. Before recommending the retiring directors to the Board for re-election, the Nomination Committee will review and report the performance assessment of the retiring directors to the Board and retiring directors shall abstain from deliberation of their performance.

Newly appointed Directors by the Board are subject to election by the shareholders at the next Annual General Meeting held following their appointments.

9.3 REINFORCE INDEPENDENCE

The Board recognises that Independent Non-Executive Directors play an important role in ensuring impartiality of the Board's deliberations and decision-making process.

9.3.1 Annual Assessment of independent Directors

During the financial period under review, the Nomination Committee had assessed the contribution and performance of the Independent Non-Executive Directors, upon appointment, re-election and their independence. The independence assessments are performed on an annual basis.

9.3.2 Tenure of independent Directors

The Board takes cognisance of the Code's recommendation on the tenure of an Independent Non-Executive Director which shall not exceed a cumulative term of nine (9) years. Under the Code, upon completion of the nine (9) years of service, an independent Director may continue to serve on the Board subject to the director's re-designation as a Non-Independent Director. In addition, subject to the assessment of the Nomination Committee, an Independent Director after serving a cumulative nine (9) years is subject to the Shareholders' approval in a general meeting to continue to act as an Independent Director.

None of the Independent Non-Executive Directors had served more than nine (9) years in the Company.

9.3.3 Positions of the Chairman and Chief Executive Officer ("CEO") to be held by different individuals

It is recommended that the positions of the Chairman and CEO should be held by different individuals, and the Chairman must be a Non-Executive Director.

The Company is being chaired by an Independent Non-Executive Director, Dato' Rosni Zahari, who was appointed as the Non-Executive Chairman of the Company.

Mr. Chin How Sam is the Chief Executive Officer of the Company.

Currently, the Board is made up of six (6) members, comprising of three (3) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director and two (2) Executive Directors.

The roles of the Non-Executive Chairman and Chief Executive Officer of the Group are distinct and separate with individual responsibilities. Each of them has clearly defined duties and authority thus ensuring balance of power and greater capacity for independent decision-making.

9.4 FOSTER COMMITMENT

9.4.1 Time Commitment and Directorship in Other Companies

The Board meets at least quarterly, to consider all matters relating to the overall control, business performance and strategy of the Group. Additional meetings will be convened, when and if necessary, especially when urgent and important decisions need to be taken between scheduled Meetings. The relevant reports, Meeting agenda and Board Papers are distributed to all Directors in advance of the Board Meeting to allow the Directors sufficient time to peruse for effective discussion and decision making during the meetings. Directors shall notify the Chairman before accepting any new directorships.

All pertinent issues, decisions and conclusions discussed at the Meetings are properly recorded in the discharge of the Board's duties and responsibilities.

The attendance record of the Board for the FYE 2025 is set out below:

Name	Designation	Attendance	%
Dato' Rosni Zahari	Independent Non-Executive Chairman	4/6	67
Tan Chia Hong @ Gan Chia Hong	Executive Director	6/6	100
Chen, Jui-Liang	Executive Director	6/6	100
Datuk Chiw Tiang Chai	Non-Independent Non-Executive Director	4/6	67
Oh Teik Keng	Independent Non-Executive Director	6/6	100
Tan Choon Fuh	Independent Non-Executive Director	6/6	100

Based on the above, Directors of the Company have attended more than 50% of the meetings as required by the Listing Requirements. In the intervals between Board Meetings, for any matters requiring Board's decisions, the Board's approvals are obtained through circular resolutions. The resolutions passed by way of such circular resolutions are then noted at the next Board Meeting.

9.4.2 Directors' Training

All the current directors had attended the Mandatory Accreditation Programme II ("MAP II"). The directors continued to attend relevant training programmes and seminars to keep abreast with the various issues facing the changing business environment within which the Group operates and further enhance their professionalism in discharging their fiduciary duties to the Company.

During the financial year ended 31 March 2025, the Directors have attended the following training:

Name	Training	Date
Dato Rosni Zahari	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	02 - 03 Oct 2024
Tan Chia Hong @ Gan Chia Hong	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	02 - 03 Oct 2024
Chen, Jui-Liang	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	02 - 03 Oct 2024
Datuk Chiw Tiang Chai	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	02 - 03 Oct 2024
Oh Teik Keng	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	02 - 03 Oct 2024
Tan Choon Fuh	• Mandatory Accreditation Programme Part II: Leading for Impact (LIP) • MIA Webinar Series: Auditing Related Party Transactions • MIA Webinar Series: Taxation of Capital Gains in Malaysia - The Principles and Practice • MIA Webinar Series: Tax Issues and Law Relating to Property Developers, JMB/MC and Investors • 2025 Budget Seminar • MIA Webinar Series: Tax Audit and Investigation – Latest Updates and Issues • Implementation of e-Invoicing in Malaysia	02 - 03 Oct 2024 03 July 2024 26 July 2024 07 Nov 2024 13 Nov 2024 13 Jan 2025 13 Feb 2025

During the financial year ended 31 March 2025, the Directors were also updated on recent developments in the areas of statutory and regulatory requirements from the briefing by the external auditors, the internal auditors and the Company Secretaries during the Board and Board Committees meetings. The Directors will continue to undergo relevant training programmes to enhance their skills and knowledge.

9.4.3 Directors' Remuneration Disclosure

The details of the Directors' remuneration for the financial year ended 31 March 2025 are as follows:

Company (RM'000)

No.	Name	Fee	Allowance	Salary	Bonus	Benefit-in-kind	Other Emoluments	Total
1.	Dato' Hjh. Rosni Hj. Zahari Independent Non-Executive Chairman	24.0	-	-	-	-	-	24.0
2.	Tan Chia Hong @ Gan Chia Hong Executive Director	-	-	80.0	-	18.4	-	98.4
3.	Chen Jui-Liang Executive Director	-	-	64.0	-	8.0	-	72.0
4.	Datuk Chiw Tiang Chai Non-Independent Non-Executive Director	24.0	-	-	-	-	-	24.0
5.	Tan Choon Fuh Independent Non-Executive Director	24.0	-	-	-	-	-	24.0
6.	Oh Teik Keng Independent Non-Executive Director	24.0	-	-	-	-	-	24.0

Group (RM'000)

No.	Name	Fee	Allowance	Salary	Bonus	Benefit-in-kind	Other Emoluments	Total
1.	Dato' Hjh. Rosni Hj. Zahari Independent Non-Executive Chairman	24.0	-	-	-	-	-	24.0
2.	Tan Chia Hong @ Gan Chia Hong Executive Director	-	-	80.0	-	18.4	-	98.4
3.	Chen Jui-Liang Executive Director	-	-	64.0	-	8.0	-	72.0
4.	Datuk Chiw Tiang Chai Non-Independent Non-Executive Director	24.0	-	-	-	-	-	24.0
5.	Tan Choon Fuh Independent Non-Executive Director	24.0	-	-	-	-	-	24.0
6.	Oh Teik Keng Independent Non-Executive Director	24.0	-	-	-	-	-	24.0

The Board is of the opinion that the disclosure on a named basis for the senior management's remuneration component in bands of RM50,000 may be prejudicial to the business interest of the Group given the competitive environment in which it is operating in as well as the competitive pressure in the talent market. The Executive Directors ensure that the remuneration of senior management is commensurate with the performance of the Company, with due consideration to attracting, retaining and motivating senior management to lead and run the Company successfully. Excessive remuneration has not been paid to senior management personnel in any instance for the financial year ended 31 March 2025.

9.5 UPHOLD INTEGRITY IN FINANCIAL REPORTING

9.5.1 Compliance with Applicable Financial Reporting Standards

The Board takes responsibility to present a balanced and meaningful assessment of the Group's position and prospects in the various financial reports and to ensure that the financial statements are drawn up in accordance with the provisions of the Act and the applicable accounting standards in Malaysia.

9.5.2 Assessment of Suitability and Independence of External Auditors

The Audit Committee has reviewed and will continue to monitor the suitability and independence of the External Auditors. The Audit Committee has in place an assessment of the External Auditors and would assess them on an annual basis and report to the Board its recommendation for the reappointment of the External Auditors at the annual general meeting.

The External Auditors have confirmed that they were, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

The External Auditors can be engaged to perform non-audit services that are not perceived to be in conflict with their role as the External Auditors. The Audit Committee is satisfied with the competence and independence of the External Auditors and had recommended the re-appointment of the External Auditors to the Directors at the annual general meeting.

The current Audit Committee met with the External Auditors twice to deliberate on the finalisation of the AR 2025 before the final sign-off. The Audit Committee met with the External Auditors to review the scope of audit process, the audit findings and the annual financial statements and AR 2025. The External Auditors are invited to attend the annual general meeting of the Company and are available to answer the Shareholders' enquiries on the conduct of the statutory audit and the preparation and contents of their audit report.

9.6 RECOGNISE AND MANAGE RISKS

9.6.1 Internal Control

Information on internal control of the Group is detailed in the Statement on Risk Management and Internal Control.

9.6.2 Internal Audit Function

The internal audit function of the Group is detailed in the Statement on Risk Management and Internal Control.

9.7 TIMELY AND HIGH QUALITY DISCLOSURE

9.7.1 Corporate Disclosure Policy

The Corporate Disclosure Policy is in accordance with the Main Market Listing Requirements of Bursa Securities to enable comprehensive, accurate and timely disclosures relating to the Group to be made to the regulators, shareholders and investors.

The Board has delegated the authority to the Executive Directors to approve all announcements for release to Bursa Securities. The Chairman and Executive Directors work closely with the Board, the Senior Management and the Company Secretaries who are privy to the information to maintain strict confidentiality.

9.7.2 Leverage on Information Technology for Effective Dissemination of Information

The Company's corporate website at www.mmmgroup.com.my serves as a key communication channel for shareholders, investors and the public to obtain up-to-date information on the Group's activities, financial results, major strategic developments and other matters affecting stakeholders' interests.

There is a dedicated section for corporate governance on the Company's website, where information on the Company's announcements to the regulations, the Board Charter, whistleblower Policy, Terms of Reference of Board Committees, rights of shareholders, and the Company's Annual Report may be accessed.

9.8 STRENGTHEN RELATIONSHIP BETWEEN COMPANY AND SHAREHOLDERS

9.8.1 Shareholders Participation at General Meetings

The Board regards the annual general meeting as the principal platform for open dialogue between the Shareholders and the Directors of the Company, whereby the Directors will be available to respond to queries raised during the annual general meeting. It also provides an opportunity for the investors to communicate their expectations and concerns over the business activities of the Group.

Notice of the annual general meeting and the Annual Report are sent out not less than 28 days prior to the date of the annual general meeting and it is also advertised in a local daily newspaper. Any item of the Special Business included in the Notice of the annual general meeting will be accompanied by a full explanation of the effects of the proposed resolution. Shareholders are given the opportunity to participate in the question-and-answer session on the proposed resolutions and the Group's operations. Separate resolutions are prepared for different transactions and the outcome of the resolutions voted upon will be declared by the Chairman during the annual general meeting and will be announced to Bursa Securities on the same day of the meeting.

9.8.2 Poll Voting

Pursuant to the Paragraph 8.29A(1) of the Main Market Listing Requirement of Bursa Securities, the Company is required to ensure that any resolution set out in the notice of any general meeting is voted by poll. All resolutions set out in the notice of AGM will be voted by way of poll.

9.8.3 Communications and Engagement with Shareholders

Shareholders' meetings are important events for the Board to meet the shareholders. The Chairman would allot sufficient time to encourage the shareholders, proxies and the corporate representatives to ask questions pertaining to the matters at the general meetings. The Senior Management and the External Auditors are present at the shareholders' meetings to answer any queries that the shareholders, proxies and corporate representatives may ask.

The Board recognises the importance of being transparent and accountable to the Company's shareholders and prospective investors.

To maintain a high level of transparency and to effectively address any issues or concerns, the Group has a dedicated electronic mail, i.e. admin1@mmmgroup.com.my to which stakeholders can direct their queries or concerns.

This Corporate Governance Overview Statement was approved by the Board of Directors on 21 July 2025.

10. STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

This Statement on Risk Management and Internal Control is made in accordance with paragraph 15.26(b) of Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa") and the Malaysian Code on Corporate Governance 2021 ("MCCG"), which requires Malaysian public listed companies to maintain a sound system of risk management and internal control to safeguard shareholders' investment and company's assets.

Board's Responsibility

The Board recognises and acknowledges that a sound risk management framework and internal control system play an important role in good corporate governance and efficient work processes.

The system of internal control covers not only financial controls but also non-financial controls relating to the operational management, compliance controls and risk management. The internal control system is designed to manage and mitigate the effects rather than to eliminate the risks. As such, the internal control system can only provide reasonable and not absolute assurance against material misstatement of management and financial information or against loss or fraud.

Management's Responsibility

Management is responsible for implementing the control systems and processes to identify, evaluate, monitor and report on risks arising from the pursuit of the Group's business objectives and action taken to minimise the risks.

Risk Management Framework

As an integral part of the system of risk management and internal control, there was an ongoing group-wide risk management process for identifying, evaluating and managing the significant risks that may affect the achievement of the Group's business objectives.

Risk management is firmly embedded in the Group's management systems, and its policy is reviewed annually to ensure it is relevant and adequate to manage the Group's risks, which continue to evolve along with the changing of the business environment. The Board strongly believes that prudent risk management is vital for business sustainability and the progressive enhancement of the shareholders' value.

It is the responsibility of key management, head of subsidiary companies and heads of departments to identify, evaluate and manage risks faced by the Group on an ongoing basis with defined parameters. The deliberation of risks and the related mitigating actions are carried out at regular management meetings of the Group. Significant risks are conveyed to the Board at the quarterly scheduled meetings.

Key Elements of Internal Controls

The key elements of the Group's internal control system are described below:

i. Clearly defined limits of authority, responsibility and accountability have been established through the relevant terms of reference and organisational structures to enhance the Group's ability to achieve its strategies and operational objectives;
ii. Internal policies and procedures as set out in the Group's Policies and Procedures covering various operational and management aspects are regularly updated to address operational deficiencies and changes of risks;
iii. The Audit and Risk Management Committee reviews the Group's financial performance and statements which are then reported to the Board;
iv. Management meetings are held regularly to identify, discuss and resolve strategic, operational, financial and key management issues; and
v. Sufficient physical safeguards over major assets are in place to protect the assets of the Group against calamities and / or theft that may result in material losses to the Group.

Internal Audit Function

The Internal Audit function established by the Board provides independent assurance on the effectiveness of the Group's internal control system and it reports to the Audit and Risk Management Committee of the Group on a quarterly basis or earlier, where appropriate.

It undertakes a regular and systematic review of the internal control system, risk management and governance processes to provide reasonable assurance that such system operates satisfactorily and effectively across the Group.

The Board has outsourced the Company's internal audit function. The internal Audit Findings of the risk review have been reported to the Audit and Risk Management Committee and subsequently presented to the Board of Directors for discussion and deliberation. Resolution plans and corrective actions with set timelines were agreed upon to mitigate the risks identified.

During the period under review, the Board engaged the internal auditor to assess the adequacy and effectiveness of procurement and payables operations. The scope of the review encompassed established policies and procedures governing purchasing planning, supplier evaluation, order management, purchasing and payment cycles, quality control, and the receiving of goods and services. The Internal Audit Report, which included audit observations and recommended corrective actions, was issued and presented to the Audit and Risk Management Committee. No significant control deficiencies were identified.

Assurance Mechanism

The Group's Internal Audit function is outsourced to ASAP Advisory PLT. The outsourced internal auditors are engaged primarily to assist the Board and the Audit and Risk Management Committee in providing independent assessment of the adequacy, efficiency and effectiveness of the Group's internal control systems. They report directly to the Audit and Risk Management Committee and Internal Audit Plans are tabled to the Audit and Risk Management Committee for review and approval to ensure adequate coverage.

The Internal Auditors table their findings of the business processes of the operating units to the Audit and Risk Management Committee at their scheduled meetings. In addition, the status of the implementation of corrective follow-up actions to address control weaknesses are monitored and reported by the Internal Auditors to ensure that these actions have been satisfactorily implemented.

The Audit and Risk Management Committee, on behalf of the Board, will review the adequacy and the integrity of the Group's system in place for risk management and internal control.

The Audit and Risk Management Committee Report in this Annual Report contains further information on the Committee's activities as well as that of the outsourced Internal Auditors.

Board's Commitment

The structure of controls and operations will be continuously and gradually improved to ensure they remain adequate and relevant to the Company and Group activities. The Board remains committed to sustain a sound system of risk management and internal control and will, when necessary, recommend actions to further improve and enhance them.

Review of the Statement by External Auditors

As required by Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed with Audit and Assurance Practice Guides (AAPG 3): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report, issued by the Malaysia Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

Conclusion

For the financial year under review and up to the date of issuance of the financial statements, the Board is satisfied with the adequacy and effectiveness of the Group's system of risk management and internal control to safeguard the interest of shareholders. No material losses, contingencies or uncertainties have arisen from any inadequacy or failure of the Group's system of internal control that would require separate disclosure in the Group's Annual Report. The Board has also received reasonable assurance from the Executive Director and the Financial Controller, who are primarily responsible for the financial management, that the Group's risk management process and internal control systems are operating adequately and effectively in all material aspects, based on the risk management process and internal controls systems of the Group.

This Statement was approved by the Board of Directors on 21 July 2025.

11. AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

11.1 Composition and Attendance

The members of the Audit and Risk Management Committee are as follows:

Name	Designation	Directorship
Oh Teik Keng	Chairman	Independent Non-Executive Director
Tan Choon Fuh	Member	Independent Non-Executive Director
Datuk Chiw Tiang Chai	Member	Non-Independent Non-Executive Director

The Audit and Risk Management Committee Members comprise majority of independent and non-executive directors except for Datuk Chiw Tiang Chai who is a non-independent non-executive director. The composition of the Audit and Risk Management Committee complied with the requirements as set out in Chapter 15.09 of the Main Market Listing Requirements.

The Board through the Nomination Committee assesses the terms of office and performance of the Audit and Risk Management Committee and each of its members to determine whether the Audit and Risk Management Committee and members have carried out their duties in accordance with their Terms of Reference on an annual basis.

The Terms of Reference of the Audit and Risk Management Committee can be viewed at the Company's website.

11.2 Authority

The Audit and Risk Management Committee shall, in accordance with a procedure to be determined by the Board and at the expense of the Company:

a) to have explicit authority to investigate any matter within its terms of reference;
b) to have the resources which are required to perform its duties;
c) to have full access to any information and employees of the Company and the Group which are required to perform its duties;
d) to have direct communication channels with internal and external auditors;
e) to obtain outside legal or independent professional advice in the performance of its duties at the cost of Company;
f) to invite outsiders with relevant experience to attend its meetings, if necessary; and
g) to be able to convene meetings with internal and external auditors or both, excluding the attendance of other Directors and employees of the Company, whichever deemed necessary.

11.3 Responsibilities and How the Committee Works

The Audit and Risk Management Committee shall review and report to the Board on the following key matters:

a) To review the audit plan, evaluation of the system of internal controls and audit report with the external auditor;
b) To review the assistance given by the employees of the company to the external auditors;
c) To consider the appointment, resignation and dismissal of external auditors, the audit fee;
d) To review and discuss the nature, scope and quality of external audit plan/ arrangements with the internal and external auditors before audit commences;
e) To review quarterly and annual financial statements of the Company and the Group before reporting to the Board on:
    i. Changes in or implementation of major accounting policy changes;
    ii. Significant matters highlighting financial reporting issues, significant judgments made by management, significant and unusual events or transactions, and how these matters are addressed; and
    iii. Compliance with accounting standards and other legal requirements.
f) To discuss problems and reservations arising from the interim and final audits, and any matter the auditors may wish to discuss (in the absence of management where necessary);
g) To review the external auditors' management letter and management's response;
h) To do the following, in relation to the internal audit function:
    i. Review the adequacy of the scope, functions and resources of the internal audit function, and that it has the necessary authority to carry out its work;
    ii. Review the internal audit program and results of the internal audit process and, where necessary, ensure that appropriate actions are taken on the recommendations of the internal audit function;
    iii. Review any appraisal or assessment of the performance of members of the internal audit function;
    iv. Approve any appointment or termination of senior staff members of the internal audit function; and
    v. Take cognizance of resignation of internal audit staff members and provide the resigning staff member an opportunity to submit his reasons for resigning.
i) To consider any related-party transactions and conflicts of interest situation that may arise within the Company or the Group including any transaction, procedure or conduct that raises questions of management integrity;
j) To consider the major findings of internal investigations and management's response;
k) To consider other topics as defined by the Board of Directors ("BOD"); and
l) To recommend the nomination of a person or persons as external auditors.

11.4 Meetings

There were five (5) meetings held during the financial period under review. The Audit and Risk Management Committee planned its meetings ahead and would obtain the consensus of the members before fixing the dates of the meetings to ensure the attendance of each member. The notice is served at least one week before each meeting and the meeting papers would be provided to each member. The Chairman of the Audit and Risk Management Committee would brief the Board at its meeting on the matters discussed during the Audit and Risk Management Committee's meeting held earlier. The update from the Audit and Risk Management Committee is a permanent agenda on the notice of the Board meeting

The details of attendance of each Committee Member are as follows:

Name	Designation	Attendance in FYE 2025
Oh Teik Keng	Chairman	5 / 5
Tan Choon Fuh	Member	5 / 5
Datuk Chiw Tiang Chai	Member	5 / 5

11.5 Summary of Activities during the Financial Period Under Review

The principal activities undertaken by the Audit and Risk Management Committee during the financial period are summarised as follows:

a) Reviewed the unaudited quarterly financial results prior to submission to the Board for consideration and approval for the announcement to be released.

b) Reviewed the annual audited financial statements, Directors' and Auditors' Reports and other significant accounting issues arising from the audit of the FYE 2025.

c) Reviewed the Corporate Governance Statement, Audit and Risk Management Committee Report and Statement on Risk Management and Internal Control prior to submission to the Board for approval and inclusion in the Annual Report for FYE 2025.

11.6 Internal Audit Function

The current Board has outsourced the Internal Audit Function to ASAP Advisory PLT. During the financial year under review, the Internal Audit has conducted internal audit on the following areas:

a) Review and assess the implementation status of the Group's compliance with the Malaysia Code of Corporate Governance and its adoption by the Group; and

b) Internal audit review of functional areas and process flow of finance and accounts.

This Audit and Risk Management Committee Report was approved by the Board of Directors on 21 July 2025.

This Audit and Risk Management Committee Report was approved by the Board of Directors on 21 July 2025.

12. ADDITIONAL COMPLIANCE INFORMATION

1. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

There were no proceeds raised from corporate proposals during the financial year.

2. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees of the external auditors for the financial year ended 31 March 2025 were as follows:

	Company RM	Group RM
Audit fees	115,000	185,000
Non-audit fees	10,000	10,000
Total	**125,000**	**195,000**

3. MATERIAL CONTRACTS

Other than those disclosed in the financial statements and the recurrent related party transaction section in this Annual Report, there were no material contracts entered into by the Group involving the interest of Directors, Chief Executive Officers and major shareholders either still subsisting at the end of the financial year ended 31 March 2025 or entered into since the end of the previous financial year.

4. RECURRENT RELATED PARTY TRANSACTIONS

Details of transactions with related parties undertaken by the Group during the financial year ended 31 March 2025 are disclosed in the notes to the financial statements.

The Company proposes to seek approval of its shareholders for the renewal of mandate for recurrent related party transactions and the proposed new shareholders' mandate for additional recurrent related party transactions of a revenue and trading nature which is in the ordinary course of business at the forthcoming Annual General Meeting of the Company.

MMM GROUP BERHAD

(Incorporated in Malaysia)

REPORTS AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

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MMM GROUP BERHAD
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CORPORATE INFORMATION

BOARD OF DIRECTORS	:	Dato Rosni Binti Zahari Tan Chia Hong @ Gan Chia Hong Chen Jui-Liang Datuk Chiw Tiang Chai Tan Choon Fuh Oh Teik Keng
COMPANY SECRETARIES	:	Shereen Ch'ng Mei Lian (SSM Practising Certificate No.: 202208000226) (MAICSA 7065052) Tiew Sze Hann (SSM Practising Certificate No.: 201908000034) (MAICSA 7058007)
REGISTERED OFFICE	:	Lot 306, 3rd Floor, Tower 2, Faber Towers, Jalan Desa Bahagia, Taman Desa, 58100 Kuala Lumpur.
PRINCIPAL PLACE OF BUSINESS	:	Unit 15-2, Level 15, Menara Choy Fook On, 1B, Jalan Yong Shook Lin, Seksyen 7, 46050 Petaling Jaya, Selangor Darul Ehsan.
AUDITORS	:	PKF PLT 202206000012 (LLP0030836-LCA) & (AF0911) Chartered Accountants
PRINCIPAL BANKER	:	Public Bank Berhad

Registration No.: 200801011849 (813137-V)

MMM GROUP BERHAD
(Incorporated in Malaysia)

DIRECTORS' REPORT

The Directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 March 2025.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding.

The information on the name, place of incorporation, principal activities and percentage of issued and paid-up share capital held by the holding company in each subsidiary are as disclosed in Note 8 to the financial statements.

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

FINANCIAL RESULTS

	Group RM	Company RM
Loss for the financial year	615,212	1,314,941
Attributable to:		
- Owners of the Company	615,212	1,314,941

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 other than those as disclosed in the notes to the financial statements.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provision during the financial year except as disclosed in the financial statements.

DIVIDENDS

No dividend has been paid or declared since the end of the previous financial year. The Directors do not recommend that a dividend to be paid in respect of the current financial year.

SHARES AND DEBENTURES

There were no changes in the issued and paid up capital of the Company during the financial year.

There were no debentures issued during the financial year.

DIRECTORS' REPORT (continued)

OPTIONS GRANTED OVER UNISSUED SHARES

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

DIRECTORS

The names of the Directors of the Company in office since the beginning of the current financial year to the date of this report are:

Dato Rosni Binti Zahari
Tan Chia Hong @ Gan Chia Hong*
Chen Jui-Liang*
Oh Teik Keng
Datuk Chiw Tiang Chai
Tan Choon Fuh

* These Directors are also the Directors of the Company's subsidiaries.

Other than as stated above, the names of the Directors of the subsidiaries of the Company in office since the beginning of the current financial year to the date of this report are:

Chan Voon Jhin
Chin How Sam

DIRECTORS' INTERESTS

According to the register of the Directors' shareholdings, the interest of Directors who held office at the end of the financial year in shares in the Company or its related corporations during the financial year are as follows:-

	Number of ordinary shares			
Shareholdings in the Company	**As at 1 April 2024**	**Acquired**	**Sold**	**As at 31 March 2025**
Direct interest				
Oh Teik Keng	700,000	300,000	-	1,000,000
Indirect interest				
Datuk Chiw Tiang Chai#^	56,180,500	-	-	56,180,500
Chen Jui-Liang~	38,953,900	-	-	38,953,900
Tan Chia Hong @ Gan Chia Hong~^#	58,932,500	-	-	58,932,500

DIRECTORS' REPORT (continued)

DIRECTORS' INTERESTS (continued)

~ Deemed interested by virtue of his shareholdings in Grand Portfolio Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

^ Deemed interested by virtue of his shareholdings in Wise Net Resources Holding (M) Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

Deemed interested by virtue of his immediate family members' shareholdings in the Company.

Other than disclosed above, the other Directors in office at the end of the financial year did not have any interest in the shares of the Company or its related corporations during the financial year.

DIRECTORS' REMUNERATION

The details of the Directors' remuneration paid or payable to the Directors of the Company during the financial year are as follows:

	Group RM	**Company RM**
Executive Directors:		
Salaries	144,000	144,000
Benefits-in-kind	16,000	16,000
Defined contribution plans	9,600	9,600
Social security contributions	693	693
Employment insurance system	79	79
	170,372	170,372
Non-Executive Directors:		
Fees	96,000	96,000
Total	266,372	266,372

INDEMNITY AND INSURANCE COSTS

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been the director, officer or auditor of the Company.

DIRECTORS' BENEFITS

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, none of the Directors of the Company has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of remuneration received or due and receivable by the Directors shown in the financial statements or the fixed salary of a full-time employee of the Company as shown in Note 24 to the financial statements) 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 STATUTORY INFORMATION

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 have satisfied themselves that no known bad debts had been written off and that adequate provision had been made for doubtful debts; and

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

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

(i) which would render it necessary to write off any bad debts or the amount of the provision for doubtful debts inadequate to any substantial extent; or

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

(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; or

(iv) 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 (continued)

OTHER STATUTORY INFORMATION (continued)

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

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

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

No contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve months after the end of the financial period which, in the opinion of the Directors, will or may substantially affect the ability of the Group and of the Company to meet its obligations as and when they fall due.

In the opinion of the Directors, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial period and the date of this report which is likely to affect substantially the results of operations of the Group and of the Company for the financial year in which this report is made.

SIGNIFICANT EVENTS DURING AND SUBSEQUENT TO THE FINANCIAL YEAR

The significant events during and subsequent to the financial year are disclosed in Note 32 to the financial statements.

DIRECTORS' REPORT (continued)

AUDITORS

The auditors, PKF PLT, Chartered Accountants, have indicated their willingness to continue in office.

Auditors' remuneration of the Company for the financial year ended 31 March 2025 are as follows:

	Group RM	Company RM
Statutory audit	185,000	115,000
Non-statutory audit	10,000	10,000
	195,000	125,000

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 31 July 2025.

TAN CHIA HONG @ GAN CHIA HONG
Director

CHEN JUI-LIANG
Director

Registration No.: 200801011849 (813137-V)

MMM GROUP BERHAD
(Incorporated in Malaysia)

STATEMENT BY DIRECTORS

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

We, TAN CHIA HONG @ GAN CHIA HONG and CHEN JUI-LIANG, being two of the Directors of MMM GROUP BERHAD, do hereby state that, in the opinion of the Directors, the accompanying financial statements as set out on pages 86 to 167 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 31 July 2025.

TAN CHIA HONG @ GAN CHIA HONG
Director

CHEN JUI-LIANG
Director

STATUTORY DECLARATION

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

I, TAN CHIA HONG @ GAN CHIA HONG, being the Director primarily responsible for the accounting records and financial management of MMM GROUP BERHAD, do solemnly and sincerely declare that the accompanying financial statements set out on pages 86 to 167 are in my opinion 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)
TAN CHIA HONG @ GAN CHIA HONG)
at Kuala Lumpur)
on 31 July 2025)

TAN CHIA HONG @ GAN CHIA HONG

Before me,

SHI'ARATUL AKMAR BINTI SAHARI
No. PJS: W788
Commissioner for Oath

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MMM GROUP BERHAD
Registration No.: 200801011849 (813137-V)
(Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of MMM Group Berhad, which comprise the statements of financial position as at 31 March 2025 of the Group and of the Company, and the statement 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 a summary of material accounting policies, as set out on pages 86 to 167.

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 March 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, 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. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

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' *Code of Ethics for Professional Accountants* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material Uncertainty Related to Going Concern

We draw attention to Note 2.2 to the financial statements, which discloses that the Group and the Company incurred a net loss of RM615,212 and RM1,314,941 respectively and a negative operating cash flows of RM3,046,823 and RM508,221 respectively during the financial year ended 31 March 2025 and as of that date, the Company's current liabilities exceeded its current assets by RM1,757,360.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MMM GROUP BERHAD
Registration No.: (200801011849 (813137-V))
(Incorporated in Malaysia)

(continued)

Material Uncertainty Related to Going Concern (continued)

In addition, as disclosed in Note 32.1 to the financial statements, on 25 October 2019, the Company announced that it became an Affected Listed Issuer pursuant to Practice Note 17 ("PN 17") of the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") for the Main Market ("MMLR").

On 30 July 2025, the Company had received a suspension and de-listing notice from Bursa Securities. Bursa Securities had rejected the Company's Proposed Regularisation Plan, in circumstances and pursuant to paragraph 8.04(5) of the MMLR:

1. the trading in the securities of the Company will be suspended with effect from 7 August 2025; and

2. the securities of the Company will be de-listed on 4 September 2025 unless an appeal against the rejection of the proposed regularisation plan and de-listing is submitted to Bursa Securities on or before 29 August 2025 ("the Appeal Timeframe"). Any appeal submitted after the Appeal Timeframe will not be considered by Bursa Securities.

These conditions indicate that material uncertainties exist which may cast significant doubt about the Group's and the Company's ability to continue as a going concern. The appropriateness of preparing the financial statements to continue as a going concern is dependent on the factors as disclosed in Note 2.2 to the financial statements.

Our opinion is not modified in respect of this matter.

Key Audit Matters

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

Recognition and measurement of financial assets at fair value through profit or loss

Refer to Notes 3.5.2, 4.8 and 9 to the financial statements.

As at 31 March 2025, included in financial assets at fair value through profit or loss of the Group is carrying amount of RM9,005,233. This represents the fair value of the financial assets amounted to RM6,750,000 pursuant to collaboration arrangements with a third party for financing the construction cost for identified gantries.

Key Audit Matters (continued)

Recognition and measurement of financial assets at fair value through profit or loss (continued)

Due to the significance of the financial assets at fair value through profit or loss which represent 40% of the total assets of the Group, the application of measurement techniques which often involve judgement and the related estimation uncertainty, this is considered a key audit risk.

Management has assessed the appropriateness of the recognition, measurement and recoverability of the financial assets at fair value through profit or loss.

Our audit procedures included:

- obtained and reviewed the collaboration agreements and enquired management to understand the accounting treatment of this transaction is in line with the accounting standards;
- tested accounting estimates and significant judgements used surrounding its fair value computation and check for mathematical accuracy;
- performed sensitivity analysis to stress test the key assumptions used by management in the fair value computation;
- performed physical sighting of the gantries; and
- reviewed appropriateness of the disclosures in the financial statements.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF MMM GROUP BERHAD
Registration No.: (200801011849 (813137-V))
(Incorporated in Malaysia)

(continued)

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standardss and the requirements of the Companies Act, 2016 in Malaysia. The Directors are also responsible for such internal controls as the Directors determine is necessary to enable the preparation of the financial statements of the Group and of the Company that are free from material misstatements, 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 Company's ability to continue as going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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 International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

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

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

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

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance 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, related safeguards.

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

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 outweigh the public interest benefits of such communication.

Other Matters

1. 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.

2. The comparative figures were audited by another firm of chartered accountants who expressed an unmodified opinion on those statements on 9 July 2024.

PKF PLT
202206000012 (LLP0030836-LCA) & AF0911
CHARTERED ACCOUNTANTS

SHARINAH BINTI MOHAMED IQBAL
03285/10/2026 J
CHARTERED ACCOUNTANT

Kuala Lumpur

31 July 2025

Registration No.: 200801011849 (813137-V)

MMM GROUP BERHAD
(Incorporated in Malaysia)

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
NON-CURRENT ASSETS					
Property, plant and equipment	5	2,426,661	2,798,111	23,340	26,977
Right-of-use assets	6.1	1,351,228	760,061	825,661	760,061
Intangible assets	7	-	-	-	-
Investment in subsidiaries	8	-	-	6,720,011	6,620,010
Financial assets at fair value through profit or loss	9	9,005,233	10,141,031	-	-
		12,783,122	13,699,203	7,569,012	7,407,048
CURRENT ASSETS					
Trade receivables	10	2,605,101	1,113,842	-	-
Other receivables	11	6,463,804	2,078,281	1,841,254	1,411,455
Amount due from subsidiaries	12	-	-	811,674	659,757
Tax recoverable		79,730	654,854	78,678	97,938
Cash and bank balances		587,787	331,240	4,152	77,698
		9,736,422	4,178,217	2,735,758	2,246,848
TOTAL ASSETS		22,519,544	17,877,420	10,304,770	9,653,896

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2025 (continued)

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	13	33,196,096	33,196,096	33,196,096	33,196,096
Redeemable convertible preference shares	14	400,000	-	-	-
Accumulated losses		(20,858,212)	(20,243,000)	(27,710,068)	(26,395,127)
Total equity attributable to owners of the Company		12,737,884	12,953,096	5,486,028	6,800,969
Non-controlling interest		26,855	26,855	-	-
TOTAL EQUITY		12,764,739	12,979,951	5,486,028	6,800,969
NON-CURRENT LIABILITIES					
Lease liabilities	6.2	638,790	350,314	325,624	350,314
Deferred taxation	15	462,447	424,358	-	-
Borrowings	16	3,000,000	-	-	-
		4,101,237	774,672	325,624	350,314
CURRENT LIABILITIES					
Trade payables	17	380,900	803,279	-	-
Other payables	18	4,529,507	2,869,937	2,860,578	1,945,428
Amount due to subsidiaries	12	-	-	1,110,617	107,604
Lease liabilities	6.2	743,161	449,581	521,923	449,581
		5,653,568	4,122,797	4,493,118	2,502,613
TOTAL LIABILITIES		9,754,805	4,897,469	4,818,742	2,852,927
TOTAL EQUITY AND LIABILITIES		22,519,544	17,877,420	10,304,770	9,653,896

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Registration No.: 200801011849 (813137-V)

MMM GROUP BERHAD
(Incorporated in Malaysia)

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

		Group		Company	
		2025	**2024**	**2025**	**2024**
	Note	**RM**	**RM**	**RM**	**RM**
Revenue	19	7,965,012	7,413,897	1,200,000	3,510,000
Cost of sales		(4,482,955)	(5,046,469)	-	-
GROSS PROFIT		3,482,057	2,367,428	1,200,000	3,510,000
Other operating income		1,392,640	1,796,354	-	-
Administrative expenses		(4,460,701)	(4,410,465)	(2,440,407)	(2,119,227)
PROFIT/(LOSS) FROM OPERATIONS		413,996	(246,683)	(1,240,407)	1,390,773
Finance costs	20	(393,069)	(62,916)	(42,060)	(62,916)
PROFIT/(LOSS) BEFORE TAXATION	21	20,927	(309,599)	(1,282,467)	1,327,857
Taxation	22	(636,139)	518,918	(32,474)	69,473
(LOSS)/PROFIT, REPRESENTING TOTAL COMPREHENSIVE (LOSS)/ INCOME FOR THE FINANCIAL YEAR		(615,212)	209,319	(1,314,941)	1,397,330
TOTAL COMPREHENSIVE (LOSS)/ INCOME ATTRIBUTABLE TO:					
Owners of the company		(615,212)	211,360	(1,314,941)	1,397,330
Non-controlling interest		-	(2,041)	-	-
		(615,212)	209,319	(1,314,941)	1,397,330
Basic (loss)/earnings per share attributable to owners of the company (sen)	25	(0.20)	0.07		
Diluted (loss)/earnings per share attributable to owners of the company (sen)	25	(0.20)	0.07		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

MMM GROUP BERHAD
(Incorporated in Malaysia)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

		Attributable to owners of the Company					
				Non-distributable			
Group	**Note**	**Share capital RM**	**Redeemable convertible preference shares RM**	**Accumulated losses RM**	**Total RM**	**Non-controlling interest RM**	**Total equity RM**
Balance as at 1 April 2023		33,196,096	-	(20,454,360)	12,741,736	28,896	12,770,632
Total comprehensive income/(loss) for the financial year		-	-	211,360	211,360	(2,041)	209,319
Balance as at 31 March 2024		33,196,096	-	(20,243,000)	12,953,096	26,855	12,979,951
Issuance of shares	14	-	400,000	-	400,000	-	400,000
Total comprehensive loss for the financial year		-	-	(615,212)	(615,212)	-	(615,212)
Balance as at 31 March 2025		33,196,096	400,000	(20,858,212)	12,737,884	26,855	12,764,739

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

Company	Share capital RM	Accumulated losses RM	Total RM
Balance as at 1 April 2023	33,196,096	(27,792,457)	5,403,639
Total comprehensive income for the financial year	-	1,397,330	1,397,330
Balance as at 31 March 2024	33,196,096	(26,395,127)	6,800,969
Total comprehensive loss for the financial year	-	(1,314,941)	(1,314,941)
Balance as at 31 March 2025	33,196,096	(27,710,068)	5,486,028

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Registration No.: 200801011849 (813137-V)

MMM GROUP BERHAD
(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

	Note	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit/(Loss) before taxation		20,927	(309,599)	(1,282,467)	1,327,857
Adjustments for:					
Depreciation of property, plant and equipment	5	380,335	376,437	3,637	3,637
Depreciation of right-of-use assets	6.1	648,634	503,422	498,472	503,422
Finance costs	20	393,069	62,916	42,060	62,916
Fair value gain on financial assets at fair value through profit or loss		(521,111)	(1,391,529)	-	-
Impairment loss on trade receivables	10	28,396	-	-	-
Property, plant and equipment written off		-	4,112	-	-
Share of revenue from other investments		(873,106)	(413,870)	-	-
Write off of investment		-	-	-	1
Operating profit/(loss) before working capital changes		77,144	(1,168,111)	(738,298)	1,897,833
(Increase)/Decrease in receivables		(3,445,163)	652,560	(429,799)	(89,267)
Increase in payables		737,191	2,079,497	715,150	693,441
Cash (used in)/generated from operations		(2,630,828)	1,563,946	(452,947)	2,502,007
Income tax paid		(22,926)	(442,653)	(13,214)	-
Interest paid	20	(393,069)	(62,916)	(42,060)	(62,916)
Net cash (used in)/from operating activities		(3,046,823)	1,058,377	(508,221)	2,439,091

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025 (continued)

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	5	(8,885)	(32,435)	-	-
Investment in subsidiaries	8	-	-	(100,001)	(199,980)
Addition in financial assets at fair value through profit or loss		-	(1,250,000)	-	-
Amount received from financial assets at fair value through profit or loss		70,000	819,462	-	-
Net cash from/(used in) investing activities		61,115	(462,973)	(100,001)	(199,980)
CASH FLOWS FROM FINANCING ACTIVITIES					
Advance from/(to) subsidiaries		-	-	851,096	(1,783,280)
Advance from shareholders		500,000	58,039	200,000	58,039
Proceeds from issuance of shares	14	400,000	-	-	-
Drawdown of borrowings		3,000,000	-	-	-
Repayment of lease liabilities	6.2	(657,745)	(495,564)	(516,420)	(495,564)
Net cash from/(used in) financing activities		3,242,255	(437,525)	534,676	(2,220,805)
Net increase/(decrease) in cash and cash equivalents		256,547	157,879	(73,546)	18,306
Cash and cash equivalents as at beginning of the financial year		331,240	173,361	77,698	59,392
Cash and cash equivalents as at end of the financial year		587,787	331,240	4,152	77,698
Cash and cash equivalents comprise of:					
Cash and bank balances		587,787	331,240	4,152	77,698

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025 (continued)

Reconciliation of movement of liabilities to cash flows arising from financing activities:

Group

	At 1 April 2024 RM	Net changes from financing activities RM	Drawdown of lease liabilities RM	Other changes RM	At 31 March 2025 RM
Borrowings	-	3,000,000	-	-	3,000,000
Lease liabilities	799,895	(657,745)	1,239,801	-	1,381,951

	At 1 April 2023 RM	Net changes from financing activities RM	Drawdown of lease liabilities RM	Other changes RM	At 31 March 2024 RM
Lease liabilities	1,295,459	(495,564)	-	-	799,895

Company

	At 1 April 2024 RM	Net changes from financing activities RM	Drawdown of lease liabilities RM	Other changes RM	At 31 March 2025 RM
Lease liabilities	799,895	(516,420)	564,072	-	847,547

	At 1 April 2023 RM	Net changes from financing activities RM	Drawdown of lease liabilities RM	Other changes RM	At 31 March 2024 RM
Lease liabilities	1,295,459	(495,564)	-	-	799,895

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

1. GENERAL INFORMATION

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

The Company's registered office is located at Lot 306, 3rd Floor, Tower 2, Faber Towers, Jalan Desa Bahagia, Taman Desa, 58100 Kuala Lumpur.

The principal place of business of the Company is located at Unit 15-2, Level 15, Menara Choy Fook On, 1B, Jalan Yong Shook Lin, Seksyen 7, 46050 Petaling Jaya, Selangor Darul Ehsan.

The consolidated financial statements of the Company as at and for the financial year ended 31 March 2025 comprise the Company and its subsidiaries (together referred to as the “Group”). The financial statements of the Company as at and for the financial year ended 31 March 2025 do not include other entities.

The principal activity of the Company is investment holding.

The information on the name, place of incorporation, principal activities and percentage of issued and paid-up share capital held by the holding company in each subsidiary are as disclosed in Note 8 to the financial statements.

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

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 31 July 2025.

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS

2.1 Statement of compliance

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

The accounting policies adopted by the Group and the Company are consistent with those adopted in the previous year.

2.2 Going concern

The Group and the Company incurred a net loss of RM615,212 and RM1,314,941 respectively and a negative operating cash flow of RM3,046,823 and RM508,221 respectively during the financial year ended 31 March 2025 and as of that date, the Company’s current liabilities exceeded its current assets by RM1,757,360.

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS (continued)

2.2 Going concern (continued)

As disclosed in Note 32.1 to the financial statements, on 25 October 2019, the Company announced that it became an Affected Listed Issuer pursuant to Practice Note 17 (“PN 17”) of the Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) for the Main Market ("MMLR").

On 30 July 2025, the Company had received a suspension and de-listing notice from Bursa Securities. Bursa Securities had rejected the Company’s Proposed Regularisation Plan. In circumstances and pursuant to paragraph 8.04(5) of the MMLR:

(a) the trading in the securities of the Company will be suspended with effect from 7 August 2025; and

(b) the securities of the Company will be de-listed on 4 September 2025 unless an appeal against the rejection of the proposed regularisation plan and de-listing is submitted to Bursa Securities on or before 29 August 2025 (“the Appeal Timeframe”). Any appeal submitted after the Appeal Timeframe will not be considered by Bursa Securities.

These conditions indicate that material uncertainties exist which may cast significant doubt about the Group’s and the Company’s ability to continue as a going concern.

The appropriateness of preparing the financial statements to continue as a going concern is dependent on the following:

(a) Improving in the Group's and the Company's profitability and cash flows from their future operations; and

(b) Successful appeal to Bursa Securities on the rejection of the proposed regularisation plan and de-listing from Bursa Securities.

The Group's and the Company's management have made an assessment of its ability to continue as a going concern and is satisfied that it has the resources to continue in business for the foreseeable future. Accordingly, the Board of Directors is of the opinion that the going concern basis used in the preparation of the financial statements continues to remain appropriate.

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS (continued)

2.3 Adoption of Amendments to MFRSs and Annual Improvements

On 1 April 2024, the Group and the Company have adopted the following amendments which are mandatory for annual periods beginning on or after 1 January 2024:

Description
- Amendments to MFRS 16, *Leases* : Lease Liability in a Sale and Leaseback
- Amendments to MFRS 101, *Presentation of Financial Statements* : Non-current Liabilities with Covenants
- Amendments to MFRS 7, *Financial Instruments* and MFRS 107, *Statement of Cash Flows* : Disclosures - Supplier Finance Arrangements

The adoption of the amended MFRS above have no material impact on the financial statements of the Group and of the Company.

2.4 Standards issued but not yet effective

The Group and the Company have not adopted the standards that have been issued but not yet effective. The Directors expect that the adoption of these standards will have no material impact on the financial statements of the Group and of the Company in the period of initial application.

2.5 Basis of measurement

The financial statements of the Group and of the Company have been prepared on the historical cost basis except as disclosed in the financial statements.

2.6 Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Group’s and the Company’s functional currency. All financial information are presented in RM, unless otherwise stated.

3. MATERIAL ACCOUNTING POLICIES

3.1 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 March 2025.

The financial statements of the Company's subsidiaries are prepared for the same reporting date as the Company, using consistent accounting policies to like transactions and events in similar circumstances.

(a) Subsidiaries and business combination

Subsidiaries are entities over which the Group has control. The Group controls an entity when the Group has power over the entity, has exposure to or rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Company has such power over another entity.

In the Company's separate financial statements, investments in subsidiaries are stated at cost less impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 3.4 below. On disposal of such investments, the difference between the net disposal proceeds and their carrying amounts is recognised in profit or loss.

Subsidiaries are consolidated using the acquisition method of accounting. Under the acquisition method of accounting, subsidiaries are fully consolidated from the date on which control is transferred to the Group and de-consolidated from the date that control ceases. The consideration is measured at the fair value of the assets given, equity instruments issued and liabilities incurred at the date of exchange.

All business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at fair value on the date of acquisition and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquirer's identifiable net assets at the acquisition date. Acquisition-related costs are expensed as incurred and included in administrative expenses.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.1 Basis of consolidation (continued)

(a) Subsidiaries and business combination (continued)

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, any previously held equity interest is remeasured at fair value on the date of acquisition and any resulting gain or loss is recognised in profit or loss or OCI.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 Financial Instruments, is measured at fair value with changes in fair value recognised in either profit or loss or as a change to OCI. If the contingent consideration is not within the scope of MFRS 9, it is measured in accordance with the appropriate MFRS. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units. The policy for the recognition and measurement of impairment losses is in accordance with Note 3.4.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.1 Basis of consolidation (continued)

(a) Subsidiaries and business combination (continued)

Where goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

A change in the ownership interest of a subsidiary, without loss of control, is accounted for as an equity transaction. If the Group losses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts;
- Derecognises the carrying amount of any non-controlling interest in the former subsidiary;
- Derecognises the cumulative foreign exchange translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained in the former subsidiary;
- Recognises any surplus or deficit in the profit or loss; and
- Reclassifies the parent’s share of components previously recognised in other comprehensive income ("OCI") to profit or loss or retained earnings, if required in accordance with other MFRSs.

All of the above will be accounted for from the date when control is lost.

(b) Non-controlling interest

Non-controlling interests (“NCI”) represent the portion of profit or loss and net assets in subsidiaries not owned, directly and indirectly by the Company. NCI are presented separately in the consolidated statements of profit or loss and other comprehensive income and within equity in the consolidated statement of financial position, but separate from parent shareholders’ equity. Total comprehensive income is allocated against the interest of NCI, even if this results in a deficit balance. Changes in the Company owners’ ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the parent.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.1 Basis of consolidation (continued)

(c) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated in preparing the consolidated financial statements.

3.2 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs that are directly attributable to the acquisition, construction, or production of a qualifying asset.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance costs are charged to the profit or loss during the financial year in which they are incurred.

When an asset's carrying amount is increased as a result of a revaluation, the increase is recognised in other comprehensive income as a revaluation surplus reserve. When the asset's carrying amount is decreased as a result of a revaluation, the decrease is recognised in profit or loss. However, the decrease is recognised in other comprehensive income to the extent of any credit balance existing in the revaluation surplus reserve of that asset.

Depreciation on the property, plant and equipment are calculated so as to write off the cost or valuation of the assets to their residual values on a straight line basis over the expected useful lives of the assets, summarised as follows:

Assets	Depreciation rate
Computer and software	10%
Display and monitor	10%
Furniture and fittings	20%
Office equipment	20%
Renovation	10%
Motor vehicles	20%

Depreciation of an asset begins when it is ready for its intended use.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.2 Property, plant and equipment (continued)

Residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each reporting date.

At each reporting date, the Group and the Company assess whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 3.4 on impairment of non-financial assets.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposals are determined by comparing proceeds with carrying amounts and are included in the profit or loss. On disposal of revalued assets, amounts in the revaluation reserve relating to those assets are transferred to retained earnings.

3.3 Leases

At inception of a contract, the Group and the Company assess whether a contract is, or contains, a lease based on whether the contract conveys to the user the right to control the use of an identified asset for a period of time in exchange for consideration. If a contract contains more than one lease component, or a combination of leasing and servicing elements, the consideration is allocated to each of the lease and non-lease components and on each subsequent re-measurement of the contract on the basis of their relative stand-alone selling prices. For a contract that is, or contains, a lease, an entity shall account for each lease component within the contract as a lease separately from non-lease components of the contract.

3.3.1 The Group and the Company as a lessee

Right-of-use assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Assets	Duration
Buildings	3 years
Billboards	3 years

3. MATERIAL ACCOUNTING POLICIES (continued)

3.3 Leases (continued)

3.3.1 The Group and the Company as a lessee (continued)

Right-of-use assets (continued)

If ownership of the leased asset transfers to the Group and the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease Liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company and payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group and the Company use their incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group and the Company elected to apply exemption to those short term leases in which the lease term is 12 months or less from the commencement date and without purchase option. Besides, exemption is also applied for the lease of low value assets. The lease payments incurred on the exempted leases are recognised as expenses on a straight-line basis over the lease term.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.3 Leases (continued)

3.3.1 The Group and the Company as a lessee (continued)

Lease Liabilities (continued)

Lease term

The lease term includes non-cancellable period of a lease together with periods covered by:

a) an option to extend if the Group and the Company are reasonably certain to exercise the option.

b) an option to terminate if the Group and the Company are reasonably certain not to exercise the option.

Under some of the leases, the Group and the Company are offered with the option to extend the lease term for additional one year. The Group and the Company apply judgement in considering all relevant facts and circumstances that create an economic incentive to exercise the extension option or not to exercise the termination option, to evaluate whether it is reasonably certain that the option will be exercised. After the commencement date, the Group and the Company reassess the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise the option to renew or not to terminate.

3.4 Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

For goodwill, property, plant and equipment that are not yet available for use, the recoverable amount is estimated at each financial year end or more frequently when indicators of impairment are identified.

An asset's recoverable amount is the higher of its fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")).

3. MATERIAL ACCOUNTING POLICIES (continued)

3.4 Impairment of non-financial assets (continued)

In assessing value in use, the estimated future cash flows expected to be generated by the assets are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only when there has been a change in the estimates used to determine the assets recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of that asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase. Impairment loss on goodwill is not reversed in a subsequent year.

3.5 Financial assets

(i) Classification

Financial assets are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument.

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost and fair value through profit or loss ("FVTPL").

3. MATERIAL ACCOUNTING POLICIES (continued)

3.5 Financial assets (continued)

(ii) Initial recognition and measurement

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient are measured at the transaction price determined under MFRS 15.

The Group's and the Company's business model for managing financial assets refer to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

(iii) Subsequent measurement

For the purpose of subsequent measurement under MFRS 9, financial assets are classified as follows:

3.5.1 Financial assets at amortised cost

Financial assets shall be measured at amortised cost if both of the following conditions are met:

(a) the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

(b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.5 Financial assets (continued)

(iii) Subsequent measurement (continued)

3.5.1 Financial assets at amortised cost (continued)

Financial assets at amortised cost are subsequently measured using the Effective Interest Rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost includes trade receivables, other receivables, amount due from subsidiaries and cash and bank balances.

3.5.2 Financial assets at FVTPL

Financial assets at FVTPL include financial assets held for trading, financial assets designated upon initial recognition at FVTPL, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at FVTPL, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at FVOCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes derivative instruments and listed equity investments which had not irrevocably elected to classify at FVOCI. Dividends on listed equity investments are also recognised as other income in the statement of profit or loss when the right of payment has been established.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.5 Financial assets (continued)

(iii) Subsequent measurement (continued)

3.5.2 Financial assets at FVTPL (continued)

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if:

(a) the economic characteristics and risks are not closely related to the host;

(b) a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and

(c) hybrid contract is not measured at fair value through profit or loss.

Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

(iv) Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (such as removed from the statements of financial position) when:

(a) the rights to receive cash flows from the asset have expired; or

(b) the Group and the Company have transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement; and either (a) the Group and the Company have transferred substantially all the risks and rewards of the asset, or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control of the asset.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.5 Financial assets (continued)

(iv) Derecognition (continued)

On derecognition of a financial asset, the difference between the carrying amount of the financial asset and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group and the Company currently have a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, the entity shall not offset the transferred asset and the associated liability.

3.6 Impairment of financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECL") for all financial assets measured at amortised cost, debt instruments measured at fair value through other comprehensive income, contract assets and lease receivables. ECL are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate.

The Group and the Company measure loss allowance at an amount equal to lifetime ECL, except for debt securities that are determined to have low credit risk at the reporting date, cash and bank balances and other debt securities for which credit risk has not increased significantly since initial recognition, which are measured at 12-month ECL. For trade receivables, contract assets and lease receivables, loss allowance are measured based on lifetime ECL at each reporting date. The Group and the Company estimate the ECL on trade receivables using a provision matrix with reference to historical credit loss experience, adjusted for forward looking factor specific to the debtors and the economic environment.

Lifetime expected credit losses are the ECL that result from all possible default events over the expected life of the asset, while the 12-month ECL are the portion of the ECL that result from default events that are possible within the 12 months after the reporting date.

In determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.6 Impairment of financial assets (continued)

An impairment loss in respect of the financial assets measured at amortised cost and debt investments measured at fair value through other comprehensive income are recognised in profit or loss. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows of the financial asset.

At each reporting date, the Group and the Company assess whether the financial assets carried at amortised cost and debt securities carried at fair value through other comprehensive income are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

(a) Simplified approach for trade receivables

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

Significant increase in credit risk

The Group considers the probability of default upon initial recognition of the asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. The assessment considers available, reasonable and supportable forward-looking information such as:

- internal credit rating/assessment;
- external credit rating (as far as available);
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- actual or expected significant changes in the operating results of the debtor (where available);
- significant increases in credit risk on other financial instruments of the same debtor;
- significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements and;
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtor in the Group and changes in the operating results of the debtor.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.6 Impairment of financial assets (continued)

(a) Simplified approach for trade receivables (continued)

The Group considers a receivable as credit impaired when one or more events that have a detrimental impact on the estimated cash flow have occurred. These instances include adverse changes in the financial capability of the debtor and default or significant delay in payments. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off to profit or loss when there is no reasonable expectation of recovering the contractual cash flows.

Grouping of instruments for ECL measured on collective basis

Collective assessment

To measure ECL, trade receivables are grouped into categories. The categories are differentiated by the different business risks and are subject to different credit assessments. Contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group considers the expected loss rates for trade receivables as a reasonable approximation of the loss rates for contract assets with similar risk characteristics.

Individual assessment

Trade receivables which are in default or credit-impaired are assessed individually.

Note 10 set out the measurement details of ECL.

(b) General 3-stages approach for amount due from subsidiaries

At each reporting date, the Group and the Company measure ECL through loss allowance at an amount equal to 12-months ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

3. MATERIAL ACCOUNTING POLICIES (continued)

3.7 Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

The categories of financial liabilities at an initial recognition are as follows:

3.7.1 Amortised cost

Other financial liabilities not categorised as FVTPL are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

Derecognition

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expired. A financial liability is also derecognised when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability based on modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

3.8 Preference shares

Preference shares are classified as equity if it is non-redeemable, or is redeemable but only at the Group's option, and any dividend payments are discretionary. Dividends thereon are recognised as distributions within equity.

Preference shares are classified as financial liability if it is redeemable on a specific date or at the option of the equity holders, or if dividend payments are not discretionary. Dividends thereon are recognised as interest expense in the profit or loss as accrued.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.9 Provisions

General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Provision for legal claims

For lawsuit provisions, a probability-weighted expected outcome is applied in the measurement, taking into account past court judgements made in similar cases and advice of legal experts.

3.10 Contingencies

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is not recognised in the Statements of Financial Position and is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

Contingent liabilities and assets are not recognised in the statements of financial position of the Group and of the Company in the current financial year end and previous financial period end.

3.11 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group and the Company.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.11 Fair value measurement (continued)

When measuring the fair value of an asset or a liability, the Group and the Company use observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date.
Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3: Unobservable inputs for the asset or liability.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy based on the lowest level input that is significant to the fair value measurement as a whole.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the financial year end.

3.12 Share capital

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

3.13 Revenue recognition and other income

The Group and the Company recognise revenue from contracts with customers for goods or services based on the five-step model as set out in this standard:-

(i) Identify contracts with a customer.
(ii) Identify performance obligations in the contract.
(iii) Determine the transaction price.
(iv) Allocate the transaction price to the performance obligation in the contract.
(v) Recognise revenue when the Company satisfy a performance obligation.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.13 Revenue recognition and other income (continued)

The Group and the Company satisfy a performance obligation and recognise revenue over time if the Group's and the Company's performance:-

(i) Do not create an asset with an alternative use to the Company and have an enforceable right to payment for performance completed to-date; or
(ii) Create or enhance an asset that the customer controls as the asset is created or enhanced; or
(iii) Provided benefits that the customer simultaneously receives and consumes as the Company perform.

For performance obligations where any one of the above conditions not met, revenue is recognised at a point in time at which the performance obligation is satisfied.

When the Group and the Company satisfy a performance obligation by delivering the promised goods or services, it creates a contract based on asset for the amount of consideration earned by the performance. Where the amount of consideration received from a customer exceeds the amount of revenue recognised, this gives rise to a contract liability.

Revenue is measured at fair value of consideration received or receivable. The following describe the performance obligation in contracts with customers:-

3.13.1 Provision of billboard advertising services

Revenue for the services rendered will be recognised over time measured using output method on a monthly basis. The customers simultaneously receives and consumes the benefit as the Group provides the services and the services do not create an alternative use to the Group and have an enforceable right to payment for performances completed to-date.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.13 Revenue recognition and other income (continued)

3.13.2 Advertising and digital advertising revenue

Advertising and digital advertising revenue mostly consists of digital platforms and outdoor display advertising.

Revenue for the advertising content management is recognised on completion of assignment or the advertisement was broadcasted or published which is recognised at point in time.

Digital advertising revenue is recognised on a straight-line basis over the period in which the fulfilment in accordance with the contract with customer is completed.

3.13.3 Rental income

Rental income from advertising equipment is recognised on a straight-line basis over the period of the lease or usage.

3.13.4 Management fee

Management fee is recognisd on an accrual basis when service is rendered.

3.13.5 Interest income

Interest income is recognised as it accrues, taking into account the principal outstanding and the effective rate over period of maturity.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.14 Income tax

3.14.1 Income tax expenses

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

3.14.2 Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

(a) When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;

(b) In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

(a) When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;

3. MATERIAL ACCOUNTING POLICIES (continued)

3.14 Income tax (continued)

3.14.2 Deferred tax (continued)

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except: (continued)

(b) In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.14 Income tax (continued)

3.14.2 Deferred tax (continued)

The Group and the Company offset deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

3.15 Related parties

A party is related to an entity if:-

(i) directly, or indirectly through one or more intermediaries, the party:-
- controls, is controlled by, or is under common control with, the entity (this includes parents, subsidiaries and fellow subsidiaries);
- has an interest in the entity that gives it significant influence over the entity; or
- has joint control over the entity;

(ii) the party is an associate of the entity;
(iii) the party is a joint venture in which the entity is a venturer;
(iv) the party is a member of the key management personnel of the entity or its parent;
(v) the party is a close member of the family of any individual referred to in (i) or (iv);
(vi) the party is an entity that is controlled, joint controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (iv) or (v); or
(vii) the party is a post-employment benefit plan for the benefit of employees of the entity, or of any entity that is a related party of the entity.
(viii) the party which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Close members of the family of an individual are those family members who may be expected to influence, or be influenced by, that individual in their dealings with entity.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.16 Employee benefits

3.16.1 Short term employee benefits

Wages, salaries, social security contributions, paid annual leave, paid sick leave, bonuses and non-monetary benefits are recognised as expense in the financial year in which the associated services are rendered by employees of the Group and the Company. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

3.16.2 Defined contribution plans

Defined contribution plans are post-employment benefits plans under which the Group and the Company pay fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. The contributions are charged as an expense in the financial year in which the employees render their services. As required by law, the Group and the Company make such contributions to the Employees Provident Fund ("EPF").

3.17 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available. Additional disclosures on each of these segments are disclosed in Note 27, including the factors used to identify the reportable segments and the measurement basis of segment information.

3. MATERIAL ACCOUNTING POLICIES (continued)

3.18 Earnings per ordinary share

The Group presents basic and diluted earnings per share ("EPS") data for its ordinary shares.

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held.

Diluted earnings per share is calculated by dividing the profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares in issue during the financial year plus the weighted average number of ordinary shares that would be issued on conversion of all dilutive potential ordinary shares from convertible securities.

During the financial year, the Group and the Company did not have any convertible securities, therefore, no diluted earning per share is calculated.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of financial statements in conformity with MFRSs requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenue and expenses during the reporting period. It also requires Directors to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgement are based on the Directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity that have the most significant effect on the Group's and the Company's financial statements, or areas where assumptions and estimates that have a significant risk of resulting in a material adjustment to the Group's and the Company's financial statements within the next financial year are disclosed as follows:

4.1 Depreciation of property, plant and equipment and right-of-use assets

The costs of property, plant and equipment and right-of-use assets are depreciated on a straight-line basis over the asset's estimated economic useful lives. Management estimates the useful lives of these property, plant and equipment and right-of-use assets to be within a range of 3 to 10 years. These are common life expectancies applied in this industry.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

4.1 Depreciation of property, plant and equipment and right-of-use assets (continued)

Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets and therefore future depreciation charges could be revised. The carrying amounts of the Group's and of the Company's property, plant and equipment and right-of-use assets at the reporting date are disclosed in Note 5 and Note 6.1 to the financial statements.

4.2 Determining the lease term of contracts with renewal options – the Group and the Company as lessee

The Group and the Company determine the lease term as non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised.

The Group and the Company have several lease contracts that include extension option. The Group and the Company apply judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group and the Company reassess the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew.

The Group and the Company included the renewal period as part of the lease term for leases of building with shorter non-cancellable period (i.e., one to two years). The Group and the Company typically exercise their option to renew for these leases because there will be a significant negative effect on profit if a replacement building for rent is not readily available.

4.3 Provision for expected credit losses of trade receivables, other receivables and amount due from subsidiaries

The Group uses a provision matrix to calculate ECLs for trade receivables, other receivables and amount due from subsidiaries. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geographical region, product type, customer type and rating).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

4.3 Provision for expected credit losses of trade receivables, other receivables and amount due from subsidiaries (continued)

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables, other receivables and amount due from subsidiaries is disclosed in Note 10, Note 11 and Note 12.

4.4 Impairment of non-financial assets

When recoverable amount of an asset is determined based on the estimate of the value-in-use of the cash generating unit to which the asset is allocated, the management is required to make an estimate of the expected future cash flows from the cash generating unit and also to apply a suitable discount rate in order to determine the present value of those cash flows.

4.5 Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

4.6 Income taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognised tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the year in which such determination is made.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

4.7 Revenue recognition on over time basis

Billboard and digital advertising revenue measured using output method on monthly basis. The Group satisfies its performance obligations over time is determined by the fulfilment in accordance with the contract with customer is completed.

Significant judgement is required in determining the extent of the advertising costs incurred, the estimated total billboard and digital advertising revenue and costs. In making the judgement, the Group evaluated based on satisfaction of the performance obligations performed.

The revenue recognised for the billboard and digital advertising revenue during the financial year is disclosed in Note 19.

4.8 Fair value measurement for financial assets at fair value through profit or loss

The fair value measurement for financial assets at fair value through profit or loss that are not traded in an active market is determined by using valuation techniques. The Group use their judgement to adopt discounted cashflow methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required is establishing fair values. Any changes in these assumptions will have an impact on the carrying amounts of financial assets at fair value through profit or loss.

The carrying amount of financial assets at fair value through profit or loss are disclosed in Note 9.

4.9 Corporate expenditure incurred on the Regularisation Plan

The corporate expenditure incurred for the Regularisation Plan consists of expenses for the Proposed Share Capital Reduction, Proposed Private Placement and Proposed Right Issue with Warrant as disclosed in Note 32.1. The transaction costs in issuing or acquiring its own equity instruments are accounted for as a deduction from equity to the extent they are incremental costs directly attributable to the equity transaction that otherwise would have been avoided. The costs of an equity transaction that is abandoned are recognised as an expense.

The transaction cost will be accounted for as a deduction from equity upon the completion of the regularisation plan.

The determination of whether the expenses incurred are directly attributable to the issuance of new shares under the regularisation plan and the basis used by management on allocation of common cost involved a significant degree of judgements and assumptions.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

5. PROPERTY, PLANT AND EQUIPMENT

Group

2025	Computer and software RM	Display and monitor RM	Furniture and fittings RM	Office equipment RM	Renovation RM	Motor vehicles RM	Total RM
At cost							
Balance as at 1 April 2024	309,641	3,087,582	105,493	40,962	33,978	22,000	3,599,656
Addition	2,986	-	-	5,899	-	-	8,885
Balance as at 31 March 2025	312,627	3,087,582	105,493	46,861	33,978	22,000	3,608,541
Less: Accumulated depreciation							
Balance as at 1 April 2024	47,718	677,933	46,134	18,086	8,741	2,933	801,545
Charge for the financial year	25,366	316,179	21,098	9,655	3,637	4,400	380,335
Balance as at 31 March 2025	73,084	994,112	67,232	27,741	12,378	7,333	1,181,880
Net carrying amount							
Balance as at 31 March 2025	239,543	2,093,470	38,261	19,120	21,600	14,667	2,426,661

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group

2024	Computer and software RM	Display and monitor RM	Furniture and fittings RM	Office equipment RM	Renovation RM	Motor vehicles RM	Total RM
At cost							
Balance as at 1 April 2023	314,341	3,079,782	105,493	38,327	33,978	-	3,571,921
Addition	-	7,800	-	2,635	-	22,000	32,435
Written off	(4,700)	-	-	-	-	-	(4,700)
Balance as at 31 March 2024	309,641	3,087,582	105,493	40,962	33,978	22,000	3,599,656
Less: Accumulated depreciation							
Balance as at 1 April 2023	23,550	362,025	25,035	9,982	5,104	-	425,696
Charge for the financial year	24,756	315,908	21,099	8,104	3,637	2,933	376,437
Written off	(588)	-	-	-	-	-	(588)
Balance as at 31 March 2024	47,718	677,933	46,134	18,086	8,741	2,933	801,545
Net carrying amount							
Balance as at 31 March 2024	261,923	2,409,649	59,359	22,876	25,237	19,067	2,798,111

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company

2025	Display and monitor RM	Renovation RM	Total RM
At cost			
Balance as at 1 April 2024 / 31 March 2025	2,395	33,978	36,373
Less: Accumulated depreciation			
Balance as at 1 April 2024	1,172	8,224	9,396
Charge for the financial year	516	3,121	3,637
Balance as at 31 March 2025	1,688	11,345	13,033
Net carrying amount			
Balance as at 31 March 2025	707	22,633	23,340
2024			
At cost			
Balance as at 1 April 2023 / 31 March 2024	2,395	33,978	36,373
Less: Accumulated depreciation			
Balance as at 1 April 2023	656	5,103	5,759
Charge for the financial year	516	3,121	3,637
Balance as at 31 March 2024	1,172	8,224	9,396
Net carrying amount			
Balance as at 31 March 2024	1,223	25,754	26,977

6. LEASES

6.1 Right-of-use assets

The Group and the Company as lessee

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Buildings and billboards				
At cost				
Balance as at beginning of the financial year	1,739,762	1,739,762	1,739,762	1,739,762
Addition	1,239,801	-	564,072	-
Derecognition	(821,775)	-	(821,775)	-
Balance as at end of the financial year	2,157,788	1,739,762	1,482,059	1,739,762
Less: Accumulated depreciation				
Balance as at beginning of the financial year	979,701	476,279	979,701	476,279
Charge for the financial year	648,634	503,422	498,472	503,422
Derecognition	(821,775)	-	(821,775)	-
Balance as at end of the financial year	806,560	979,701	656,398	979,701
Net carrying amount				
Balance as at end of the financial year	1,351,228	760,061	825,661	760,061

The Group and the Company have entered into non-cancellable operating lease agreements for the use of buildings and billboards that run between 2 to 3 years with 2 years renewal option for certain agreement.

Extension options

Some leases of buildings and billboards contain extension options exercisable by the Group up to two (2) years before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

6. LEASES (continued)

6.2 Lease liabilities

The Group and the Company as lessee

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Buildings and billboards				
Carrying amount				
Balance as at beginning of the financial year	799,895	1,295,459	799,895	1,295,459
Addition	1,239,801	-	564,072	-
Lease payment	(720,814)	(558,480)	(558,480)	(558,480)
Interest expense	63,069	62,916	42,060	62,916
Balance as at end of the financial year	1,381,951	799,895	847,547	799,895
Lease liabilities - unsecured				
Minimum lease payment				
- Not later than one year	801,980	483,480	558,480	483,480
- Later than one year and not later than five years	657,366	366,180	332,700	366,180
	1,459,346	849,660	891,180	849,660
Future finance charges on lease liabilities	(77,395)	(49,765)	(43,633)	(49,765)
Present value of lease liabilities	1,381,951	799,895	847,547	799,895

6. LEASES (continued)

6.2 Lease liabilities (continued)

The Group and the Company as lessee (continued)

Present value of lease liabilities is analysed as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Current liabilities				
- Not later than one year	743,161	449,581	521,923	449,581
Non-current liabilities				
- Later than one year and not later than five years	638,790	350,314	325,624	350,314
	1,381,951	799,895	847,547	799,895

(a) Rates of interest charged per annum:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	%	**%**	**%**	**%**
Lease liabilities owing to non-financial institutions	5.56 - 6.50	6.00 - 6.22	5.97 - 6.50	6.00 - 6.22

(b) The following are the amounts recognised in profit or loss:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Depreciation of right-of-use assets	648,634	503,422	498,472	503,422
Interest on lease liabilities	63,069	62,916	42,060	62,916

(c) At the end of the financial year, the Group and the Company had total cash outflow for leases of RM720,814 (2024: RM558,480) and RM558,480 (2024: RM558,480) respectively.

7. INTANGIBLE ASSETS

	Group	
	2025	**2024**
	RM	**RM**
Customers' contract		
At cost		
Balance as at beginning of the financial year	-	141,359
Written off	-	(141,359)
Balance as at end of the financial year	-	-
Less: Accumulated impairment losses		
Balance as at beginning of the financial year	-	141,359
Written off	-	(141,359)
Balance as at end of the financial year	-	-
Net carrying amount		
Balance as at end of the financial year	-	-

8. INVESTMENT IN SUBSIDIARIES

	Company 2025 RM	Company 2024 RM
Unquoted shares, at cost		
Balance as at beginning of the financial year	6,620,010	40
Addition	100,001	6,619,970
Balance as at end of the financial year	6,720,011	6,620,010

The details of subsidiaries are as follows:

Name of company	Principal place of business/ country of incorporation	Effective equity interest 2025	Effective equity interest 2024	Principal activities
MMM Media Sdn. Bhd. ("MMMM")	Malaysia	100%	100%	Provision of billboard and advertising services
MMM Creative Sdn. Bhd.	Malaysia	100%	100%	Production of digital marketing and advertising segments
MMM Digital Sdn. Bhd.	Malaysia	100%	100%	Sales and provision of indoor and outdoor digital and conventional signage and advertising space
MMM Branding & Trading Sdn. Bhd.	Malaysia	100%	100%	Dormant
MMM Entertainment Sdn. Bhd.	Malaysia	100%	-	Dormant with intended activities involving the promotion and organising leisure and entertainment events and activities
MMM Impression Sdn. Bhd.	Malaysia	100%	-	Dormant with intended activities involving the supply and installation of digital displays
Held through MMMM				
Avata Media Sdn. Bhd.	Malaysia	70%	70%	Dormant

9. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	Group	
	2025	**2024**
	RM	**RM**
Financial assets at fair value through profit or loss		
- Investment in a collaboration arrangement	9,005,233	10,141,031

Financial assets at fair value through profit or loss is categorised as Level 3 in the fair value hierarchy. Fair value of financial assets is estimated based on discounted cash flow techniques.

The fair value of the financial assets is determined based on the value in use calculations using cash flow projections on financial budgets approved by the directors covering a seven (7) years period. The pre-tax discount rate represents the weighted average cost of capital of the Group is applied to the cash flow projections for the seven (7) years period.

The value assigned to the key assumptions represents directors' assessment of future trends in the advertising billboard business and are based on both external sources and internal sources.

Sensitivity to changes in assumptions

Directors believe that no reasonable possible changes in any of the key assumptions will cause the carrying values of the financial assets at fair value through profit or loss to materially exceed its recoverable amount.

10. TRADE RECEIVABLES

	Group	
	2025	**2024**
	RM	**RM**
Trade receivables - gross	2,633,497	1,113,842
Less: Allowance for impairment losses	(28,396)	-
Trade receivables - net	2,605,101	1,113,842

<u>Movement in the allowance for impairment losses</u>

The allowance account in respect of the trade receivables are used to record impairment losses. The creation and release of allowance for impaired receivables have been included in 'administrative expenses' in the profit or loss. Unless the Group is satisfied that recovery of the amount is possible, then the amount considered irrecoverable is written off against the receivable directly.

10. TRADE RECEIVABLES (continued)

Movement in the allowance for impairment losses (continued)

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Management has performed expected credit loss assessment on trade receivables as at the reporting date and noted that there was no impairment losses on the financial statements.

The allowance for impairment losses of trade receivables are those trade receivables that are individually impaired. These trade receivables are in significant difficulties and have defaulted on payments. They are not secured by any collateral or credit enhancement.

Based on the Group's historical collection experience, the amounts of trade receivables presented on the statements of financial position represent the amount exposed to credit risk. The management believes that no additional credit risk beyond the amounts provided for collection losses is inherent in the net trade receivables.

The ageing of the receivables and allowance for impairment losses provided for above are as follows:

		Allowance for impairment losses		
	Gross carrying amount RM	**ECL (Collectively assessed) RM**	**ECL (Individually assessed) RM**	**Net balance RM**
2025				
Neither past due	1,453,928	-	(10,286)	1,443,642
Past due 1 - 30 days	934,928	-	(5,788)	929,140
Past due 31 - 60 days	12,500	-	-	12,500
Past due 61 - 90 days	20,140	-	-	20,140
Past due 91 - 120 days	88,000	(156)	-	87,844
More than 120 days past due	124,001	(687)	(11,479)	111,835
	2,633,497	(843)	(27,553)	2,605,101

10. TRADE RECEIVABLES (continued)

The ageing of the receivables and allowance for impairment losses provided for above are as follows: (continued)

		Allowance for impairment losses		
	Gross carrying amount RM	ECL (Collectively assessed) RM	ECL (Individually assessed) RM	Net balance RM
2024				
Neither past due	149,793	-	-	149,793
Past due 1 - 30 days	299,309	-	-	299,309
Past due 31 - 60 days	89,038	-	-	89,038
Past due 61 - 90 days	216,577	-	-	216,577
Past due 91 - 120 days	31,321	-	-	31,321
More than 120 days past due	327,804	-	-	327,804
	1,113,842	-	-	1,113,842

The maximum exposure of credit risk at the reporting date is the carrying value of receivables mentioned above. The Group does not hold any collateral as security.

The Group's normal trade credit terms range from 30 to 90 days (2024: 30 to 90 days).

11. OTHER RECEIVABLES

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Current					
Other receivable		2,460,014	-	-	-
Deposits		445,130	106,540	103,080	103,080
Prepayment	(i)	3,558,660	1,971,741	1,738,174	1,308,375
Total other receivables		6,463,804	2,078,281	1,841,254	1,411,455

(i) Prepayment

Included in the prepayment of the Group and of the Company, there is an amount paid relating to regularisation plan amounting to RM1,738,174 (2024: RM1,293,375). The transaction cost will be accounted for as a deduction from equity upon the completion of the regularisation plan.

12. AMOUNT DUE FROM/(TO) SUBSIDIARIES

	Company	
	2025	**2024**
	RM	**RM**
Amount due from subsidiaries - gross	811,674	659,757
Less: Allowance for impairment losses	-	-
Amount due from subsidiaries - net	811,674	659,757
Amount due to subsidiaries	(1,110,617)	(107,604)

The amount due from/(to) subsidiaries represented non-trade transactions which are unsecured, interest-free and recoverable/(repayable) on demand.

13. SHARE CAPITAL

	Group/Company			
	2025	**2024**	**2025**	**2024**
	Number of shares (units)		**RM**	**RM**
Issued and fully paid	311,302,426	311,302,426	33,196,096	33,196,096

There were no changes in the issued and paid up capital of the Group/Company during the financial year.

14. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS") OF A SUBSIDIARY

	Group			
	2025	**2024**	**2025**	**2024**
	Number of shares (units)		**RM**	**RM**
Issued and fully paid:				
Balance at beginning of the financial year	-	-	-	-
Issued during the financial year	400,000	-	400,000	-
Balance at the end of the financial year	400,000	-	400,000	-

14. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS") OF A SUBSIDIARY (continued)

The salient features of the RCPS are as follows:

(i) The Company may at its absolute discretion from time to time, declare and pay dividends.

(ii) The RCPS holders have no voting rights, except under certain circumstances provided for in the Companies Act 2016 and as set out in the Company's Constitution.

(iii) The RCPS are convertible only at the option of the Company, into fully-paid ordinary shares of the Company.

(iv) The Company has the rights to redeem all or any part of the RCPS issued and fully-paid at any time. Each RCPS will be redeemed for the amount paid up thereon plus any arrears and accrual of dividend payable on the RCPS to the redemption date.

15. DEFERRED TAXATION

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Balance as at beginning of the financial year	424,358	959,639	-	-
Recognised in profit or loss (Note 22)	38,089	(535,281)	-	-
Balance as at end of the financial year	462,447	424,358	-	-
Presented after appropriate offsetting as follows:				
Deferred tax assets	-	-	-	-
Deferred tax liabilities	462,447	424,358	-	-
	462,447	424,358	-	-

(a) Deferred tax liabilities

	Property, plant and equipments			
	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Balance as at beginning of the financial year	220,467	474,092	-	7,347
Recognised in profit or loss	(515)	(253,625)	-	(7,347)
Balance as at end of the financial year	219,952	220,467	-	-

15. DEFERRED TAXATION (continued)

(a) Deferred tax liabilities (continued)

	Other temporary differences			
	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Balance as at beginning of the financial year	203,891	577,223	-	-
Recognised in profit or loss	38,604	(373,332)	-	-
Balance as at end of the financial year	242,495	203,891	-	-

(b) Deferred tax assets

Recognised deferred tax assets

	Other temporary differences			
	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Balance as at beginning of the financial year	-	(91,676)	-	(7,347)
Recognised in profit or loss	-	91,676	-	7,347
Balance as at end of the financial year	-	-	-	-

Unrecognised deferred tax assets

Below are the unutilised tax losses of the Group and the Company which have not been recognised in the financial statements as they are not probable to be used to offset against the taxable profits of the companies of the Group and of the Company:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other temporary differences	1,634,212	1,179,508	-	-
Unrecognised deferred tax assets at 24% (2024: 24%)	392,211	283,082	-	-

15. DEFERRED TAXATION (continued)

(b) Deferred tax assets (continued)

Unrecognised deferred tax assets (continued)

Pursuant to Section 8 of the Finance Act 2021, the unutilised tax losses is allowed to be carried forward for a period of maximum of ten (10) consecutive years of assessment. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profits will be available against which the Group and the Company can utilise the benefits. The unutilised tax losses are subject to the agreement of the tax authorities.

The unutilised tax losses is available for offset against future taxable profits of the Group and of the Company up to the following financial years:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Utilisation period				
Expiring in YA 2033	-	156,989	-	-
Expiring in YA 2034	791,010	1,022,519	-	-
Expiring in YA 2035	843,202	-	-	-
	1,634,212	1,179,508	-	-

16. BORROWINGS

	Group	
	2025 RM	2024 RM
Non-current:		
Term loan	3,000,000	-

The term loan of a subsidiary of RM3,000,000 (2024: RM Nil) bears interest at 18% (2024: Nil) per annum, and is repayable in lump sums, with each tranche due two years from its respective drawdown date. The loan is supported by a corporate guarantee by the Company.

17. TRADE PAYABLES

	Group 2025 RM	Group 2024 RM
Trade payables	380,900	803,279

The trade payables are non-interest bearing and the normal trade credit terms received by the Group range from 60 to 90 days (2024: 60 to 90 days).

18. OTHER PAYABLES

	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Other payables	1,990,588	1,166,912	1,629,888	947,940
Accruals	839,591	619,609	374,690	341,488
Deferred revenue	543,328	427,416	-	-
Amount due to a former director	106,000	106,000	106,000	106,000
Amount due to shareholders	1,050,000	550,000	750,000	550,000
	4,529,507	2,869,937	2,860,578	1,945,428

The amount due to a former director and shareholders represented advance from the former director and shareholders which are unsecured, interest-free and repayable on demand.

19. REVENUE

	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Revenue comprises the following:				
(i) Revenue from contract with customers	7,965,012	7,413,897	-	-
(ii) Revenue from other sources				
- Management fee income	-	-	1,200,000	1,800,000
- Dividend income from a subsidiary	-	-	-	1,710,000
	7,965,012	7,413,897	1,200,000	3,510,000

19. REVENUE (continued)

19.1 Disaggregation of revenue from contract with customers

The Group's revenue is disaggregated by principal geographical areas, major product and services lines and timing of revenue recognition. This is consistent with the revenue information as disclosed in Note 27 Segment Information.

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Principal geographical areas:				
Malaysia	7,818,730	7,180,557	1,200,000	3,510,000
Cambodia	146,282	124,000	-	-
United Arab Emirates	-	109,340	-	-
	7,965,012	7,413,897	1,200,000	3,510,000
Major service line:				
Management fees income	-	-	1,200,000	1,800,000
Dividend income	-	-	-	1,710,000
Online advertising and digital marketing revenue	7,965,012	7,413,897	-	-
	7,965,012	7,413,897	1,200,000	3,510,000
Timing of revenue recognition:				
Point in time	1,271,134	1,060,735	1,200,000	3,510,000
Over time	6,693,878	6,353,162	-	-
	7,965,012	7,413,897	1,200,000	3,510,000

19.2 Revenue from remaining performance obligations

The Group and the Company did not have performance obligations that are unsatisfied for contracts that have an original duration of more than 1 year at the reporting date.

The Group applies the practical expedient in paragraph 121(a) of MFRS 15 and accordingly, do not disclose information about remaining performance obligations that have original expected durations of one year or less.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

20. FINANCE COSTS

	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Interest on lease liabilities (Note 6.2)	63,069	62,916	42,060	62,916
Interest on term loan	330,000	-	-	-
	393,069	62,916	42,060	62,916

21. PROFIT/(LOSS) BEFORE TAXATION

	Note	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Profit/(Loss) before tax is arrived at: after charging:					
Auditors' remuneration:					
- statutory					
- current year		185,000	130,000	115,000	60,000
- prior years		(3,180)	3,000	-	-
- non-statutory		10,000	7,000	10,000	7,000
Depreciation of:					
- property, plant and equipments	5	380,335	376,437	3,637	3,637
- right-of-use assets	6.1	648,634	503,422	498,472	503,422
Employment benefits expense	23	2,593,783	2,616,681	455,488	518,560
Impairment loss on trade receivables	10	28,396	-	-	-
Key management personnels' remuneration	24	694,524	654,824	694,524	654,824
after crediting:					
Fair value gain on financial assets at fair value through profit or loss		(521,111)	(1,391,529)	-	-

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

22. TAXATION

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Current income tax				
Provision for current financial year	481,000	109,079	-	-
Under/(Over) provision in prior year	117,050	(92,716)	32,474	(69,473)
	598,050	16,363	32,474	(69,473)
Deferred taxation (Note 15)				
Provision for current financial year	39,382	51,620	-	-
Overprovision in prior year	(1,293)	(586,901)	-	-
	38,089	(535,281)	-	-
Tax expense/(credit) for the current financial year	636,139	(518,918)	32,474	(69,473)

Domestic current income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

22. TAXATION (continued)

The reconciliation of income tax expense applicable to the profit/(loss) before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) before taxation	20,927	(309,599)	(1,282,467)	1,327,857
Tax at the statutory tax rate of 24% (2024: 24%)	5,022	(74,304)	(307,792)	318,686
Non-deductible expenses	481,867	64,468	311,941	91,714
Non-taxable income	-	-	-	(410,400)
Deferred tax assets not recognised	212,679	170,535	-	-
Utilisation of deferred tax assets not recognised previously	(179,186)	-	(4,149)	-
Overprovision of deferred tax in prior years	(1,293)	(586,901)	-	-
Under/(Over) provision of income tax in prior years	117,050	(92,716)	32,474	(69,473)
Tax expense/(credit) for the current financial year	636,139	(518,918)	32,474	(69,473)

23. EMPLOYEE BENEFIT EXPENSES

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Cost of sales				
Salaries and wages	1,400,753	1,031,742	-	-
Defined contribution plans	173,240	130,516	-	-
Social security contributions	17,169	13,090	-	-
Employment insurance system	1,896	1,495	-	-
	1,593,058	1,176,843	-	-
Administrative expenses				
Salaries and wages	899,419	1,282,790	420,555	475,570
Defined contribution plans	91,186	141,505	32,042	38,849
Social security contributions	9,083	13,958	2,595	3,716
Employment insurance system	1,037	1,585	296	425
	1,000,725	1,439,838	455,488	518,560
Total employee benefit expenses	2,593,783	2,616,681	455,488	518,560

Employment benefits expenses excluded the aggregate amount of emoluments received and receivable by the key management personnels of the Group and of the Company during the financial year.

24. KEY MANAGEMENT PERSONNEL REMUNERATION

The aggregate amounts of emoluments received and receivable by key management personnel of the Group and of the Company during the financial year are as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Executive Directors:				
Salaries	144,000	216,000	144,000	216,000
Benefits-in-kind	16,000	-	16,000	-
Defined contribution plans	9,600	14,400	9,600	14,400
Social security contributions	693	1,040	693	1,040
Employment insurance system	79	119	79	119
	170,372	231,559	170,372	231,559

24. KEY MANAGEMENT PERSONNEL REMUNERATION (continued)

	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Non-Executive Directors:				
Fees	96,000	108,000	96,000	108,000
Other Key Senior Management Personnel:				
Salaries and bonus	380,000	282,000	380,000	282,000
Defined contribution plans	45,600	31,280	45,600	31,280
Social security contributions	2,290	1,807	2,290	1,807
Employment insurance system	262	178	262	178
	428,152	315,265	428,152	315,265
Total Key Management Personnels' remuneration	694,524	654,824	694,524	654,824

25. (LOSS)/EARNINGS PER SHARE

(a) Basic (loss)/earnings per ordinary share

The basic (loss)/earnings per ordinary share for the financial year has been calculated based on the Group's net (loss)/profit attributable to owners of the Company for the financial year and divided by weighted average number of ordinary shares in issue during the financial year, calculated as follows:

	Group 2025	Group 2024
(Loss)/Profit attributable to ordinary shareholders (RM)	(615,212)	211,360
Weighted average number of ordinary shares (units)	311,302,426	311,302,426
Basic (loss)/earnings per ordinary share (sen)	(0.20)	0.07

(b) Diluted (loss)/earnings per ordinary share

The diluted earnings per ordinary share of the Company is similar to the basic earnings per ordinary share as the Company has no potential dilutive ordinary shares for the current and previous financial year. The Company does not have outstanding warrant and option which may dilute its basic (loss)/earnings per ordinary share.

26. RELATED PARTY DISCLOSURES

(a) Identities of related parties

The Group and the Company have related party relationships with its directors, key management personnel and entities within the same group of companies.

(b) In addition to the information detailed elsewhere in the financial statements, the Group and the Company carried out the following transactions with its related parties during the financial year:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Subsidiaries:-				
Management fees charged to subsidiaries	-	-	1,200,000	1,800,000
Dividend income from a subsidiary	-	-	-	1,710,000

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Related parties in which certain director has interest:-				
Warehouse rental payable to				
- Web Multisoft International Sdn. Bhd.	60,000	60,000	-	-
Office rental payable to				
- Harta Goldmine Sdn. Bhd.	558,480	558,480	558,480	558,480
Profit sharing payable to				
- Ace World Development Sdn. Bhd.	65,510	-	-	-
- HQ City Sdn. Bhd.	42,135	-	-	-

(c) The key management personnel comprised all the directors and other key senior management of the Group and of the Company whose remuneration are disclosed in Note 24.

The Directors of the Group and of the Company are of the opinion that the related party transactions have been entered into the normal course of business on an arm's length basis and have established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.

27. SEGMENT INFORMATION

Operating segments are prepared in a manner consistent with the internal reporting provided to the Group's chief operating decision maker in order to allocate resources to segments and to assess their performance. For management purposes, the Group is organised into business units based on their products and services, which comprises the following:

(i)	Investment holding	Investments holding and provision of management services.
(ii)	Multimedia advertising services and media communications	Business of multimedia advertising services, media communications, commercialisation of narrowcasting network solutions, and dynamic, and automation contents, and provision of integration, maintenance and support services relating to the above products.

The Group has aggregated certain operating segments to form a reportable segment due to the similar nature and operational characteristics of the products.

Management monitors the operating results of its business units separately for the purpose of decisions making about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

27.1 Allocation basis and transfer pricing

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, liabilities and expenses. Segment revenue, expenses and results include transfers between business segments. These transfers are eliminated on consolidation.

27. SEGMENT INFORMATION (continued)

27.2 Geographical information

Segmental reporting by geographical regions has only been prepared for revenue as the Group's assets are located in Malaysia, China and Cambodia. Sales to external customers disclosed in geographical segments are based on the geographical location of its customers.

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Revenue				
Malaysia	7,818,730	7,180,557	1,200,000	3,510,000
Cambodia	146,282	124,000	-	-
United Arab Emirates	-	109,340	-	-
	7,965,012	7,413,897	1,200,000	3,510,000
Cost of sales				
Malaysia	4,482,955	5,046,469	-	-

27.3 Business segment

Segment turnover, profit before taxation and the assets employed are as follows:

Group	Investment holding	Multimedia advertising services	Eliminations	Total
	RM	RM	RM	RM
2025				
Revenue				
External revenue	-	7,965,012	-	7,965,012
Inter-segment revenue	1,200,000	829,111	(2,029,111)	-
Total revenue	1,200,000	8,794,123	(2,029,111)	7,965,012

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

27. SEGMENT INFORMATION (continued)

27.3 Business segment (continued)

Segment turnover, loss before taxation and the assets employed are as follows: (continued)

Group	Investment holding RM	Multimedia advertising services RM	Eliminations RM	Total RM
2025				
Results				
Segment results (external)	(2,440,407)	2,854,403	-	413,996
Finance costs				(393,069)
Profit before taxation				20,927
Taxation				(636,139)
Loss after taxation				(615,212)
Non-controlling interest				-
Net loss attributable to owners of the Company				(615,212)
Other information				
Segment assets	10,304,770	22,835,594	(10,620,820)	22,519,544
Segment liabilities	4,818,742	8,766,873	(3,830,810)	9,754,805
Depreciation of property, plant and equipment	3,637	376,698	-	380,335
Depreciation of right-of-use assets	498,472	150,162	-	648,634
Non-cash income	-	(521,111)	-	(521,111)
2024				
Revenue				
External revenue	-	7,413,897	-	7,413,897
Inter-segment revenue	3,510,000	165,000	(3,675,000)	-
Total revenue	3,510,000	7,578,897	(3,675,000)	7,413,897

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27. SEGMENT INFORMATION (continued)

27.3 Business segment (continued)

Segment turnover, loss before taxation and the assets employed are as follows: (continued)

Group	Investment holding RM	Multimedia advertising services RM	Eliminations RM	Total RM
2024				
Results				
Segment results (external)	(319,227)	72,544	-	(246,683)
Finance costs				(62,916)
Loss before taxation				(309,599)
Taxation				518,918
Profit after taxation				209,319
Non-controlling interest				2,041
Net profit attributable to owners of the Company				211,360
Other information				
Segment assets	9,653,896	15,722,095	(7,498,571)	17,877,420
Segment liabilities	2,852,927	2,853,102	(808,560)	4,897,469
Depreciation of property, plant and equipment	3,637	372,800	-	376,437
Depreciation of right-of-use assets	503,422	-	-	503,422
Non-cash income	-	(1,391,529)	-	(1,391,529)

27.4 Major customers

During the financial year, there were no individual customers who contributed 10% or more of the Group's revenue (2024: RM1,900,371 from 1 customer).

28. FINANCIAL GUARANTEE CONTRACT

		Company	
	Note	2025 RM	2024 RM
Unsecured			
Corporate guarantee granted to a subsidiary for:			
Amount payable to third party company in relation to the collaboration agreement	9	3,500,000	3,500,000
Term loan		3,000,000	-
		6,500,000	3,500,000

As at the end of the reporting year, there was no indication that any subsidiaries would default on repayment.

The corporate guarantees have not been recognised since the fair value on initial recognition was not material as the facility not utilised as at the reporting date.

29. CAPITAL COMMITMENTS

The Group has made commitments for the following capital expenditure:

		Group	
	Note	2025 RM	2024 RM
Contracted and approved for:-			
Amount payable to third party company in relation to the collaboration agreement	9	2,250,000	2,250,000
Amount payable to third party company in relation to license application for LED advertising display		408,000	408,000
		2,658,000	2,658,000

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group’s and the Company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's and the Company’s businesses whilst managing their risks.

The Group and the Company are exposed to financial risk arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk, foreign currency risk, equity price risk and market price risk.

The board of directors and management reviews and agrees policies and procedures for the management of these risks, which are executed by the Chief Financial Officer, Head of Finance and other heads of business units. The audit committee provides an independent oversight to the effectiveness of the risk management process.

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

The main areas of the financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows:

30.1 Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk mainly arises from its receivables below. For bank balances, the Group and the Company minimise credit risk by dealing exclusively with reputable financial institution.

The Group assessed ECL for trade receivables based on two different approaches, namely collective assessment and individual debtor assessment.

(i) Collective approach

To measure the expected credit losses under the collective approach, trade and other receivables and contract assets have been grouped based on shared credit risk characteristics and number of days past due. The expected loss rates are developed based on the historical credit loss rates. The historical loss rates are further adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group has identified (i) internal credit rating and (ii) actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor’s ability to meet its obligation to be the most relevant factors, and accordingly adjust the historical loss rates based on expected changes in these factors.

(ii) Individual debtor assessment

The Group applies individual debtor assessment for debtors with different risk characteristics, where the credit risk information of these debtors is obtained and monitored individually. The Group assesses the lifetime ECL when takes into consideration as follows:

- PD - Probability of default
  The likelihood that the borrower cannot pay during the contractual period

- LGD - Loss given default
  Percentage of contractual cash flows that will not be collected if default happens

- EAD - Exposure at default
  Outstanding amount that is exposed to default risk

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.1 Credit risk (continued)

The Group has taken into account the probability-weighted recoverable amount determined via the evaluation of a range of possible outcomes. In deriving the PD and LGD, the Group considers historical data of each debtor by category and adjusts for forward-looking macroeconomic data. The Group has identified the industry and geographical area which the debtor operates in, to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. No significant changes to estimation techniques or assumptions were made during the reporting period.

(a) Trade receivables

Credit risk is minimised by monitoring the financial standing of the debtors on an ongoing concern basis through the review of receivables ageing.

The maximum exposure to credit risk is disclosed in Note 10 to the financial statements, representing the carrying amount of the trade receivables recognised on the statement of financial position.

As at 31 March 2025, the Group has significant concentration of credit risk in the form of outstanding amount of approximately RM651,311 (2024: RM713,322) due from two (2) (2024: 4) trade receivables respectively which represents 25% (2024: 64%) of the total trade receivables of the Group. The Directors are of the opinion that these amounts outstanding are fully recoverable. Credit risk and receivables are monitored on an ongoing basis. These procedures substantially mitigate the credit risk of the Group.

(b) Advances to subsidiaries

The Company provides unsecured advances to its subsidiaries and monitors the results of the subsidiaries regularly. The maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position. As at 31 March 2025, the Company had made sufficient allowance for impairment loss on advances to its subsidiaries. The Company does not specifically monitor the ageing of the advances to its subsidiaries.

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.1 Credit risk (continued)

(c) Other receivables and other financial assets

For other receivables and other financial assets (including cash and cash equivalents), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties. At the reporting date, the Group and the Company's maximum exposure to credit risk arising from other receivables and other financial assets is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information.

The maximum exposure to credit risk are disclosed in Note 11 to the financial statements, representing the carrying amount of the other receivables recognised on the statement of financial position.

(d) Financial guarantees contract

The Company provides unsecured financial guarantees to two third-party companies: one in respect of amounts payable by a subsidiary under a collaboration agreement, and the other for a term loan obtained by the same subsidiary. The risk of default is remote. The maximum exposure to credit risk is disclosed in Note 28 and liquidity and cash flow risk is disclosed in Note 30.5 to the financial statements, representing the outstanding facilities of the subsidiaries as at the reporting date.

30.2 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and equity price risk. Financial instruments affected by market risk include loans and borrowings, deposits, debt and equity investments and derivative financial instruments.

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.3 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of the changes in market interest rates. The Group's and the Company's exposure to interest rate risk relates to interest-bearing financial assets and liabilities. Interest-bearing liabilities includes lease liabilities and borrowings.

The Group's exposure to interest rate risk is minimal as the lease liabilties and borrowings as at the reporting date are at fixed interest rates. As such, the Group is not significantly affected by movements in market interest rates.

30.4 Foreign currency risk

The Group and the Company are not significantly exposed to foreign currency risk as the majority of the Group's and of the Company's transactions, assets and liabilities are denominated in Ringgit Malaysia. The currency giving rise to this risk is primarily United States Dollar ("USD").

Foreign exchange exposures in transactional currencies other than functional currencies of the operating entities are managed by entering into forward contracts and the borrowing amounts are kept to an acceptable level.

Currency risks arise on account of monetary assets and liabilities being denominated in a currency that is not the functional currency of the entity. As at the financial year end, the Group and the Company were not exposed to any foreign currency risk. As such, sensitivity analysis is not disclosed.

30.5 Liquidity and cash flow risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group and the Company manage liquidity risk by maintaining sufficient cash. In addition, the Group and the Company maintain bank facilities such as working capital lines deemed adequate by the management to ensure they will have sufficient liquidity to meet their liabilities when they fall due.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 31 March 2025

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.5 Liquidity and cash flow risk (continued)

The following table sets out the maturity profile of the financial liabilities as at the end of the reporting period based on undiscounted contractual cash flows.

Group	Carrying amount RM	Contractual interest rate %	Contractual cash flow RM	Not later than 1 year RM	Later than 1 year but not later than 5 years RM	More than 5 years RM
2025						
Trade and other payables	4,367,079	-	4,367,079	4,367,079	-	-
Lease liabilities	1,381,951	5.56 - 6.50	1,459,346	801,980	657,366	-
Borrowings	3,000,000	18.00	4,080,000	-	4,080,000	
	8,749,030		9,906,425	5,169,059	4,737,366	-
2024						
Trade and other payables	3,245,800	-	3,245,800	3,245,800	-	-
Lease liabilities	799,895	6.00 - 6.22	849,660	483,480	366,180	-
	4,045,695		4,095,460	3,729,280	366,180	-

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.5 Liquidity and cash flow risk (continued)

	Carrying amount RM	Contractual interest rate %	Contractual cash flow RM	Not later than 1 year RM	Later than 1 year but not later than 5 RM	More than 5 years RM
Company						
2025						
Other payables	2,860,578	-	2,860,578	2,860,578	-	-
Lease liabilities	847,547	5.97 - 6.50	891,180	558,480	332,700	-
Amount due to subsidiaries	1,110,617	-	1,110,617	1,110,617	-	-
Financial guarantee contract	6,500,000	-	6,500,000	6,500,000	-	-
	11,318,742		11,362,375	11,029,675	332,700	-
2024						
Other payables	1,945,428	-	1,945,428	1,945,428	-	-
Lease liabilities	799,895	6.00 - 6.22	849,660	483,480	366,180	-
Amount due to subsidiaries	107,604	-	107,604	107,604	-	-
Financial guarantee contract	3,500,000	-	3,500,000	3,500,000	-	-
	6,352,927		6,402,692	6,036,512	366,180	-

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.6 Classification of financial instruments

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial assets				
At FVTPL				
Financial assets at fair value through profit or loss	9,005,233	10,141,031	-	-
At amortised cost				
Trade receivables	2,605,101	1,113,842	-	-
Other receivables	2,905,144	106,540	103,080	103,080
Amount due from subsidiaries	-	-	811,674	659,757
Cash and bank balances	587,787	331,240	4,152	77,698
	6,098,032	1,551,622	918,906	840,535
Financial liabilities				
At amortised cost				
Trade payables	380,900	803,279	-	-
Other payables	3,986,179	2,442,521	2,860,578	1,945,428
Amount due to subsidiaries	-	-	1,110,617	107,604
Borrowings	3,000,000	-	-	-
	7,367,079	3,245,800	3,971,195	2,053,032

30.7 Fair value of financial instruments

Fair value hierarchy

The Group's and the Company's financial instruments are analysed in a three level fair value hierarchy based on the significance of inputs.

The three level of fair value measurement hierarchy are:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date.

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.7 Fair value of financial instruments (continued)

Level 2: Input other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: Input for the asset or liability that are not based on observable market data (unobservable input).

The carrying amounts of cash and cash equivalents, short term receivables and payables, amount due from/(to) subsidiaries, amount due to a former director and amount due to shareholders approximate fair values due to the relatively short term nature of these financial instruments.

The table below analyses financial instruments that are carried at fair value.

	Financial instruments that are carried at fair value			
	Level 1	**Level 2**	**Level 3**	**Total**
Group	**RM**	**RM**	**RM**	**RM**
2025				
Financial assets				
Financial assets at fair value through profit or loss	-	-	9,005,233	9,005,233
2024				
Financial assets				
Financial assets at fair value through profit or loss	-	-	10,141,031	10,141,031

30. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

30.7 Fair value of financial instruments (continued)

Policy on transfer between levels

The fair value of an asset or liability to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

There has been no transfer between Level 1 and 2 fair values during the financial year.

The responsibility for managing the above risks is vested in the directors.

31. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratios in order to support their business and maximise shareholder value.

The Group and the Company manage the capital structure and makes adjustments to it, in light of changes in economic conditions. No changes were made in the objectives, policies or processes during the financial year ended 31 March 2025.

The Group and the Company monitor capital using a net debt equity ratio, which is net debts divided by total capital. The Group's and the Company's net debts include total liabilities less deferred tax liabilities and cash and cash equivalents. Total capital comprises share capital and reserves attributable to owners of the Group and of the Company. The Group and the Company are not subject to externally imposed capital requirements.

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Total liabilities	9,754,805	4,897,469	4,818,742	2,852,927
Less: Deferred tax liabilities	(462,447)	(424,358)	-	-
Less: Cash and cash equivalents	(587,787)	(331,240)	(4,152)	(77,698)
Net debt	8,704,571	4,141,871	4,814,590	2,775,229
Equity attributable to owners of the Company	12,737,884	12,953,096	5,486,028	6,800,969
Gearing ratio	0.68	0.32	0.88	0.41

Under the requirement of Bursa Malaysia Guidance Notes 3, the Company is required to maintain a consolidated shareholders' equity equal to or not less than the 25 percent of the issued and paid-up capital. The Company has complied with this requirement.

32. SIGNIFICANT EVENTS DURING AND SUBSEQUENT TO THE FINANCIAL YEAR

32.1 Proposed Regularisation Plan

On 25 October 2019, the Company announced that it became an Affected Listed Issuer pursuant to Practice Note 17 ("PN 17") of the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") for the Main Market (MMLR).

On 27 July 2021, the Company has appointed M&A Securities Sdn. Bhd. as the Principal Adviser the formulation of a Regularisation Plan and its submission pursuant to Paragraph 8.04 (3) of the Listing Requirements of Bursa Securities.

On 28 January 2022, the Company had announced that the Company is proposing to undertake the Proposed Regularisation Plan to regularise its financial condition in accordance with Paragraph 8.04 (3) of the Main Marketing Listing Requirements.

The Proposed Regularisation Plan comprises of the following:-

(i) a proposed reduction of the issued share capital of Asia Media Group Berhad ("AMGB") (now known as MMM Group Berhad) pursuant to Section 116 of the Companies Act 2016 ("Proposed Share Capital Reduction");

(ii) a proposed private placement which entails the issuance of 20% of the total number of issued shares in AMGB shares ("Proposed Private Placement");

(iii) a proposed renounceable rights issue on the basis of 3 new AMGB Shares ("Rights Share(s)") for every 4 existing AMGB Shares held, together with free detachable warrants ("Warrants") on the basis of 1 Warrant for every 1 Rights Share subscribed for, by the entitled shareholders whose names appear in the record of depositors of the Company on an entitlement date to be determined later ("Proposed Rights Issue with Warrants"); and

(iv) AMGB had on 28 January 2022 entered into a conditional shares sale agreement with Teo Choon How and Chong June Wei (collectively referred to as "Vendors") for the proposed acquisition of 102 ordinary shares in Lookhere Network Sdn Bhd ("Lookhere"), representing 51% equity interest in Lookhere therein from the Vendors for a purchase consideration of RM12.24 million which will be satisfied via a combination of cash payment amounting to RM1.22 million and the issuance of up to 73,440,000 new AMGB Shares ("Lookhere Consideration Share(s)") based on the minimum issue price of RM0.15 per Lookhere Consideration Share ("Proposed Lookhere Acquisition").

On 11 March 2022, the Company had announced that the application of Proposed Regularisation Plan has been submitted to Bursa Securities.

32. SIGNIFICANT EVENTS DURING AND SUBSEQUENT TO THE FINANCIAL YEAR (continued)

32.1 Proposed Regularisation Plan (continued)

On 5 September 2022, the Company had announced that the Proposed Lookhere Acquisition was terminated and the revised Proposed Regularisation Plan will now comprise of Proposed capital reduction, Proposed private placement and Proposed rights issue with warrants.

The Company had on 13 September 2022 submitted the Revised Proposed Regularisation Plan to Bursa Securities.

In view of a complaint against the Group Financial Statements, the Company had submitted withdrawal letter to Bursa Securities regarding the revised proposed regularisation plan submitted on 13 September 2022. The decision of the Board of Directors was made in order to resolve the queries pertaining to the Group Financial Statements. The Company had on 15 February 2023 made an announcement in regards to these summary of the key findings and conclusion from the Findings Report.

In addition, on 28 June 2023, the Company also had submitted an application for extension of time up to 31 December 2023 to resubmit proposed regularisation plan to Bursa Securities which was subsequently approved by the Bursa Securities on 27 July 2023.

Bursa Securities had vide its letter dated 5 February 2024, has resolved to grant the Company a further extension of time of 6 months up to 30 June 2024 to submit its regularisation plan to the relevant regulatory authorities for approval.

On 27 June 2024, the Company had submitted a further extension of time application to Bursa Securities of six months i.e. up to 31 December 2024 to resubmit proposed regularisation plan to Bursa Securities. Bursa Securities subsequently, vide its letter dated 8 August 2024, granted the Company a further extension of time of 6 months up to 31 December 2024.

On 30 December 2024, the Company had submitted a further extension of time application to Bursa Securities of 1 month i.e. up to 30 January 2025 to resubmit proposed regularisation plan to Bursa Securities. However, Bursa Securities had vide its letter dated 10 January 2025, granted the Company a further extension of time of 3 months up to 31 March 2025.

Eventually, the Company resubmitted the proposed regularisation plan to Bursa Securities on 27 January 2025.

32. SIGNIFICANT EVENTS DURING AND SUBSEQUENT TO THE FINANCIAL YEAR (continued)

32.1 Proposed Regularisation Plan (continued)

On 30 July 2025, the Company had received a suspension and de-listing notice from Bursa Securities. Bursa Securities had rejected the Company's Proposed Regularisation Plan. In circumstances and pursuant to paragraph 8.04(5) of the MMLR:

(i) the trading in the securities of the Company will be suspended with effect from 7 August 2025; and

(ii) the securities of the Company will be de-listed on 4 September 2025 unless an appeal against the rejection of the proposed regularisation plan and de-listing is submitted to Bursa Securities on or before 29 August 2025 ("the Appeal Timeframe"). Any appeal submitted after the Appeal Timeframe will not be considered by Bursa Securities.

The Company will submit the appeal within the permitted timeframe.

32.2 Incorporation of new subsidiaries

On 25 June 2024, the Company incorporated a new subsidiary, MMM Entertainment Sdn. Bhd., with the intended principal activities of promoting and organising leisure and entertainment events and activities.

On 12 August 2024, the Company incorporated a new subsidiary, MMM Impression Sdn. Bhd., with the intended principal activities of supply and installation of digital displays.

33. MATERIAL LITIGATION

33.1 Asia Media Group Berhad (now known as MMM Group Berhad) ("Plaintiff") vs Wong Shee Kai ("Defendant")

On 31 January 2022, the Company vide Messrs. Krish Maniam & Co. had filed a Statement of Claim in the Kuala Lumpur High Court against Wong Shee Kai, a former executive director cum chief executive officer of the Company. The Plaintiff is essentially seeking the following reliefs:

a) Special damages for a sum of RM170,537,870 or any other sum that the Honourable Court deems fit and proper;

b) a declaration that the Defendant is liable to account to the Plaintiff for the sum of RM170,537,870 for the purchase of items;

c) a declaration that the Defendant holds as constructive trustee for the Plaintiff in relation to the said RM170,537,870 or any losses arising from the breaches set out above;

d) equitable compensation if the Honourable Court finds it fair and proper;

e) Special damages for the sum of RM1,500,000 for the refund of the ex gratia payment paid by the Plaintiff to the Defendant;

f) Special damages for the sum of RM2,344,528 for the outstanding amount owed by DPO Plantations Sdn. Bhd. waived by the Plaintiff;

g) other loss and damages to be assessed by the Honourable Court;

h) interest on all sums found to be due to the Plaintiff at such rate and for such period of time as the Honourable Court deems just and reasonable;

i) costs on an indemnity basis against the Defendant; and

j) such further or other relief as the Honourable Court deems fit.

During the case management on 21 April 2022, the High Court had set the Company's application for further and better particulars for hearing on 8 June 2022.

33. MATERIAL LITIGATION (continued)

33.1 Asia Media Group Berhad (now known as MMM Group Berhad) ("Plaintiff") vs Wong Shee Kai ("Defendant") (continued)

During the case management on 8 June 2022, the High Court set the Company's application for further and better particulars for hearing on 4 August 2022, which was then adjourned to 28 October 2022.

The Defendant filed an application on 8 June 2022 to strike out the Company's claim. The case management was held on 22 June 2022 whereby the Court gave directions for both parties to file their affidavit in reply and written submissions. Subsequently a hearing was fixed on 16 November 2022.

The Company appointed a new lawyer to take over the conduct of the case with effect from 2 November 2022.

During the hearing on 16 November 2022, the learned High Court Judge has ordered for the matter to be transferred to the Commercial Division by consent of both parties.

On 5 December 2022, the Court informed that the case has been transferred to the Commercial Division with a new case number assigned under Suit No. WA-22NCC-646-12/2022. A case management was fixed on 20 December 2022 and, subsequently, a further case management was fixed on 5 January 2023. During the case management on 5 January 2023, the Court fixed the hearing of the defendant's application to strike off the Company's claims on 4 April 2023.

During the hearing on 4 April 2023, the Kuala Lumpur High Court decided the following:

1. The Court dismissed the Plaintiff's applications in Enclosure 14 and Enclosure 21, for further and better particulars, with costs of RM2,500 for each application.

2. The Court dismissed the Defendant's application in Enclosure 16, to strike out the Company's claim, with costs of RM5,000.

3. The Court then fixed the matter for case management on 07 June 2023.

On 3 May 2023, the Defendant filed a Notice of Appeal in the Court of Appeal to appeal against the Kuala Lumpur High Court's decision on 4 April 2023 in dismissing the Defendant's application in Enclosure 16 (Application to Strike Out Plaintiff's claim). Subsequently, on 7 June 2023, the Defendant withdrew his appeal against the Kuala Lumpur High Court's decision in dismissing the Defendant's striking out application.

33. MATERIAL LITIGATION (continued)

33.1 Asia Media Group Berhad (now known as MMM Group Berhad) ("Plaintiff") vs Wong Shee Kai ("Defendant") (continued)

On 8 June 2023, the Company announced that Asia Media Sdn Bhd (in Liquidation) ("Proposed Intervener") has filed an intervention application to intervene in the suit against the Defendant. At the case management on 7 June 2023, the Kuala Lumpur High Court directed that pre-trial directions are to be withheld pending the disposal of the Proposed Intervener's Intervention Application. Hearing on the Application before the learned High Court Judge is fixed on 14 August 2023.

On 14 August 2023, the Kuala Lumpur High Court allowed the Proposed Intervener's application to intervene the proceedings as a Defendant. The Court had also fixed the suit for case management on 27 September 2023.

During the case management on 27 September 2023, the Kuala Lumpur High Court fixed the matter for further case management on 23 November 2023. Subsequently, a pre-trial case management was fixed on 8 January 2024 and, eventually, adjourned to 17 January 2024. The Court fixed the matter for further pre-trial case management on 22 January 2024 and 5 February 2024.

Another case management was held on 28 February 2024 whereby the Kuala Lumpur High Court ruled as follows:

1. The Plaintiff is allowed to withdraw the suit against the 1st Defendant, Wong Shee Kai, with liberty to file afresh and with costs of RM50,000.00 to be paid by the Plaintiff to the 1st Defendant.

2. The Plaintiff is allowed to withdraw the suit against the 2nd Defendant, Asia Media Sdn Bhd, with liberty to file afresh and with no order to costs.

Henceforth, the suit fixed for trial on 11 March 2024 is abandoned.

The 1st Defendant filed an appeal to Putrajaya Court of Appeal against the decision of the Kuala Lumpur High Court which allowed the Plaintiff to withdraw the suit against the 1st Defendant with liberty to file afresh. The Court fixed the case management date on 3 July 2024 for the Official Receiver to attend the case management for the 2nd Defendant.

A further case management was fixed on 8 August 2024 which was adjourned to 14 August 2024. The next case management was fixed on 15 October 2024 for parties to update the Court on status of filing of affidavits and written submissions. Further to that, the hearing of the Security for Costs, applied by the Company against Wong Shee Kai, was fixed on 29 October 2024.

33. MATERIAL LITIGATION (continued)

33.1 Asia Media Group Berhad (now known as MMM Group Berhad) ("Plaintiff") vs Wong Shee Kai ("Defendant") (continued)

At the hearing on the Security for Costs on 29 October 2024, the Court of Appeal ordered Wong Shee Kai to deposit RM20,000 as security for costs at the clients account of the solicitors for MMMG within 14 days from the date of order, failing which the appeal would be struck out. Subsequent to that, Wong Shee Kai extended a cheque of RM20,000 to the Company's solicitors on 4 November 2024.

At a case management on 30 October 2024, the Court of Appeal fixed a case management on 24 June 2025 to check on the status of submissions. The Court of Appeal also fixed 8 July 2025 for hearing of the appeal.

During the Case Management on 24 June 2025, the Court allowed the request of the Company’s solicitors for the hearing on 8 July 2025 to be held virtually.

At the hearing on 8 July 2025, the Putrajaya Court of Appeal dismissed Wong Shee Kai’s appeal to allow MMMG the liberty to file afresh claims against him. The appeal is dismissed with agreed costs of RM10,000.00 subject to allocatur fee.

14. ANALYSIS OF SHAREHOLDINGS
(Based on Register of Depositors as at 30 June 2025)

SHARE CAPITAL

Total Number of Issued Shares : 311,302,426
Issued Share Capital : RM 33,196,096
Class of Shares : Ordinary Shares
Voting Rights : One vote for each ordinary share held

DISTRIBUTION OF SHAREHOLDINGS
(Based on Register of Depositors as at 30 June 2025)

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	% OF SHAREHOLDERS	NO. OF ORDINARY SHARES	% OF ISSUED SHARES
LESS THAN 100	187	8.45	7,244	0.00
100 TO 1,000	273	12.34	134,392	0.04
1,001 TO 10,000	833	37.66	4,159,997	1.34
10,001 TO 100,000	649	29.34	22,399,253	7.20
100,001 TO LESS THAN 5% OF ISSUED SHARES	268	12.12	228,421,040	73.38
5% AND ABOVE OF ISSUED SHARES	2	0.09	56,180,500	18.04
TOTAL	**2,212**	**100**	**311,302,426**	**100.00**

DIRECTORS' SHAREHOLDINGS
(Based on Register of Depositors as at 30 June 2025)

No.	Names	Direct		Indirect	
		No. of Shares	%	No. of Shares	%
1.	OH TEIK KENG	1,100,000	0.35	-	-
2.	TAN CHIA HONG @ GAN CHIA HONG	-	-	58,932,500 *	18.931
3.	CHEN, JUI-LIANG	-	-	38,953,900 **	12.513
4.	DATUK CHIW TIANG CHAI	-	-	56,180,500 ***	18.047

<u>*Notes:*</u>

* i. *Deemed interest of 38,953,900 shares held through Grand Portfolio Sdn Bhd where Mr. Tan Chia Hong @ Gan Chia Hong has 60% direct interest in the total issued shares.*
ii. *Deemed interest of 2,752,000 shares held by Mr. Tan Chia Hong @ Gan Chia Hong's siblings.*
iii. *Deemed interest of 17,226,600 shares held through Wise Net Resources Holdings (M) Sdn Bhd where Mr. Tan Chia Hong @ Gan Chia Hong has 20% direct interest in the total issued shares.*

** *Deemed interest of 38,953,900 shares held through Grand Portfolio Sdn Bhd where Mr. Chen, Jui-Liang has 40% direct interest in the total issued shares.*

*** *Deemed interest of 38,953,900 shares held through Grand Portfolio Sdn Bhd and 17,226,600 shares held through Wise Net Resources Holdings (M) Sdn Bhd by Mr. Tan Chia Hong @ Gan Chia Hong, as Datuk Chiw Tiang Chai is the father-in-law of Mr. Tan Chia Hong @ Gan Chia Hong.*

LIST OF SUBSTANTIAL SHAREHOLDERS (5% AND ABOVE)
As per Register of Substantial Shareholders

No.	Names	Direct		Indirect	
		No. of Shares	%	No. of Shares	%
1.	GRAND PORTFOLIO SDN. BHD.	38,953,900	12.513	-	-
2.	WISE NET RESOURCES HOLDING (M) SDN BHD	17,226,600	5.533	-	-
3.	TAN CHIA HONG @ GAN CHIA HONG	-	-	58,932,500 *	18.931
4.	CHEN, JUI-LIANG	-	-	38,953,900 **	12.513
5.	DATUK CHIW TIANG CHAI	-	-	56,180,500 ***	18.047
6.	DATO’ KHIU FU SIANG	8,624,400	2.770	6,943,400 ****	2.230

Notes:

* i. *Deemed interest of 38,953,900 shares held through Grand Portfolio Sdn Bhd where Mr. Tan Chia Hong @ Gan Chia Hong has 60% direct interest in the total issued shares.*
ii. *Deemed interest of 2,752,000 shares held by Mr. Tan Chia Hong @ Gan Chia Hong’s siblings.*
iii. *Deemed interest of 17,226,600 shares held through Wise Net Resources Holding (M) Sdn Bhd where Mr. Tan Chia Hong @ Gan Chia Hong has 20% direct interest in the total issued shares.*

** *Deemed interest of 38,953,900 shares held through Grand Portfolio Sdn Bhd where Mr. Chen, Jui-Liang has 40% direct interest in the total issued shares.*

*** *Deemed interest of 38,953,900 shares held through Grand Portfolio Sdn Bhd and 17,226,600 shares held through Wise Net Resources Holding (M) Sdn Bhd by Mr. Tan Chia Hong @ Gan Chia Hong, as Datuk Chiw Tiang Chai is the father-in-law of Mr. Tan Chia Hong @ Gan Chia Hong.*

**** *Shares held under Outstanding Entrepreneurs Sdn. Bhd., a Company owned by Dato’ Khiu Fu Siang and spouse.*

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS
(Based on Register of Depositors as at 30 June 2025)

NO.	NAME	NO. OF SHARES	% OF ISSUED SHARES
1.	Grand Portfolio Sdn. Bhd.	38,953,900	12.51
2.	Wise Net Resources Holding (M) Sdn.Bhd.	17,226,600	5.53
3.	Mohd Nasri Bin Abdul Rahim	12,600,000	4.05
4.	Shanying Marketing Sdn Bhd	12,140,500	3.90
5.	Khiu Fu Siang	8,624,400	2.77
6.	Outstanding Entrepreneurs Sdn. Bhd.	6,943,400	2.23
7.	Lee Yao Jun	6,683,800	2.15
8.	Ong Seng Chan	6,603,400	2.12
9.	Lee Chun Fai	6,229,100	2.00
10.	Pua Kah Yeong	6,059,800	1.95
11.	Lim Sian Hau	5,205,700	1.67
12.	Khor Ley Cheng	4,859,000	1.56
13.	Chong Fatt Bun	4,789,100	1.54
14.	Low Kok Hwa	3,456,300	1.11
15.	Yap Chee Heong	2,952,700	0.95
16.	Ang Cho Kok	2,881,000	0.93
17.	Ek Yew Ching	2,725,500	0.88
18.	Moomoo Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account for Lim Lee Foon	2,670,000	0.86
19.	Tan Boon King	2,618,700	0.84
20.	Shanying Group Sdn. Bhd.	2,497,900	0.80
21.	Ek Yew Ching	2,394,700	0.77
22.	Maybank Nominees (Tempatan) Sdn Bhd Khoo Peh Fang	2,394,700	0.77
23.	Yeong Jee Wei	2,394,700	0.77
24.	Tan Jik Wei	2,300,000	0.74
25.	Tan Kay Wong	2,287,200	0.73
26.	Fan Chin Pyng	2,244,700	0.72
27.	Khoo Chorn Seng	2,201,200	0.71
28.	Siah Poh Geok	2,200,000	0.71
29.	Ang Cho Kok	1,949,900	0.63
30.	Lee Teck Sang	1,794,700	0.58
Total		**178,882,600**	**57.48**

NOTICE OF 17TH ANNUAL GENERAL MEETING

MMM GROUP BERHAD
Registration No. 200801011849 (813137-V)
(Incorporated in Malaysia)

NOTICE IS HEREBY GIVEN that the Seventeenth ("17th") Annual General Meeting ("AGM") of the Company will be convened and held at Unit 15-1, Menara Choy Fook On, Jalan Yong Shook Lin, Seksyen 7, 46050 Petaling Jaya, Selangor Darul Ehsan on Friday, 29 August 2025 at 10.30 a.m. to transact the following businesses:

1. To receive the Audited Financial Statements for the financial year ended 31 March 2025 together with the Reports of Directors and Auditors thereon. **(Refer to Explanatory Note i)**

2. To re-elect the following directors who retire in accordance with Rule 133 of the Company's Constitution, being eligible, offer themselves for re- election:

   a) Dato' Rosni Binti Zahari **(Resolution 1)**

   b) Mr. Chen, Jui-Liang **(Resolution 2)**

3. To approve the payment of Directors' fees and any other benefits up to RM175,000.00 to non-executive directors for the period from 30th August 2025 until the next annual general meeting of the Company. **(Resolution 3)**

4. To re-appoint Messrs. PKF PLT as Auditor of the Company and to authorise the Directors to fix PKF PLT's remuneration. **(Resolution 4)**

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolution:

5. **Ordinary Resolution – Authority to Issue Shares pursuant to Section 75 and 76 of the Companies Act 2016**

   "THAT subject always to the Companies Act 2016, the Company's Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the approval of the relevant government and/or regulatory authorities, the Directors be and are hereby authorised pursuant to Sections 75 and 76 of the Companies Act 2016 to allot shares in the Company at any time at such price, upon such terms and conditions, for such purposes and to such person(s) whomsoever as the Directors may in their absolute discretion deem fit and expedient in the interest of the Company, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total issued share capital of the Company for the time being and THAT the Directors be and are also empowered to obtain the approval from Bursa Malaysia Securities Berhad for the listing of and quotation for the additional shares so issued and THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company." **(Resolution 5)**

6. **Ordinary Resolution – Proposed Renewal of Existing Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

"THAT, subject to the Main Market Listing Requirements of the Bursa Malaysia Securities Berhad ("Bursa Securities"), the Company and/or its subsidiary companies be and are hereby authorised to enter into recurrent related party transactions of a revenue or trading nature set out in the Circular to the Shareholders of the Company dated 31 July 2025 which are necessary for their day-to-day operations in the ordinary course of business of MMM Group on terms not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company. **(Resolution 6)**

AND THAT, such approval, shall continue to be in force until:

i) conclusion of the next AGM of the Company at which time it will lapse, unless by a resolution passed at the next AGM, the mandate is renewed;
ii) the expiry of the period within which the next AGM of the Company following the forthcoming AGM at which this mandate is approved, is required to be held pursuant to Section 340(2) of the Companies Act 2016, without regard to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016; or
iii) revoked or varied by a resolution or resolutions passed by the shareholders of the Company in general meeting.

Whichever is earlier.

AND THAT, the Directors of the Company be and are hereby authorised to do all acts, deeds, things and execute all necessary documents as they may consider necessary or expedient in the best interest of the Company with full powers to assent to any conditions, variations, modifications and/or amendments in any manner as may be required or permitted under relevant authorities to give full effect to the Proposed Shareholders' Mandate."

7. To transact any other business for which due notice shall have been given.

BY ORDER OF THE BOARD

TIEW SZE HANN (MAICSA NO. 7058007) (SSM Practising Certificate No. 201908000034)
SHEREEN CH'NG MEI LIAN (MAICSA NO. 7065052) (SSM Practising Certificate No. 202208000226)
Company Secretaries

Kuala Lumpur
31 July 2025

NOTES:-

1. *A member of the Company entitled to attend and vote at this meeting may appoint not more than two (2) proxies to vote in his stead. Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy. There shall be no restriction as to the qualification of the proxy.*

2. *Where a member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**omnibus account**"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.*

3. *A proxy may but need not be a member of the Company.*

4. *If the appointer is a corporation, the form of proxy must be executed under its Common Seal or under the hand of its attorney.*

5. *The instrument appointing a proxy together with the power of attorney (if any) under which it is signed or a certified true copy thereof shall be deposited at the Company's Registrar Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than 48 hours before the time set for the meeting.*

6. *Depositor whose name appears on the Record of Depositors as at 22 August 2025 shall be regarded as member of the Company and entitled to attend and vote at the meeting or to appoint proxy(ies) to attend and vote at the meeting.*

7. *All resolutions at the 17th Annual General Meeting or any adjournment thereof shall be voted by poll.*

EXPLANATORY NOTES

i. **Agenda 1 – Audited Financial Statements for financial year ended 31 March 2025**

The audited financial statements are laid in accordance with Section 340(1)(a) of the Companies Act 2016 for discussion only under Agenda 1. They do not require shareholders' approval and hence, will not put for voting.

ii. **Agenda 3 (Resolution 3) – To approve the payment of Directors' fees and any other benefits up to RM175,000.00 to non-executive directors for the period from 30th August 2025 until the next annual general meeting of the Company.**

The proposed Directors' fees and any other benefits of up to RM175,000 for the services rendered from the 30th August 2025 until the next AGM of the Company will only be made by the Company as and when incurred if the proposed Ordinary Resolution 3 has been passed at the 17th AGM.

In determining the total estimated amount of the Directors' Benefits, the Board has considered the number of scheduled meetings for the Board and Board Committees as well as the number of Non-Executive Directors involved in the meetings.

iii. Agenda 4 (Resolution 4) - To re-appoint Messrs. PKF PLT as Auditor of the Company

Based on the results of the External Auditors' Evaluation for the financial year ended 31 March 2025, the Audit & Risk Management Committee and Board are satisfied with the quality of service, adequacy of resources provided, communication, independence, objectivity and professionalism demonstrated by the External Auditors, PKF PLT, in carrying out their duties. Being satisfied with PKF PLT's performance, the Board recommends their re-appointment for shareholders' approval at the 17^{th} AGM of the Company. PKF PLT has expressed their willingness to continue in office and to hold office as Auditors of the Company for the ensuing year until the conclusion of the next AGM at a fee to be determined by the Board of Directors of the Company.

iv. **Agenda 5 (Resolution 5) - Authority to Issue Shares pursuant to Sections 75 and 76 of the Companies Act 2016**

The proposed Resolution 5 is for the purpose of granting a renewed general mandate and authorise the Directors of the Company to issue and allot shares up to an aggregate amount not exceeding 10% of the issued capital of the Company for the time being for such purposes as the Directors would consider to be in the interest of the Company. This authority, unless revoked or varied at a general meeting, will expire at the next conclusion of the Annual General Meeting of the Company.

As at the date of this Notice, no new shares in the Company were issued pursuant to the authority granted to the Directors at the Sixteenth (16^{th}) AGM held on 16^{th} August 2024 and which will lapse at the conclusion of the 17^{th} AGM. Nevertheless, a renewal for the said mandate is sought to avoid any delay and cost involved in convening a general meeting to approve such an issue of shares. The aforesaid authority is to give the Directors the authority and flexibility to raise fund more expediently via issuance of shares for purpose of funding future investments, working capital and/or any acquisition.

V. **Agenda 6 (Resolution 6) - Proposed Renewal of Existing Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

The Proposed Resolution 6 is to authorise the Company and/or its subsidiaries ("Group") to enter into the recurrent related party transactions of a revenue or trading nature which are necessary for the Group's day-to-day operations, subject to the transactions being in the ordinary course of business and on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company. Further details on the Shareholders' Mandate are provided in the Circular to Shareholders dated 31st July 2025.

MMM GROUP BERHAD

Registration No. 200801011849 (813137-V)
(Incorporated in Malaysia)

PROXY FORM

I/We ______________________________ NRIC/Passport/Registration No. ______________
[Full name in block as per NRIC/Passport]

of ____
[Address]

Email Address: ______________________________ Contact No: ______________

Being member(s) of **MMM Group Berhad** , hereby appoint:-

Full Name (in Block as per NRIC/Passport)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Email Address:		**Contact No.:**	

and/or^

Full Name (in Block as per NRIC/Passport)	**NRIC/Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Email Address:		**Contact No.:**	

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 Seventeenth (17th) Annual General Meeting ("AGM") of the Company. The 17th AGM will be convened and held at Unit 15-1, Menara Choy Fook On, Jalan Yong Shook Lin, Seksyen 7, 46050 Petaling Jaya, Selangor Darul Ehsan on Friday, 29 August 2025 at 10.30 a.m. and at any adjournment thereof.

*My/our proxy is to vote as indicated hereunder

Resolution		**For**	**Against**
Resolution 1	Re-election of Dato' Rosni Binti Zahari as Director of the Company pursuant to Rule 133 of the Company's Constitution.		
Resolution 2	Re-election of Mr. Chen, Jui-Liang as Director of the Company pursuant to Rule 133 of the Company's Constitution.		
Resolution 3	To approve the payment of Directors' fees and any other benefits up to RM175,000.00 to non-executive directors for the period from 30th August 2025 until the next Annual General Meeting.		
Resolution 4	Re-appointment of Messrs. PKF PLT as Auditor of the Company for the financial year ended 31 March 2026 and to authorise the Directors to fix their remuneration.		
Resolution 5	Authority to issue shares pursuant to Section 75 and 76 of the Companies Act, 2016.		
Resolution 6	Proposed Renewal of Existing Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature		

Please indicate with an 'X' in the appropriate box against each Resolution how you wish your proxy to vote. If no instruction is given, this form will be taken to authorise the proxy to vote at his/her discretion.

First Proxy	%
Second Proxy	%
Total :	100%

No. of Share Held :	
CDS A/C No.	

Dated this ________ day of __________________, 2025.

____
Signature

NOTES:-

1. *A member of the Company entitled to attend and vote at this meeting may appoint not more than two (2) proxies to vote in his stead. Where a member appoints two (2) proxies, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy. There shall be no restriction as to the qualification of the proxy.*

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3. *A proxy may but need not be a member of the Company.*

4. *If the appointer is a corporation, the form of proxy must be executed under its Common Seal or under the hand of its attorney.*

5. *The instrument appointing a proxy together with the power of attorney (if any) under which it is signed or a certified true copy thereof shall be deposited at the Company's Registrar Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than 48 hours before the time set for the meeting.*

6. *Depositor whose name appears on the Record of Depositors as at 22 August 2025 shall be regarded as member of the Company and entitled to attend and vote at the meeting or to appoint proxy(ies) to attend and vote at the meeting.*

7. *All resolutions at the 17th AGM or any adjournment thereof shall be voted by poll.*

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The Share Registrar
MMM GROUP BERHAD
[200801011849 (813137-V)]

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

1st Fold Here

MMM GROUP BERHAD
Registration No. 200801011849 (813137-V)

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Email: hello@mmmgroup.com.my

Website: www.mmmgroup.com.my