

KUMPULAN PERANGSANG SELANGOR BERHAD
(Registration No. 197501002218/ 23737-K)
(Incorporated in Malaysia)

Minutes of the Forty-Ninth Annual General Meeting (“49th AGM” or “Meeting”) of Kumpulan Perangsang Selangor Berhad (“KPS Berhad” or the “Company”) held at Ballroom 1, Setia City Convention Centre, No. 1 Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor Darul Ehsan (“Meeting Venue”) on Tuesday, 19 May 2026 at 10.00 a.m. (Physical Meeting)

PRESENT

Members, Corporate Representatives and Proxies

The attendance of the Members, Corporate Representatives and Proxies at the Meeting Venue is as per the Attendance List in **Appendix 1** of the Minutes of Meeting.

Board of Directors (“Board”)

- 1) Dato’ Dr. Ahmad Fadzli bin Ahmad Tajuddin (“Chairman of the Meeting”)
- 2) Dato’ Ts. Saipolyazan bin Mat Yusop
- 3) Dato’ Ikmal Hijaz bin Hashim, Senior Independent Director/Chairman of the Nomination & Remuneration Committee
- 4) Puan Norliza binti Kamaruddin, Chairman of the Sustainability Board Committee
- 5) Dato’ Noorazman bin Abd Aziz, Chairman of the Board Investment Review Committee
- 6) Ms Sharmila Sekarajasekaran, Chairman of the Board Governance and Risk Committee
- 7) Datuk Syed Izuan bin Syed Kamarulbahrin, Chairman of the Board Audit Committee
- 8) Encik Ahmad Fariz bin Hassan, Managing Director/ Group Chief Executive Officer (“MD/GCEO”)

Senior Management and Company Secretary

- 1) Puan Suzila binti Khairuddin
Deputy Chief Executive Officer, Finance and Corporate Services (“DCEOFCS”)
- 2) Encik Azlan bin Abd Jalil
Deputy Chief Executive Officer, Strategy & Investments (“DCEOSI”)
- 3) Puan Selfia binti Muhammad Effendi
Company Secretary (“Company Secretary”)

The Attendance List of the Directors, Senior Management, Company Secretary and Auditors is as set out in **Appendix 2** of the Minutes of Meeting.

IN ATTENDANCE

External Auditors from Ernst & Young PLT (“EY”)

- 1) Ms Susan Lui
- 2) Mr Kisharn Toolasy Das
- 3) Ms Ho Mei Ting

1.0 OPENING REMARKS BY THE CHAIRMAN

- 1.1 Dato' Dr. Ahmad Fadzli bin Ahmad Tajuddin ("Dato' Chairman") presided as Chairman of the 49th AGM.
- 1.2 On behalf of the Board and Management, Dato' Chairman welcomed all Members, Corporate Representatives, Proxies and invited guests ("Attendees") who were physically present at the Meeting Venue of the 49th AGM of KPS Berhad.
- 1.3 He then drew the Attendees' attention to a safety briefing video regarding the Meeting Venue. The Attendees were further reminded to set their mobile phones to silent mode, and that recording and photography throughout the AGM were prohibited.

2.0 QUORUM

- 2.1 Upon confirmation by the Company Secretary on the presence of the requisite quorum based on the attendance summary set out below, Dato' Chairman called the Meeting to order at 10.00 a.m.

Attendance Summary

Members Present: 182

Proxies Received: 99

Total Attendance: 281

- 2.2 Dato' Chairman introduced himself, each member of the Board, the MD/GCEO, the Management of the Company and the External Auditors from EY.

3.0 NOTICE OF MEETING

- 3.1 The Notice convening the 49th AGM was taken as read.

4.0 PRELIMINARY

- 4.1 The Chairman briefed the Meeting as follows:
 - i) The shareholders were encouraged to take the opportunity to participate in the Company's affairs by deliberating and voting on the resolutions put forward at the Meeting.
 - ii) The information on the Company, its activities, results and financial position as of 31 December 2025, together with the message from the MD/GCEO as set out in the 2025 Integrated Annual Report ("2025IAR"), which was published on the Company's website on 20 April 2026.
 - iii) In accordance with the Notice of 49th AGM, the cut-off date for determining who shall attend, speak and vote at the AGM was 13 May 2026.
 - iv) As of the date of the Meeting, the Company has a total issued and paid-up capital of 537,385,383 ordinary shares.
 - v) Dato' Chairman informed the Meeting that proxies had been received from members, authorising him to vote on their behalf as indicated in the proxy forms.

- vi) In accordance with the Main Market Listing Requirements (“MMLR”) of Bursa Securities Malaysia Berhad (“Bursa Securities”), all resolutions set out in the Notice of 49th AGM would be voted on by way of poll.
 - vii) In polling, each share shall represent one vote, and the polling would be carried out by way of electronic voting (e-voting), which was expected to commence after the Company had addressed any questions posed on the resolutions.
 - viii) There were eight (8) resolutions presented for voting at the AGM. As ordinary resolutions, they required a simple majority vote to be passed.
 - ix) Boardroom Share Registrars Sdn Bhd (“Boardroom”) had been appointed as the Poll Administrator to conduct the polling process for the 49th AGM, and Sky Corporate Services Sdn Bhd (“Sky Corporate”) had been appointed as the Independent Scrutineers to verify the poll results.
 - x) The voting session had commenced from the start of the meeting at 10.00 a.m., and all Members, Corporate Representatives and Proxies attending the 49th AGM were required to vote using their devices, such as a smartphone or tablet.
- 4.2 Dato’ Chairman informed the Meeting that, to ensure orderly proceedings of the 49th AGM, its programme, including the Questions and Answers (“Q&A”) session, would be conducted in the following manner/order:
- i) Presentation by the MD/GCEO on an overview of the Company’s performance for 2025, its achievements, strategies, and prospects going forward.
 - ii) Prior to the tabling of the agenda on the Proposed Renewal of the Existing Shareholders’ Mandate for Recurrent Related Party Transactions (“RRPT”), DCEOFCs would deliver a presentation outlining the key aspects of the Ordinary Resolution 8.
 - iii) The Q&A Session would be conducted after the presentation of all the proposed Resolutions in the Agenda of the Meeting.
 - iv) The Board and Management of the Company would firstly address questions from the Minority Shareholders Watch Group (“MSWG”), which were received via its letter dated 12 May 2026, followed by the questions submitted by the Shareholders prior to the 49th AGM via the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>. Thereafter, the questions raised by Members, Corporate Representatives and Proxies physically present at the Meeting Venue will be addressed.
 - v) The Members, Corporate Representatives and Proxies were requested to keep questions and comments clear and concise, and to observe decorum throughout the Meeting in order to ensure the effective use of time at the Meeting.

5.0 MD/GCEO’S PRESENTATION

- 5.1 Dato’ Chairman invited the MD/GCEO to provide an overview of the Company’s performance for 2025, its achievements, strategies and prospects going forward.

At this juncture, Mr. Cheng Chang Chai ("Mr. Cheng"), a shareholder, raised a point of order in relation to the Company's 48th Annual General Meeting held on 20 May 2025. The details of the matter raised are attached as **Appendix 3** to these Minutes.

5.2 The MD/GCEO proceeded with a presentation on Operating Performance & Forward Priorities, as per **Appendix 4** attached, covering the following areas:

- i) 2025 Operational Highlights;
- ii) 2025 Financial Highlights;
- iii) Non-Financial Achievements; and
- iv) Managing Prospects.

5.3 Dato' Chairman thanked the MD/GCEO for the presentation and informed the Meeting that any questions pertaining to the MD/GCEO's presentation would be addressed during the Q&A session.

5.4 Dato' Chairman then proceeded with the items on the agenda of the 49th AGM.

6.0 AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 AND THE REPORTS OF DIRECTORS AND AUDITORS

6.1 The Audited Financial Statements for the financial year ended 31 December 2025, together with the Reports of the Directors and the Auditors ("AFS 2025"), were circulated to all shareholders in accordance with the Company's Constitution.

6.2 Dato' Chairman declared that the Audited Financial Statements for the financial year ended 31 December 2025, together with the Reports of the Directors and Auditors, having been duly tabled at the 49th AGM in accordance with Section 340(1)(a) of the Companies Act 2016 ("CA 2016"), were duly received. He further explained that under Agenda 1, the AFS 2025 were tabled for discussion only, as shareholders' approval was not required and, accordingly, the same would not be put to a vote.

6.3 Dato' Chairman proceeded with Ordinary Resolution 1 under the Ordinary Business.

7.0 ORDINARY RESOLUTION 1 - DECLARATION OF SINGLE-TIER FINAL DIVIDEND OF 2 SEN PER SHARE ("SINGLE-TIER FINAL DIVIDEND")

7.1 Dato' Chairman proceeded with Ordinary Resolution 1 regarding the Single-Tier Final Dividend for the financial year ended 31 December 2025.

7.2 The Single-Tier Final Dividend, if approved, would be paid on 16 June 2026 to the Members based on the Record of Depositors as at the close of business on 4 June 2026.

7.3 Ordinary Resolution 1 was proposed by Dato' Chairman and seconded by Mr Leong Ng Chan ("Mr. Leong"), a shareholder.

7.4 Dato' Chairman informed the Meeting that the motion to vote by poll would be conducted after the Q&A session, and henceforth, he proceeded with the next Agenda item.

At this juncture, Dato' Chairman handed over the chair of the Meeting to the MD/GCEO to conduct the proceedings for Ordinary Resolution 2, which relates to the proposed re-election

of himself as Non-Independent Non-Executive Director of the Company.

**8.0 ORDINARY RESOLUTION 2
- RE-ELECTION OF DIRECTOR - DATO' DR. AHMAD FADZLI BIN AHMAD TAJUDDIN
("DATO' DR. AHMAD FADZLI")**

- 8.1 The Meeting proceeded with Ordinary Resolution 2 for the re-election of Dato' Dr. Ahmad Fadzli as Director of the Company, who retired pursuant to Clause 78 of the Company's Constitution.
- 8.2 MD/GCEO informed the Meeting that Dato' Dr. Ahmad Fadzli was appointed to the Board on 26 May 2025. He retired pursuant to Clause 78 of the Company's Constitution, and being eligible for re-election, has offered himself for re-election. The profile of Dato' Dr. Ahmad Fadzli was provided to the Members on page 91 of the 2025IAR.
- 8.3 Ordinary Resolution 2 was proposed by MD/GCEO and seconded by Mr Leong, a shareholder.
- 8.4 Since voting would be conducted on a poll after the Q&A session, the Meeting proceeded with the next item on the agenda.

At this juncture, the chair of Meeting was handed back to Dato' Chairman, who thanked the MD/GCEO for conducting the proceedings on Ordinary Resolution 2.

**9.0 ORDINARY RESOLUTION 3
- RE-ELECTION OF DIRECTOR - DATO' IKMAL HIJAZ BIN HASHIM ("DATO' IKMAL HIJAZ")**

- 9.1 The Meeting proceeded with Ordinary Resolution 3 for the re-election of Dato' Ikmal Hijaz as Director of the Company, who retired pursuant to Clause 76(3) of the Company's Constitution.
- 9.2 Dato' Chairman informed the Meeting that Dato' Ikmal Hijaz, who retired pursuant to Clause 76(3) of the Company's Constitution, was eligible for re-election. Dato' Ikmal Hijaz has offered himself for re-election. The profile of Dato' Ikmal Hijaz was provided to the Members on page 93 of the 2025IAR.
- 9.3 Ordinary Resolution 3 was proposed by Dato' Chairman and seconded by Mr Leong, a shareholder.
- 9.4 Since voting would be conducted on a poll after the Q&A session, the Meeting proceeded with the next item on the agenda.

**10.0 ORDINARY RESOLUTION 4
- RE-ELECTION OF DIRECTOR - PUAN NORLIZA BINTI KAMARUDDIN ("PUAN NORLIZA")**

- 10.1 The Meeting proceeded with Ordinary Resolution 4 for the re-election of Puan Norliza as Director of the Company, who retired pursuant to Clause 76(3) of the Company's Constitution.
- 10.2 Dato' Chairman informed the Meeting that Puan Norliza, who retired pursuant to Clause 76(3) of the Company's Constitution, was eligible for re-election. Puan Norliza has

offered herself for re-election. The profile of Puan Norliza was provided to the Members on page 94 of the 2025IAR.

10.3 Ordinary Resolution 4 was proposed by Dato' Chairman and seconded by Mr. Leong, a shareholder.

10.4 Since voting would be conducted on a poll after the Q&A session, the Meeting proceeded with the next item on the agenda.

11.0 ORDINARY RESOLUTION 5

- RE-ELECTION OF DIRECTOR - DATUK SYED IZUAN BIN SYED KAMARULBAHRIN ("DATUK SYED IZUAN")

11.1 The Meeting proceeded with Ordinary Resolution 5 for the re-election of Datuk Syed Izuan as Director of the Company, who retired pursuant to Clause 76(3) of the Company's Constitution.

11.2 Dato' Chairman informed the Meeting that Datuk Syed Izuan, who retired pursuant to Clause 76(3) of the Company's Constitution, was eligible for re-election. Datuk Syed Izuan has offered himself for re-election. The profile of Datuk Syed Izuan was provided to the Members on page 97 of the 2025IAR.

11.3 Ordinary Resolution 5 was proposed by Dato' Chairman and seconded by Puan Nor Fadzillah binti Idris, a shareholder.

11.4 Since voting would be conducted on a poll after the Q&A session, the Meeting proceeded with the next item on the agenda

12.0 ORDINARY RESOLUTION 6

- PAYMENT OF DIRECTORS' REMUNERATION OF UP TO RM1,927,000.00 FOR THE PERIOD IMMEDIATELY AFTER THE 49TH AGM UNTIL THE NEXT AGM OF THE COMPANY ("PAYMENT OF DIRECTORS' REMUNERATION")

12.1 Dato' Chairman proceeded with Ordinary Resolution 6 for the Payment of Directors' Remuneration of up to RM1,927,000 for the period immediately after the 49th AGM until the next AGM of the Company pursuant to Section 230(1) of CA 2016.

12.2 Dato' Chairman explained that the payment was in respect of the Directors' fees and benefits payable to the Non-Executive Directors ("NEDs") of the Company and its subsidiaries for the period of approximately thirteen (13) months from 20 May 2026 until the next AGM of the Company.

12.3 Ordinary Resolution 6 was proposed by Dato' Chairman and seconded by Puan Salbiah binti Kadir, a shareholder.

12.4 Since voting would be conducted on a poll after the Q&A session, Dato' Chairman proceeded with the next item on the agenda.

13.0 ORDINARY RESOLUTION 7

- PROPOSED RE-APPOINTMENT OF AUDITORS - ERNST & YOUNG PLT

13.1 Dato' Chairman proceeded with Ordinary Resolution 7 for the re-appointment of the retiring Auditors, Ernst & Young PLT, who have indicated their willingness to continue

office as Auditors of the Company for the next financial year and to authorise the Directors to determine the Auditors' remuneration.

- 13.2 Dato' Chairman informed the Meeting that the Board had recommended the re-appointment of Ernst & Young PLT as the External Auditors of KPS Berhad for the financial year ending 31 December 2026, based on the recommendation of the Board Audit Committee.
- 13.3 Ordinary Resolution 7 was proposed by Dato' Chairman and seconded by Mr Leong, a shareholder.

Since voting would be conducted on a poll after the Q&A session, Dato' Chairman proceeded with the next item on the agenda.

14.0 ORDINARY RESOLUTION 8

- PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS ("RRPT") OF A REVENUE OR TRADING NATURE ("PROPOSED SHAREHOLDERS' MANDATE FOR RRPT")

- 14.1 Dato' Chairman informed the Meeting that the full text of the proposed Ordinary Resolution 8 is set out in the Notice of Meeting, with further details provided in the Circular to Shareholders dated 20 April 2026 ("Circular").
- 14.2 To provide a clearer picture of the proposed Ordinary Resolution 8, Dato' Chairman invited DCEOFCS to present the key highlights of the proposal, as set out in the attached **Appendix 5**.
- 14.3 The DCEOFCS briefed the Meeting on the following three (3) key areas of the proposal:
- (a) Financial Analysis;
 - (b) Implication of Non-approval; and
 - (c) Proposed New Shareholders' Mandate.
- 14.4 Before Ordinary Resolution 8 was put to a vote, Dato' Chairman reminded those deemed interested in the proposal, including himself, as set out in the Circular, to abstain from voting thereon.
- 14.5 Ordinary Resolution 8 was proposed by Dato' Chairman and seconded by Puan Noriza binti Sabil, a shareholder.
- 14.6 Since voting will be conducted on a poll after the Q&A session, Dato' Chairman proceeded with the next item on the agenda.

15.0 ANY OTHER BUSINESS

- 15.1 Upon confirmation by the Company Secretary, Dato' Chairman informed the Meeting that there was no other business to be transacted of which due notice had been given in accordance with the Company's Constitution and the CA 2016.

16.0 Q&A SESSION

- 16.1 Dato' Chairman informed the Meeting that the Company has received a list of questions from the MSWG pursuant to a letter dated 12 May 2026, and the Company's written responses were provided on 15 May 2026. He further informed the Meeting that the

Company also received questions from Shareholders prior to the meeting via the Query Box facility.

- 16.2 The MD/GCEO was then invited to read out the questions submitted by MSWG prior to the Meeting. With the assistance of DCEOSI and DCEOFCS, all responses were provided accordingly. The details of the MSWG Questions and the corresponding answers are attached as per **Appendix 6**.
- 16.3 The MD/GCEO then proceeded to address the questions received prior to the 49th AGM via the Query Box facility from the Members, Corporate Representatives and Proxies, and provided the corresponding answers/responses accordingly. The details of the questions raised and answers provided are set out in **Appendix 7**.
- 16.4 The MD/GCEO then opened the floor for questions from the Members, Corporate Representatives and Proxies physically present at the Meeting Venue on the AFS2025, as well as the proposed Ordinary Resolutions 1 to 8. The Board and Senior Management of the Company provided the answers/responses to the questions accordingly, as per **Appendix 8**.
- 16.5 Dato' Chairman concluded the Q&A session and thanked the Members, Corporate Representatives, and Proxies for the questions raised.

17.0 E-POLLING ON THE RESOLUTIONS

- 17.1 The Chairman informed the Meeting that the poll for all proposed resolutions would be administered by Boardroom, while verification of the poll results would be conducted by Sky Corporate as the Independent Scrutineers.
- 17.2 Dato' Chairman invited Puan Rozleen binti Monzali, representing Boardroom, to brief the Meeting on the polling procedures. A short video presentation outlining the voting procedures was subsequently played for the Meeting's information.
- 17.3 The Members, Corporate Representatives and Proxies were then invited to proceed with casting their votes electronically via the e-polling system. Those who encountered any difficulties with their devices were informed that they could cast their votes at the polling kiosks provided at the Meeting Venue.

Dato' Chairman informed that the Meeting would be adjourned for approximately 30 minutes to allow time for the completion and verification of the poll results by the scrutineer.

18.0 ANNOUNCEMENT OF POLL RESULTS

- 18.1 The Meeting resumed at 1.10 pm., and Dato' Chairman called the Meeting to order for the declaration of the poll results.
- 18.2 He announced that the poll results had been verified by the Independent Scrutineers, Sky Corporate.
- Dato' Chairman informed those present that the total number of votes cast for and against each resolution, together with the corresponding percentages, would be displayed on the screen for their viewing.
- 18.3 Based on the verified poll results, Dato' Chairman declared that all eight (8) Ordinary

**KUMPULAN PERANGSANG SELANGOR BERHAD (Registration No. 197501002218/ 23737-K)
- MINUTES OF THE 49TH ANNUAL GENERAL MEETING HELD ON 19 MAY 2026**

Resolutions tabled at the 49th AGM and put to vote were duly carried as summarised/extracted below:

Kumpulan Perangsang Selangor Berhad
49th Annual General Meeting (“AGM”)

Ballroom 1, Setia City Convention Centre, No. 1, Jalan Setia Dagang AG, U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor Darul Ehsan

Tuesday, 19 May 2026 at 10.00 a.m.

Polling Results

RESOLUTION	Vote FOR			Vote AGAINST			TOTAL Vote
	RECORDS	NO. OF		RECORDS	NO. OF		NO. OF
		SHARES	%		SHARES	%	
ORDINARY RESOLUTION 1	217	364,229,196	99.9995	7	1,953	0.0005	364,231,149
ORDINARY RESOLUTION 2	209	354,789,513	99.9628	13	131,991	0.0372	354,921,504
ORDINARY RESOLUTION 3	208	363,093,028	99.6878	14	1,137,091	0.3122	364,230,119
ORDINARY RESOLUTION 4	209	363,094,028	99.6878	14	1,137,091	0.3122	364,231,119
ORDINARY RESOLUTION 5	208	363,093,028	99.6875	15	1,138,091	0.3125	364,231,119
ORDINARY RESOLUTION 6	198	363,005,148	99.6731	22	1,190,435	0.3269	364,195,583
ORDINARY RESOLUTION 7	215	364,220,801	99.9969	10	11,348	0.0031	364,232,149
ORDINARY RESOLUTION 8	206	14,091,219	99.0809	12	130,717	0.9191	14,221,936



18.4 Ordinary Resolution 1:

To approve a single tier final dividend of 2 sen per share in respect of the financial year ended 31 December 2025.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.99%, the following motion be and hereby duly carried:

“THAT a single tier final dividend of 2 sen per share in respect of the financial year ended 31 December 2025 be and hereby approved.”

18.5 Ordinary Resolution 2:

To re-elect Dato' Dr. Ahmad Fadzli bin Ahmad Tajuddin, who retires pursuant to Clause 78 of the Company's Constitution and who being eligible, offers himself for re-election.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.96%, the following motion be and hereby duly carried:

“THAT Dato' Dr. Ahmad Fadzli bin Ahmad Tajuddin, who retires pursuant to Clause 78 of the Company's Constitution, be re-elected as Director of the Company.”

18.6 Ordinary Resolution 3:

To re-elect Dato' Ikmal Hijaz bin Hashim, who retires pursuant to Clause 76(3) of the Company's Constitution and who being eligible, offers himself for re-election.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.69%, the following motion be and hereby duly carried:

"THAT Dato' Ikmal Hijaz bin Hashim, who retires pursuant to Clause 76(3) of the Company's Constitution, be re-elected as Director of the Company."

18.7 Ordinary Resolution 4:

To re-elect Puan Norliza binti Kamaruddin, who retires pursuant to Clause 76(3) of the Company's Constitution and who being eligible, offers herself for re-election.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.69%, the following motion be and hereby duly carried:

"THAT Puan Norliza binti Kamaruddin, who retires pursuant to Clause 76(3) of the Company's Constitution, be re-elected as Director of the Company."

18.8 Ordinary Resolution 5:

To re-elect Datuk Syed Izuan bin Syed Kamarulbahrin, who retires pursuant to Clause 76(3) of the Company's Constitution and who being eligible, offers himself for re-election.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.69%, the following motion be and hereby duly carried:

"THAT Datuk Syed Izuan bin Syed Kamarulbahrin, who retires pursuant to Clause 76(3) of the Company's Constitution, be re-elected as Director of the Company."

18.9 Ordinary Resolution 6:

To approve the payment of Directors' remuneration to the Directors up to an amount of RM1,927,000 from 20 May 2026 (49th AGM) until the next AGM of the Company.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.67%, the following motion be and hereby duly carried:

"THAT the payment of Directors' Remuneration to the Directors up to an amount of RM1,927,000 from for the period immediately after the 49th AGM until the next AGM of the Company be hereby approved".

18.10 Ordinary Resolution 7:

To re-appoint EY as Auditors of the Company for the financial year ending 31 December 2026 and to hold office until the conclusion of the next AGM and to authorise the Directors to determine their remuneration.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.99%, the following motion be and hereby duly carried:

"THAT Ernst & Young PLT be and hereby reappointed as Auditors of the Company for the financial year ending 31 December 2026 and to hold office until the conclusion of the next AGM at a remuneration to be determined by the Directors".

18.11 Ordinary Resolution 8:

Proposed Renewal of Existing Shareholders' Mandate for RRPT of a Revenue or Trading Nature.

Based on the votes cast, Dato' Chairman declared that by majority votes of 99.08%, the following motion be and hereby duly carried

"THAT subject always to the provisions of the CA2016 and pursuant to Paragraph 10.09 of the MMLR of Bursa Securities, KPS Berhad Group be and is hereby authorised to enter into and give effect to the RRPT of a revenue or trading nature with the related parties as set out in Section 2.3 of the Circular to Shareholders dated 20 April 2026 ("Related Parties") provided that such transactions and/or arrangements are:

- a) recurrent transactions of a revenue or trading nature;*
- b) necessary for the day-to-day operations;*
- c) undertaken in the ordinary course of business at arm's length basis and are on normal commercial terms and transaction prices which are not more favourable to the Related Parties than those generally available to the public; and*
- d) not detrimental to the minority shareholders of the Company,*

(collectively known as "Proposed Shareholders' Mandate");

AND THAT such approval shall continue to be in force until:

- a) the conclusion of the next AGM of the Company following the AGM at which the Proposed Shareholders' Mandate is passed, at which time it will lapse unless the authority is renewed by a resolution passed at such AGM; or*
- b) the expiration of the period within which the next AGM of the Company after that date is required to be held under Section 340(2) of the CA2016 (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the CA2016); or*
- c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting*

whichever is earlier;

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts, deeds and things to give effect to the aforesaid Proposed Shareholders' Mandate and transactions contemplated under this resolution."

19.0 CONCLUSION

19.1 Dato' Chairman thanked all shareholders and proxies for their presence and participation. He also took the opportunity to thank his fellow Board members and Management.

19.2 Dato' Chairman declared the 49th AGM of KPS Berhad closed at 1.12 p.m.

CONFIRMED AS A CORRECT RECORD



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CHAIRMAN OF THE MEETING

Dated: 1 July 2026

KUMPULAN PERANGSANG SELANGOR BERHAD
(Registration No. 197501002218/ 23737-K)
(Incorporated in Malaysia)

This document form part of the Minutes of the Forty-Ninth Annual General Meeting (“**49th AGM**” or “**Meeting**”) of Kumpulan Perangsang Selangor Berhad (“**KPS Berhad**” or “**Company**”) held at Ballroom 1, Setia City Convention Centre, No. 1 Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor Darul Ehsan on Tuesday, 19 May 2026 at 10.00 a.m. (Physical Meeting)

The comments raised by Mr. Cheng Chang Chai (“**Mr. Cheng**”), a shareholder, particularly on point of order in relation to the minutes of Forty-Eighth Annual General Meeting held on 20 May 2025 (“**48th AGM**”) were as follows:

Comment and/or Questions from Mr. Cheng	Response from the Chairman and the Management during and post the 49 th AGM meeting
<p>1. Mr. Cheng made reference to Section 341 of the Companies Act 2016 (“CA 2016”) and Paragraph 9.21(2)(b) of the Main Market Listing Requirements (“MMLR”), which requires a listed issuer to publish a summary of the key matters discussed at the annual general meeting as soon as practicable after its conclusion.</p> <p>He stated that the 48th AGM Minutes were not sufficiently accurate, particularly as recorded in Appendix 6 of the 48th AGM Minutes (“Appendix 6”), whereby certain points and questions raised by the shareholders during the 48th AGM had not been recorded.</p>	<p>The Company Secretary stated that the Company was aware of the requirements under Section 341 of the CA 2016 and Paragraph 9.21(2)(b) of the MMLR relating to the keeping of minutes and publication of a summary of key matters discussed at the AGM within the prescribed timeframe.</p>
<p>2. Mr. Cheng’s comments on Appendix 6 of the 48th AGM Minutes included the following:</p>	
<p>a) Regarding Item No. 1 on page 1 of 14 of the Appendix 6, he noted that the matter he had raised was a point of order and should not have been characterised as either a comment or a question.</p>	<p>Noted</p>
<p>b) In relation to Item No. 5 on page 2 of 14 of Appendix 6, Mr. Cheng stated that the MD/GCEO had said that the five independent directors (“ID”) who were granted the ex-gratia payment had each served the Company for 10 years, and queried why this had not been recorded in the 48th AGM Minutes.</p>	<p>Following the 49th AGM, the Company Secretary reviewed the video recording of the 48th AGM and confirmed that no statement was made by the MD/GCEO that the five (5) ID had served the Company for 10 years.</p>

Comment and/or Questions from Mr. Cheng	Response from the Chairman and the Management during and post the 49th AGM meeting
<p>c) Mr. Cheng stated that he had asked whether any further ex-gratia payment would be made to the Directors, to which the MD/GCEO had confirmed that it was a one-off payment. He noted that this had not been reflected in the Minutes.</p>	<p>Noted and the Minutes of the 48th AGM had been amended to reflect this matter. Kindly make reference to items no. 8 and 9 on page 4 of Appendix 6 in the Revised 48th AGM Minutes.</p>
<p>d) With reference to Items Nos. 24 and 25 on page 9 of 14 of Appendix 6, Mr. Cheng stated that he had urged the five Directors to withdraw Ordinary Resolution No. 5 for reasons of honour and dignity. He further stated that, following their discussion, the Directors informed the Chairman of their decision to proceed with Ordinary Resolution No. 5. Accordingly, he contended that it was inaccurate for the 48th AGM Minutes to record that the Chairman, representing the major shareholders, had decided that Ordinary Resolution No. 5 should proceed, as this did not reflect the proceedings of the meeting.</p>	<p>The Minutes accurately reflected the proceedings, as Ordinary Resolution No. 5 had been duly put to members with proper notice in accordance with Sections 316 and 317 of the CA 2016.</p> <p>In addition, Ordinary Resolution No. 5 did not constitute a related party transaction pursuant to Paragraph 10.08(11)(f) of the MMLR. Accordingly, the major shareholder was entitled to vote on the resolution and was not required to abstain.</p>
<p>e) Mr. Cheng further stated that, apart from Dr. Ismith bin Yusof (Proxy), he had urged the major shareholder to abstain from voting on Ordinary Resolution No. 5. He added that the Chairman had indicated that the request would be considered but had subsequently voted in favour of Ordinary Resolution No. 5. He noted that this sequence of events had not been reflected in the Minutes</p>	<p>Ordinary Resolution No. 5 did not constitute a related party transaction pursuant to Paragraph 10.08(11)(f) of the MMLR. Accordingly, the major shareholder was entitled to vote on the resolution and was not required to abstain.</p>
<p>f) In relation to Item No. 22 on page 8 of 14, he noted that the names of the outgoing auditors who had responded to a question were not recorded in the Minutes. He further stated that the incoming auditor, Ms Susan Lui, had also responded to his question relating to Section 320 (Duties of Auditors of Listed Corporations) of the CMSA, but neither her name nor the relevant question and response had been recorded in the Minutes.</p>	<p>The names of the respective auditors were recorded on page 1 of the Minutes of the 48th AGM.</p> <p>Noted and the Minutes of the 48th AGM had been amended to reflect this matter. Kindly refer to item no. 31 on page 12 of Appendix 6 of the Revised 48th AGM Minutes.</p>

Comment and/or Questions from Mr. Cheng	Response from the Chairman and the Management during and post the 49th AGM meeting
<p>g) Mr. Cheng stressed that the Minutes should be recorded objectively and accurately, regardless of whether the matters were favourable or unfavourable, and stated that any failure to do so could constitute a dereliction of duty on the part of the Company Secretary.</p>	<p>It was noted that the Minutes were intended to be a fair and accurate summary of the proceedings rather than a verbatim record. Nevertheless, the matters raised would be reviewed prior to finalisation of the Minutes.</p>
<p>h) Mr. Cheng contended that each question in the Minutes should identify the shareholder concerned. He noted that, although Items Nos. 1 to 27 of Appendix 6 reflected questions raised by him, his name was recorded only once at the outset, notwithstanding that other shareholders had also intervened during the discussion and may have raised similar questions.</p>	<p>In accordance with minute-taking practice, a shareholder's name is generally recorded when first raising a question, and subsequent questions from the same shareholder may be recorded without repeating the shareholder's name.</p> <p>Nevertheless, Appendix 6 of the 48th AGM Minutes has been revised to reflect the sequence of questions raised by the respective shareholders, with their names clearly identified therein.</p>
<p>i) Mr. Cheng apologised for interrupting the 49th AGM and stated that he had raised the point of order on the basis that, in his view, KPS may technically contravened Section 341 of the CA 2016 and the MMLR and could therefore be subject to the penalties prescribed under Section 341(3). He clarified that he was not alleging wrongdoing but maintained that the Minutes had not been accurately recorded.</p>	<p>Noted</p>
<p>j) Mr. Cheng requested that the Chairman rule that the Minutes of the 49th AGM be recorded accurately and in accordance with professional standards, and that the Minutes of the 48th AGM be amended accordingly and updated on the Company's website.</p> <p>He further stated that, failing this, he reserved the right to raise the matter with the relevant authorities, including the Companies Commission of Malaysia and Bursa Malaysia.</p>	<p>The Chairman assured the Meeting that the Minutes of the 49th AGM would be recorded accurately and in accordance with professional standards.</p> <p>The Meeting agreed that the Minutes of the 48th AGM be reviewed and, where necessary, amended to ensure that they fairly and accurately reflect the proceedings of the Meeting.</p>
<p>k) Mr. Cheng stated that the quorum disclosure should state the number of</p>	<p>The list of attendees, including shareholders and proxies, is set out in Appendix 1 to the</p>

Comment and/or Questions from Mr. Cheng	Response from the Chairman and the Management during and post the 49th AGM meeting
shareholders/proxies in attendance and identify those present.	AGM Minutes. Going forward, the number of shareholders and proxies in attendance will also be stated in the main body of the AGM Minutes.

General comments made by Dato' Noorazman	Response by Mr Cheng
Dato' Noorazman, as Director of the Company, reminded those present to limit their remarks to the matters under discussion and to conduct themselves in an orderly and respectful manner throughout the Meeting. He further reminded attendees to avoid any disruptive conduct or unfounded allegations, so that the Meeting could proceed fairly, efficiently and with due decorum.	Mr. Cheng responded that he had not acted improperly and noted that he had been a shareholder of the Company for a longer period than the respective tenures of the Directors.

49th Annual General Meeting

Operating Performance & Forward Priorities

Tuesday | 19 May 2026



Ahmad Fariz Hassan
Managing Director / Group CEO



01

2025 Operational Highlights

Navigating Operating Challenges

Systemic Pressures Across Demand and Cost Structure Shaped FY2025 Performance

01

Trade Policies

Geopolitical Conflicts



- Geopolitical conflicts and trade policies affect consumer sentiments and escalate operational costs across sectors

02

Weaker Demand

- Weaker sentiment
- Tighter Inventory control
- Measured product launches

Cost-down Requests

- Shared tariff burden
- Maintain relationship

Weaker USD

- 46% sales in foreign currency, 42% in USD

Revenue ▼ 2%

03

Elevated Input Costs

Raw Materials

- Resin, paper
- Metal & other components

Lower resin and paper prices offsetting the increase in other material price

Labour

- Min wages adjustment
- Mandatory EPF for foreign workers

Direct Labour was RM9 mil higher
Offset by: hiring freeze, overtime control, and resource reallocation

Overhead

- Higher electricity tariff

Offset by: solar saving:RM2.5 million

GP Margin ▼ 1%

Operating Performance Across Subsidiary Companies

Revenue Growth Moderated Reflecting Lower Sales Volume



- **RM435.1** million Revenue
- **RM0.8** million Cost Savings from Solar Installation
- **4** New Customers and Projects
- Penetrated new industries, including **STEM Toys, Music Instruments, Home Automation** and **Laboratory Equipment**
- **RBA Validated Assessment Programme** ("VAP") status for Senai plant



- **RM222.9** million Revenue
- **RM1.2** million Cost Savings from Solar Installation
- **2** New Customers and **3** Projects



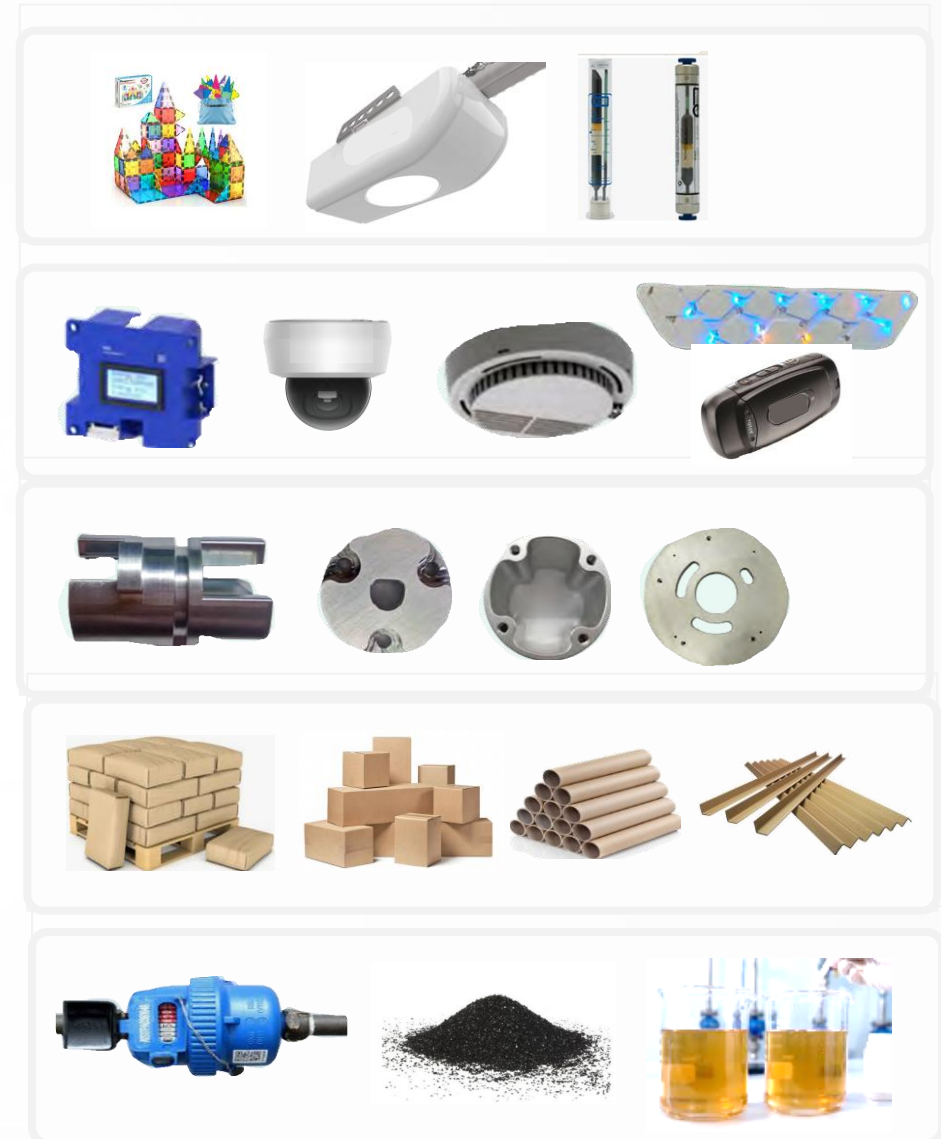
- **RM21.1** million Revenue
- **3** New Customers and **5** New Projects
- **Renewed ISO 13485, ISO 9001 & ISO 14001**



- **RM187.7** million Revenue
- **14** New Customers (E&E, F&B and Healthcare)
- **RM10.3** million gain from the disposal of the Nilai plant
- **RBA Certified Packaging supplier** and Food Safety System Certification 22000



- **RM176.5** million Revenue
- **7** New Contracts and **2** Products
- Penetrated **Terengganu State**
- **2** New products for existing customers





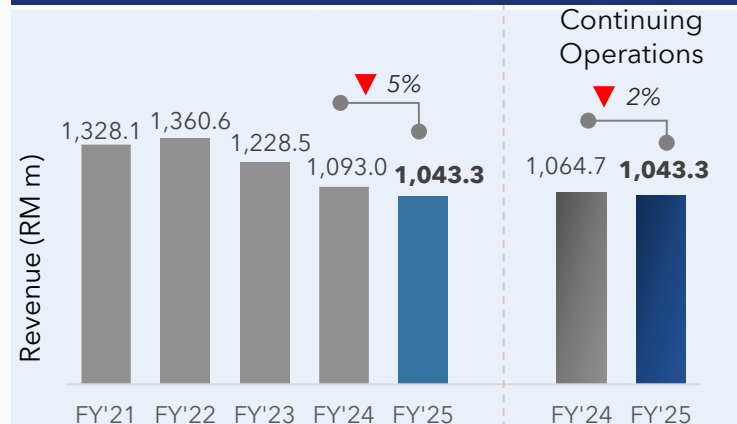
02

2025 Financial Results

Translating Strategy into Financial Performance

Revenue Moderated, Earnings Uplift Driven by Portfolio Realisation & Capital Discipline

Revenue



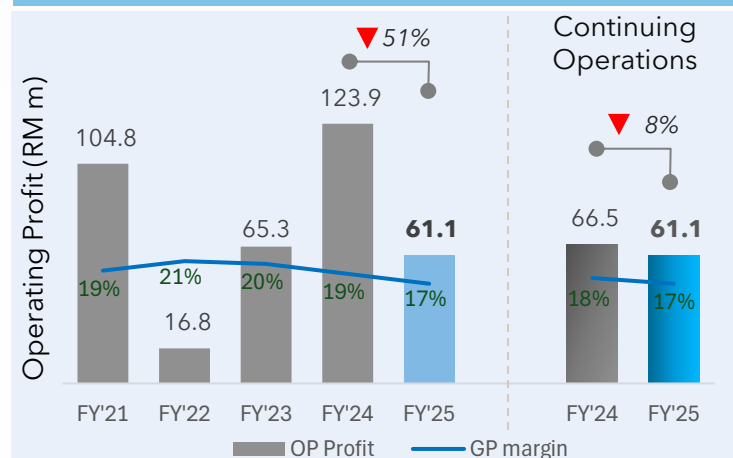
FY'25 vs FY'24

- **Total:** Lower by RM49.7 mil as Kaiserkorp contributed RM28.3 mil in 2024.
- **Continuing:** Decreased RM21.4 mil due to lower demand in the packaging business and weak market sentiment.

FY'21 to FY'25

- The trend shows a global normalisation of supply and demand after the COVID-19 pandemic and the impact of US trade policies, leading to cautious inventory planning among customers. However, this was offset by gaining new customers and projects from existing clients.

Operating Profit



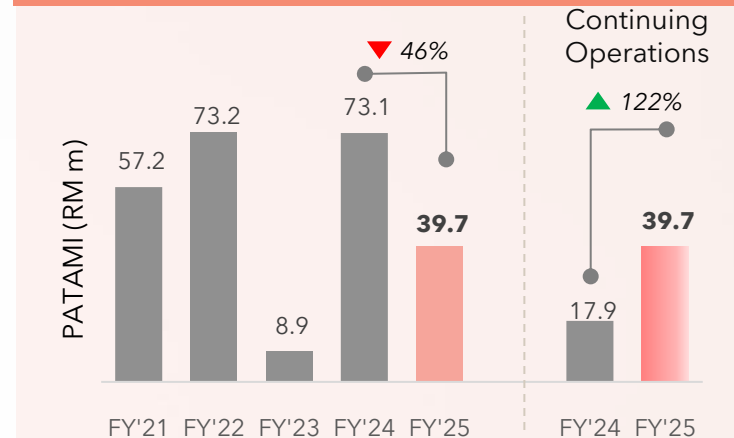
FY'25 vs FY'24

- **Total:** Decreased by RM62.8 million, primarily due to the disposal gain from Kaiserkorp in 2024. This was partially offset by a RM10.3 million gain from the disposal of CBB's Nilai plant, in line with its business streamlining initiatives.
- **Continuing:** Declined by RM5.4 million as lower revenue outweighed the net improvement from reduced other expenses relative to other income.

FY'21 to FY'25

- The Group maintained resilient GP margins despite market and operational challenges.
- FY'22 performance was impacted by RM68.8 million impairment on investment in associates.

Profit Attributable to Owners of the Parent



FY'25 vs FY'24

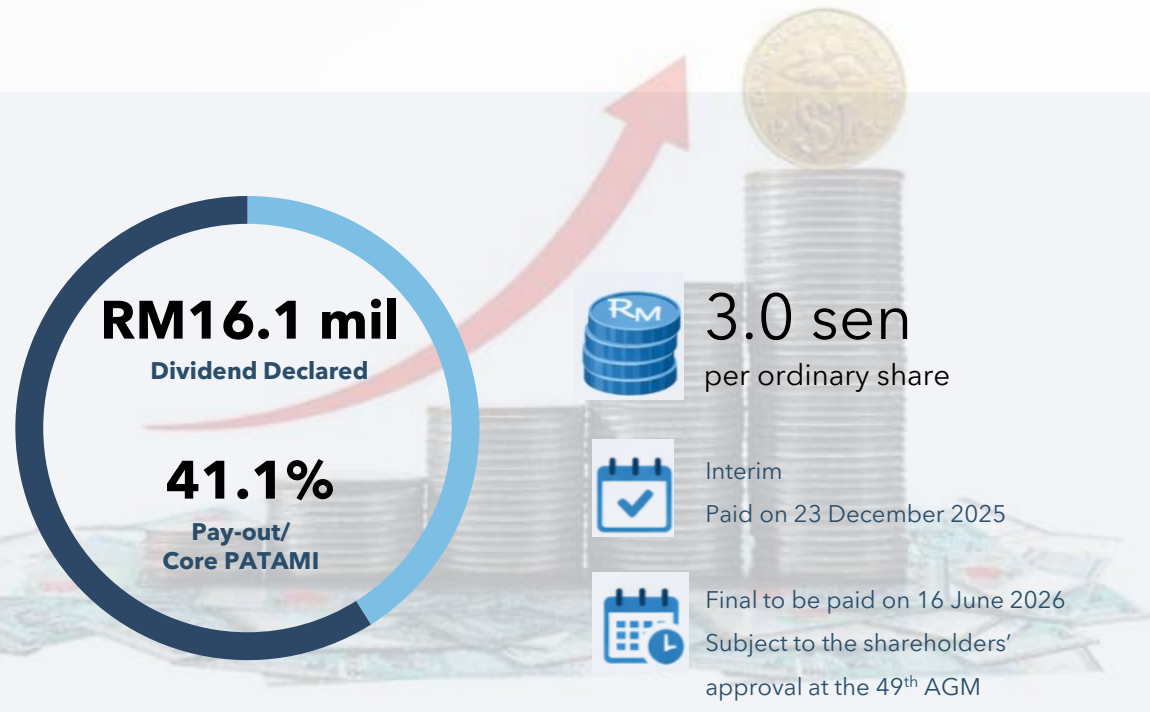
- **Total:** Reduced by RM33.4 million, mainly driven by the strategic asset sales in 2024 (Kaiserkorp).
- **Continuing:** Increased by RM21.8 million, supported by lower finance costs alongside reduced income tax and zakat expenses.

FY'21 to FY'25

- Strategic asset sales enhanced earnings in FY'22 and FY'24.
- Debt reduction from the proceeds of asset sales strengthens the balance sheet and provides the Group with greater financial flexibility to support future investments.

Dividend Distribution

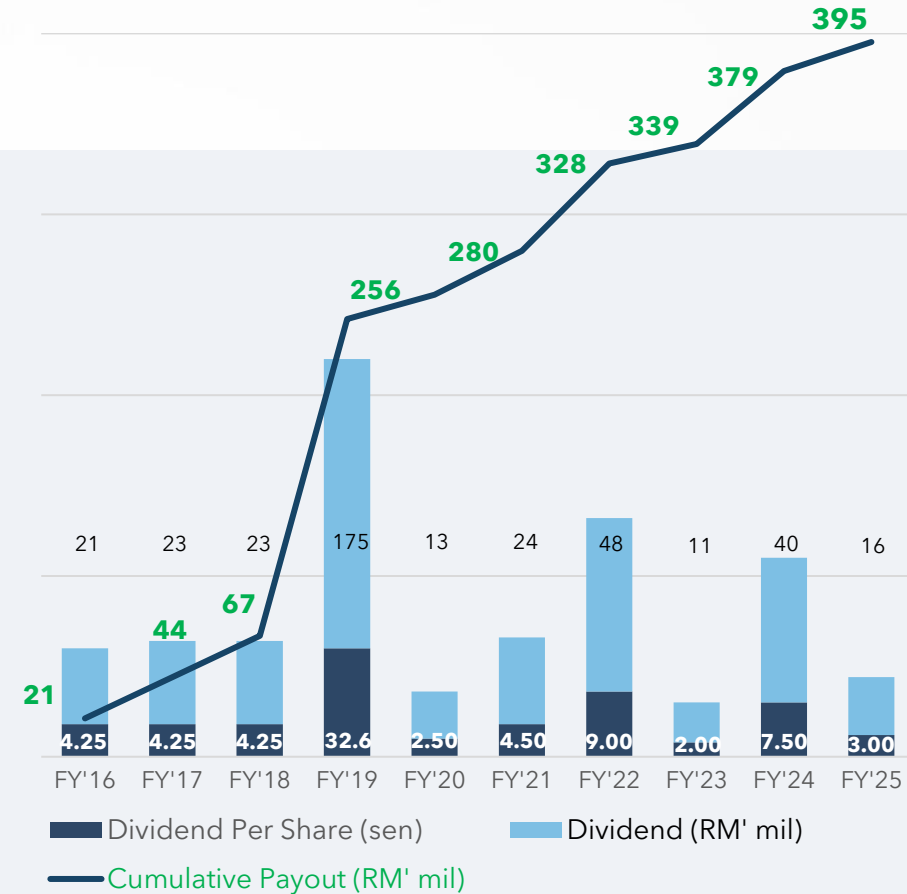
Reflecting A Disciplined Payout Aligned with Earnings & Cash Flow Generations



Dividend Policy

≥ 30.0% of the Group's Normalised Core PATAMI

Steady Dividend since BTP



Notes:

1) Special dividends: 32.6 sen (RM175.2 mil) in FY'19 (SPLASH), 4.5 sen (RM24.2 mil) in FY'22 (SPRINT), 4.5 sen (RM24.2 mil) in FY'24 (Kaisercorp).



03

Non-Financial Achievements

Strides in ESG Areas

Purpose in Practice: Translating ESG Commitments into Measurable Actions

How ESG Benefits Us?



- Driving efficiency with smarter use of resources, often leading to cost savings.
- Guarding from future risks, like rising costs, stricter regulations, and supply chain disruption.

Carbon Footprint



- Expanded **solar power capacity** by 30% to 4,025 kWp, generating approximately RM2.5 million in cost savings through reduced electricity consumption.
- Established short-term **carbon emissions intensity reduction targets** of 2% annually across 4 manufacturing subsidiaries.

FTSE4Good ESG Rating



FTSE4Good

- Scoring improved to **3.4** in 2025, from 3.3 in 2024.

Community Development (CSR)



- Benefited more than **200,000** individuals.



Awards & Recognition

High-Performance Culture Upheld

2025

IR Impact Awards – South East Asia 2025: Best Sustainability Reporting (small cap)




Malaysia's Company Of The Year Award 2025: ESG Innovator of the Year



UNGCMYB Forward Faster CSO Award 2026 Mid-tier Company




SUSTAINABILITY & CSR MALAYSIA AWARD 2025



Company of The Year (Investment Holdings)

Long-Standing Excellence In Sustainability Award



Sustainability & CSR Malaysia Award: Long Standing Excellence Award in Sustainability Award

Previous years

UNGC 2024: Sustainability Awareness & Employee Recognition



Sustainability & CSR Malaysia Award 2024: Sustainability Leadership Award



ACCA Approved Employer Awards 2023 for both Professional Development and Trainee Development (Platinum)



NACRA 2024: Platinum Market Capitalisation below RM.2.0 billion



Malaysia Best Employer Brand Awards 2024



Sustainability & CSR Malaysia Awards 2023



Lembaga Zakat Selangor: Anugerah Majikan Paling Setia



Bronze Category in the Integrity, Governance and Anti-Corruption Award ("AIGA") 2023



The Edge Centurion Club Awards for 2023





04

Managing Prospects

Global Macro Risks

Implications for 2026



Geopolitical Conflict

Middle East tensions disrupting shipping lanes and energy flows



Energy & Raw Material Inflation

Higher oil, resin, freight and insurance costs



Slower Global Growth

Weaker discretionary demand in export-linked sectors



Supply Chain Disruption

Longer transit times and sourcing complexity



Trade Policy Volatility

Tariffs and localisation pressures affecting planning

Revenue Growth : Moderates

Gross Margin : Compresses

Operating Costs : Elevated

Working Capital : Higher

Profitability : Under Pressure

GDP Growth : Moderates



2.3%_{2026f}
vs 2.8%₂₀₂₅



4.4%_{2026f}
vs 4.8%₂₀₂₅



1.1%_{2026f}
vs 1.2%₂₀₂₅



5.1%_{2026f}
vs 5.0%₂₀₂₅



4.7%_{2026f}
vs 5.2%₂₀₂₅



6.0%_{2026f}
vs 6.1%₂₀₂₅

FY2026 Action Plan

Protect Margins. Preserve Cash. Position for Recovery.

1. Revenue Quality

- Prioritise higher-margin customers
- Expand medical/industrial programmes
- Selective pricing pass-through

2. Cost & Productivity

- Tight cost control
- Yield improvement
- Automation & manpower optimisation

3. Cash & Balance Sheet

- Working capital discipline
- CAPEX prioritisation
- Maintain prudent gearing

4. Portfolio Actions

- Review underperforming assets
- Explore restructuring/partnerships
- Selective acquisition only if accretive

Supported by

Diversified Footprint: Malaysia • China • Vietnam • Indonesia

Balanced Earnings Mix: Electronics • Multimedia & Communications • Packaging • Healthcare • Automotive • Water chemicals

Disciplined Management: Capital allocation • Governance • Cost focus

Recovery Optionality: Leaner cost base supports rebound when conditions normalise

Thank You

Investor Relations, Sustainability & Communications

KPS BERHAD

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 : @kpsberhad

**PROPOSED RENEWAL OF
SHAREHOLDERS' MANDATE
FOR RECURRENT RELATED
PARTY TRANSACTIONS
("RRPT") OF A REVENUE OR
TRADING NATURE**

KPS Berhad Annual General Meeting
- 19 May 2026

Strictly Private & Confidential



we invest in better



Table of Contents

01. Financial Analysis
02. Implications of Non-approval
03. Proposed New Shareholders' Mandate



01

FINANCIAL ANALYSIS

Significant Portion of Aqua Flo's Revenue Continues to Be Derived from RRPTs

This long-standing relationship remains crucial to Aqua Flo's continued business sustainability and future growth

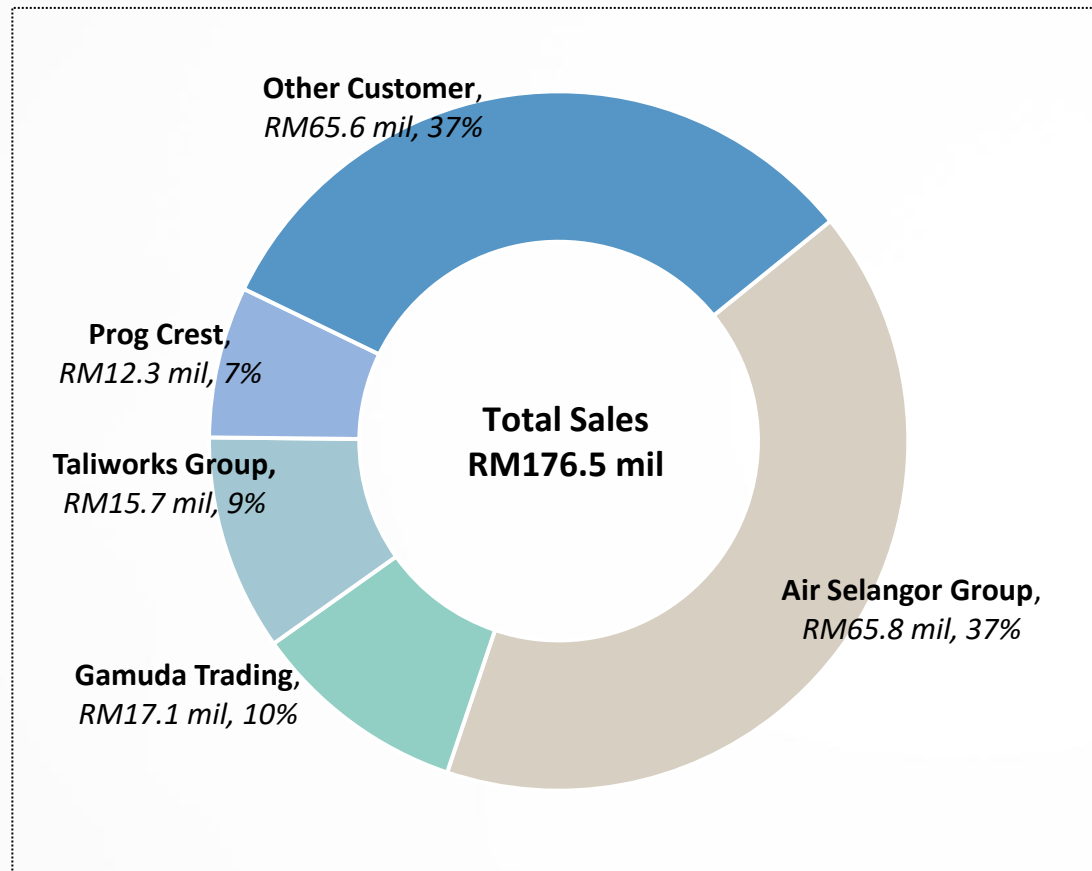
	2020	2021	2022	2023	2024	2025
KPS Berhad Group Revenue (RM'mil)	1,076.5	1,328.1	1,360.6	1,228.5	1,093.0	1,043.3
Aqua Flo Revenue (RM'mil)	124.1	121.9	158.3	160.1	178.3	176.5
- Chemicals	116.2	110.8	132.9	135.5	149.4	146.7
- Water Meter	-	4.0	17.8	18.9	19.9	11.4
- Others	7.9	7.1	7.6	5.7	9.0	18.4
Total RRPT (RM'mil)	71.2	74.6	89.9	92.8	110.6	81.5
% Aqua-Flo Revenue/ KPS Berhad Group Revenue	12%	9%	12%	13%	16%	17%
% RRPT/Aqua Flo Revenue	57%	61%	57%	58%	62%	46%

Air Selangor Group and Taliworks Group accounted for 46% of Aqua-Flo's revenue as of 31 December 2025

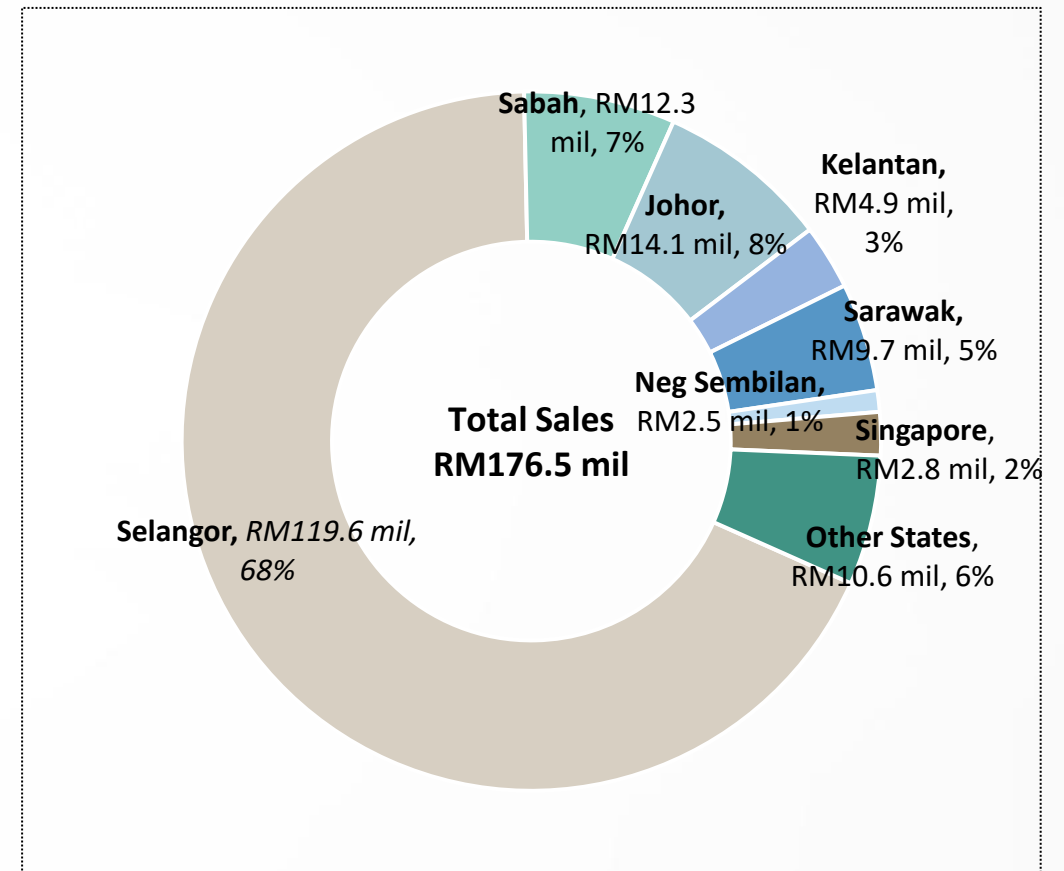
These two groups representing more than 50% of the revenue from Selangor State

31 DECEMBER 2025

BY CUSTOMER



BY GEOGRAPHY



Concerns on Related Parties Transactions

Transactions entered with related parties are at arm's length and no recoverability issue from the related parties







02

IMPLICATIONS OF NON- APPROVAL

Risks And Implications of Non-Approval of RRPT Mandate

Significant portion of Aqua-Flo's revenue is at risk





Aspect	 Mandate Approved	 Mandate not Approved
Subsidiary Revenue Protection	Secures ongoing revenue stream from related-party contracts.	Risk of revenue loss due to execution delays or transaction barriers.
RRPT Governance	RRPTs transact under agreed terms and framework. No recurring announcements is needed for RRPTs within approved mandate.	Each RRPT must be tracked and announced once the cumulative value reaches 1% of KPS audited net assets (" NA ") and requires shareholders' approval via EGM before it reaches 5% of KPS Berhad's NA.
Operational Continuity	Smooth and uninterrupted fulfilment of inter-company contracts.	Risk of disruption, delays, or suspension of ongoing contract deliveries.
Return to Shareholders	The Group can maintain its current dividend payout as projected.	Risk of lower annual dividend to shareholders as a result of decline in earnings.
Cost & Compliance	Reduced regulatory cost and administrative burden.	Increased compliance obligations, legal and EGM-related costs.

Financial Impact

Non-approval of the mandate may adversely impact the Group's profitability and, consequently, dividend distributions to shareholders

2025 Key Financials (RM million)

Revenue
Profit After Tax
Dividend from Aqua to KPS Berhad*

	With RRPTs		Without RRPTs (For Illustration Purpose)	
				
Revenue	176.5	1,043.3	95.0	961.8
Profit After Tax	9.1	43.8	4.9	39.6
Dividend from Aqua to KPS Berhad*	2.9		1.2	

* Minimum 50% of PAT as per Aqua-Flo Dividend Policy



03

PROPOSED NEW SHAREHOLDERS' MANDATE

Historical Approvals Received From Minority Shareholders

For more than 10 years, minority shareholders had consistently approved the Shareholders' Mandate for RRPTs

Subsidiaries	Related Parties	Mandate tabled at AGM									
		2017	2018	2019	2020	2021	2022	2023	2024	May2025	Jul 2025 (EGM)
Aqua Flo Sdn Bhd ("Aqua-Flo")	Air Selangor Group	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓
	Taliworks Group	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓
Smartpipe Technology Sdn Bhd ("Smartpipe")	Air Selangor Group	-	-	✓	✓	✓	✓	✓	✓	✗	✓

- ✓ Approved
- ✗ Not Approved

Proposed New Shareholders' Mandate

Ensures the subsidiaries remain sustainable and maintains the long-standing relationship with the related parties

No.	Company within KPS Berhad Group	Transacting Related Parties	Estimated Value for Proposed New Shareholders' Mandate (RM'Million)
(a)	Aqua-Flo	Air Selangor Group	100.0
(b)	Aqua-Flo	Taliworks Group	20.0

Thank You

Finance Department

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 Persiaran Perbandaran, 40000 Shah Alam,
 Selangor Darul Ehsan, Malaysia.

Telephone:
 +603 - 5524 8400

Website:
 www.kps.com.my



Ref: (005) KPS/COSEC/2026/Letter to MSWG_49TH AGM

Head, Corporate Monitoring
 Minority Shareholders Watch Group
 Level 23, Unit 23-2, Menara AIA Sentral
 No. 30, Jalan Sultan Ismail
 50250 Kuala Lumpur

15 May 2026

Dear Puan Amirah,

49TH ANNUAL GENERAL MEETING ("49TH AGM") OF KUMPULAN PERANGSANG SELANGOR BERHAD ("KPS BERHAD" OR "GROUP") TO BE HELD ON TUESDAY, 19 MAY 2026

The above matter and your letter dated 12 May 2026 refer.

Please find enclosed our response to your questions as per **Appendix 1**.

We shall present the questions and related answers to the shareholders at the forthcoming 49th AGM, which will be held on 19 May 2026.

Please do not hesitate to contact the undersigned at selfia@kps.com.my or mobile: 019-277 5883 for further information.

Thank you.

Yours sincerely,

KUMPULAN PERANGSANG SELANGOR BERHAD

SELFIA BINTI MUHAMMAD EFFENDI

Company Secretary

Copy to:

1. Encik Ahmad Fariz bin Hassan
 Managing Director/Group Chief Executive Officer
 Kumpulan Perangsang Selangor Berhad
2. Puan Suzila binti Khairuddin
 Deputy Chief Executive Officer, Finance & Corporate Services
 Kumpulan Perangsang Selangor Berhad
3. Encik Azlan bin Abdul Jalil
 Deputy Chief Executive Officer, Strategy & Investments
 Kumpulan Perangsang Selangor Berhad

KUMPULAN PERANGSANG SELANGOR BERHAD

(Registration No. 197501002218 / 23737-K)

(Incorporated in Malaysia)

**RESPONSE TO MSWG QUESTIONS**

NO.	QUESTIONS	ANSWERS
OPERATIONAL & FINANCIAL MATTERS		
1.	<p>Toyoplas Manufacturing (Malaysia) Sdn Bhd (TMM)'s revenue rose to RM435.1 million (FY2024: RM418.5 million), with gross margins remaining stable despite higher costs, supported by effective cost management and savings from expanded solar energy usage. (Source: Pages 57 - 62 of Annual Report 2025)</p> <p>a) Consumer electronics remains TMM's largest contributor at 59.3%, yet revenue declined by 6.2% due to lower demand from a key customer. How resilient is this segment amid ongoing geopolitical tensions and rising cost pressures?</p> <p>b) Given the clean room investment is subject to sales visibility, what milestones need to be met before TMM commits to the clean room investment, and what is the expected timeline?</p>	<p>Consumer electronics are particularly vulnerable in current market conditions as end-users become more price-sensitive in an ever-competitive market. TMM is and has been fully cognizant of this risk, which is why one of its key ongoing initiatives is to expand into new markets and diversify revenue streams (as highlighted on page 60 of the Annual Report 2025), thus reducing dependency on any specific customer or industry. Concurrently, TMM continues its close engagement with key customers to secure new projects and protect its margins to remain resilient amid ongoing macroeconomic and geopolitical volatility.</p> <p>For TMM, the clean room investment fundamentally represents diversification into new revenue streams, which are subject to higher requirements for quality control and precision, thus requiring a controlled environment. Aside from the facility upgrades, this also requires additional investment in more advanced equipment and a skilled workforce, among other resources.</p> <p>KPS Berhad' disciplined approach to investing is applied to investments such as these by any of the subsidiaries where articulated business plans are required to assess the potential income vis-à-vis the funding requirements and risks. Rather than specific milestones, TMM is actively engaging with potential customers, suppliers and other industry players to gain a thorough understanding of the market landscape and formulate short-to-long-term plans that would allow for quick mobilisation before scaling up to more sizable investments.</p>

NO.	QUESTIONS	ANSWERS
2.	CPI (Penang) Sdn Bhd (CPI)'s revenue rose slightly to RM222.9 million (FY2024: RM221.7 million), with stable margins as cost pressures from wages and operations were offset by solar energy savings, amid softer demand across most segments except electronics with 12% growth. (Source: Pages 63 - 67 of Annual Report 2025)	
	a) Electronics revenue growth was supported by new customers and ramp-up from FY2024 wins. How sustainable the current pipeline to support the continued momentum?	<p>Although the highlighted new customers from FY2024 and FY2025 were from the consumer electronics sub-segment, CPI's key customers within this segment include a wider variety for industrial and commercial applications, which are more resilient. For instance, the largest revenue contributor for this segment is from the electronic security and video surveillance industry, supported by a long-standing relationship and ramp-ups from new products & projects secured every year. These products are primarily sold into commercial, industrial, and public-sector security markets.</p> <p>Thus, while we expect demand to be affected by current market volatility, the well-diversified pipeline mitigates the greater downward risk of more vulnerable segments for the overall business to remain resilient through challenging times. Management continues to focus on strengthening existing customer relationships and pursuing new opportunities for a more diversified portfolio to support sustainable growth in a cautious market environment.</p>
	b) The Board and management expect stronger healthcare growth in the prior AGM. What explains the softer-than-expected demand for existing healthcare products and the expected lead time for new healthcare product approvals to translate into revenue recovery?	<p>The softer-than-expected demand for existing healthcare products in FY2025 were largely due to customer inventory adjustments and more cautious ordering following heightened market uncertainty last year. Additionally, the long regulatory approval process delayed new project launches originally planned for prior years.</p> <p>For FY2026, revenue recovery is expected as customers will seek to replenish inventory of existing products and secure the required approvals for new ones. CPI has already commenced mass production for several of these long-delayed projects in Q1 2026. Management expects a gradual recovery, with contributions from these approved products becoming more meaningful over the remaining quarters of FY2026 as customer ramp-ups progress.</p>

NO.	QUESTIONS	ANSWERS
3.	<p>Century Bond Bhd (CBB)'s revenue fell 17% to RM187.7 million due to oversupply and competition, but gross margins were maintained through cost optimisation. The return to profitability in FY2025 was supported by efficiency improvements and a RM10.3 million gain from the Nilai plant disposal. (Source: Pages 73 – 77 of Annual Report 2025)</p> <p>a) Excluding the RM10.3 million gain from the Nilai plant disposal, would CBB still have delivered a turnaround on an underlying basis?</p>	<p>Excluding the one-off gain of RM10.3 million, the Group would remain in a loss-making position at (RM1.8million), including the one-off expenses amounting to RM2.5 million for restructuring purposes. This loss-making position is mainly attributable to the underperformance of the Carton and Offset divisions.</p> <p>Since 2024, the Carton Division has continued to face intense competitive pressure following the entry of large-scale China-based manufacturers into the regional market, resulting in aggressive pricing strategies and an oversupply situation within the industry. This has placed significant pressure on both selling prices and margins across the sector.</p> <p>Meanwhile, the Offset Division continues to be impacted by prolonged soft demand from key customers within the E&E sector, which remains a key challenge for the business. In addition, the ongoing relocation of contract manufacturing activities by multinational customers to lower-cost operating regions such as Vietnam and Thailand has further reduced order volumes for the division.</p> <p>This underperforming division has been cushioned by the positive performance of the Paper and Consumer divisions. Excluding the Offset and Carton divisions, the CBB Group would have recorded a PAT of RM5.4 million</p> <p>Nevertheless, as part of management's initiatives for 2026, the Group is actively expanding its customer base within the F&B and RBA-compliant segments to diversify revenue streams and mitigate the impact arising from the intensified foreign competition, softer E&E market demand, and customer relocation activities.</p>

NO.	QUESTIONS	ANSWERS
	<p>b) The Group remain cautious amid subdued packaging market conditions and sustained competitive pressures. How effective have the Group's current initiatives been in restoring volumes and improving competitiveness in the Paper and Carton divisions, and what measurable progress has been achieved to date?</p>	<p>Since November 2025, the Group has recorded improvement in revenue performance across all divisions, especially Paper. Q1 2026 performance of CBB Group has shown ahead of budget and last year for both topline and bottom line. In line with management's strategic initiatives to diversify the customer base and strengthen market positioning, the Group has successfully obtained FSSC 22000 certification and enhanced its RBA compliance capabilities. These initiatives have started to yield positive outcomes, particularly through the onboarding of new customers within the F&B segment since late 2025 and into early 2026.</p> <p>The Group has also started to gain traction from RBA-compliant customers, amounting to RM1.0mil sales recorded as of YTD April, reflecting improving market acceptance within higher compliance-driven industries.</p> <p>Nevertheless, contributions from these newly secured customers have yet to fully offset the impact arising from softer market conditions and the reduction in orders from certain E&E-related customers. This is mainly due to the longer onboarding cycle typically required for new customers, which may take approximately 3 to 6 months, including product qualification, customer audit, and operational validation processes before meaningful order volumes can be achieved. In addition, the ongoing US-Iran conflict has further prolonged the commencement timeline for US-based customers.</p> <p>Notwithstanding this, management remains encouraged by the current pipeline, particularly within the F&B and RBA-compliant customer segments, where customers are currently undergoing audit and qualification processes. The Group expects further onboarding and commercialisation of these customers progressively from Q3 2026 onwards, with better cost management.</p>

NO.	QUESTIONS	ANSWERS
4.	<p>The profit guarantee for MDS Advance Sdn Bhd (MDS) was structured over two consecutive years. (Source: Pages 142 – 143 of 2025 Audited Financial Statements)</p> <p>a) Given that FY2025 represents the third-year post-acquisition, did MDS record a profit for FY2025?</p> <p>b) Following the expiry of the profit guarantee period, and if MDS has yet to achieve sustainable profitability, what measures is the Group undertaking to improve its performance, and what is the expected timeline for a turnaround?</p>	<p>Yes, MDS recorded a profit in FY2025 and has remained profitable since its acquisition.</p> <p>For context, PAT was RM7.7 million in FY2023, RM3.6 million in FY2024, and improved to RM4.4 million in FY2025, reflecting a recovery from the softer performance in FY2024.</p> <p>FY2024 was impacted by customer prior year overstocking (inventory built up earlier during the post-COVID demand surge), which also led to slower customer capital expenditure in 2024. FY2025 saw a gradual improvement as demand normalised. However, performance in FY2025 was also affected by ongoing global trade uncertainties, including tariff-related developments, which led to more cautious customer ordering behaviour and extended decision cycles.</p> <p>Importantly, MDS has also been able to declare dividends to the Group in all three years since the acquisition, reflecting its continued profitability and cash generation.</p> <p>MDS has remained profitable since its acquisition, and the focus going forward is on accelerating growth and enhancing margins.</p> <p>Profit improved in FY2025 compared to FY2024, and 1Q2026 performance remains stable despite ongoing geopolitical uncertainties.</p> <p>Growth is supported by:</p> <ul style="list-style-type: none"> • Stronger semiconductor demand • New customer onboarding • Continued exposure to high-value sectors

NO.	QUESTIONS	ANSWERS
		<p>At the same time, MDS is executing initiatives to improve margins, enhance efficiency, expand capabilities and diversify its customer base.</p> <p>In terms of timeline, the Group expects performance to progressively strengthen from FY2026 onwards, with a more meaningful step-up in earnings by FY2028 (RM9mil) as new customer contributions ramp up and operational improvements take effect. Overall, the business is projected to deliver growth over the next five years, with PAT expected to grow at a CAGR of approximately 25%, supported by improving semiconductor demand and internal capability expansion.</p> <p>While the growth trajectory is positive, the pace may be moderated by external factors such as geopolitical developments, including the current Middle East situation.</p> <p>Overall, management remains confident in MDS's long-term prospects, supported by its capabilities, sector positioning and improving demand visibility.</p>
5.	<p>At the 48th AGM, the Group indicated a funding requirement of approximately RM500 million to support its growth ambitions of reaching RM2.0 billion in revenue within three years (by FYE2028).</p> <p>Please provide further clarity on the assumptions underpinning this estimate, particularly in terms of targeted acquisition multiples, expected profit margins, and the anticipated revenue contribution from acquired businesses, given that the Group currently recorded approximately RM1.04 billion in revenue for FY2025?</p>	<p>The Group's previously indicated funding requirement of approximately RM500 million was based on a broad set of strategic and financial assumptions underpinning its medium-term growth aspirations, including the potential acquisition of businesses aligned with the Group's long-term portfolio strategy.</p> <p>In evaluating potential acquisition opportunities, the Group remains guided by several key considerations, including:</p> <ol style="list-style-type: none"> 1. exposure to high-growth industries or businesses with sustainable long-term growth prospects; 2. clear competitive positioning and defensible market presence; 3. strong and resilient financial performance; 4. the ability for the Group to create further value operationally and strategically;

NO.	QUESTIONS	ANSWERS
		<p>5. proven management capability and leadership continuity; and</p> <p>6. reasonable and disciplined valuation parameters.</p> <p>From a financial perspective, the Group would generally prioritise businesses with healthy profitability profiles, sustainable earnings quality and strong cash flow generation capabilities. In this regard, the Group had broadly considered target businesses capable of delivering annual growth in the region of 8% to 10%, net profit margins of approximately 10%, as well as healthy Free Cash Flow from Operations generation characteristics.</p> <p>From a valuation standpoint, the Group would remain disciplined in pursuing transactions within reasonable earnings multiple parameters, broadly around the region of 10 times earnings, while taking into consideration the quality, growth prospects and strategic fit of the target business.</p> <p>Based on the assumptions considered at the time, acquisitions within the RM500 million range could potentially contribute approximately RM500 million in additional revenue, alongside profit contribution in the region of RM50 million and stronger Free Cash Flow from Operations generation over time.</p> <p>When combined with the anticipated organic growth trajectory of the Group's existing businesses, these assumptions formed part of the broader pathway towards the Group's medium-term aspiration of achieving approximately RM2.0 billion in revenue over the longer term.</p> <p>Nevertheless, the Group remains disciplined in its capital allocation approach, and any acquisition decision will continue to be subject to strategic fit, commercial viability, valuation considerations and prevailing market conditions at the relevant point in time.</p>

NO.	QUESTIONS	ANSWERS
SUSTAINABILITY MATTERS		
6.	<p>The Group achieved a total cost saving of RM2.0 million from the solar installation both at TMM and CPI manufacturing facilities. (Source: Pages 57 and 63 of Annual Report 2025)</p> <p>Given the RM2.0 million savings achieved, which sites are prioritised for the next phase of solar installation rollout, and what additional cost savings can be expected?</p>	<p>The Group adopts a disciplined investment approach in evaluating solar projects, where deployment considerations are assessed against factors such as operational suitability, commercial viability and expected investment recovery periods, which are generally targeted within three years.</p> <p>As of 2025, both Toyoplas Manufacturing (M) Sdn Bhd and CPI (Penang) Sdn Bhd have successfully implemented solar systems at their plants in Johor and Penang respectively. Century Bond Bhd had also successfully solarised its Senai plants in Johor in prior years, which led to a combined installed Group capacity of approximately 4,025 kWp.</p> <p>Additional rooftop capacity remains available at CPI’s warehouse facility. However, due to its relatively lower electricity consumption, further solar deployment is currently being evaluated in terms of commercial viability and expected returns.</p> <p>Looking ahead, manufacturing plants in Muar, along with selected overseas operations in Indonesia, Vietnam, and China, represent the next potential opportunities for solar adoption. Nevertheless, given their relatively lower energy utilisation profiles, the potential cost savings from future solar deployment will depend on the final configuration and capacity approved for each site, with projects implemented only where targeted investment recovery thresholds and operational criteria are met.</p>

KUMPULAN PERANGSANG SELANGOR BERHAD

49th ANNUAL GENERAL MEETING

Tuesday | 19 May 2026 | Setia City Convention Centre

Pre-AGM Questions and Answers from Shareholders

Question 1

From: Mr. Teo Cher Ming

As a result of the Middle East situation, have KPS production plants in net oil-importing countries such as Vietnam and Indonesia been impacted by production disruption?

Answer 1:

- To date, there has been no production disruption at KPS Berhad's manufacturing plants in **Vietnam and Indonesia** arising from the Middle East situation. Operations at these facilities continue as normal, and customer deliveries remain unaffected.

(End of the Answer to Question 1)

Question 2

From: Mr. Teo Cher Ming

Additionally, how much higher has the cost gone up due to higher energy prices for the Group, and can this be passed through to the customers?

Answer 2:

- At this stage, the Group has not experienced any material increase in operational costs directly attributable to the Middle East conflict. Manufacturing operations across our businesses continue to operate as normal, and the impact of elevated global energy prices has yet to materially flow through to the Group's cost base.

(Continue to the next page)

Answer 2:

- This is partly due to the **timing lag** typically associated with energy-related cost transmission across the manufacturing value chain. In practice, the effects on electricity tariffs, fuel, logistics and certain petroleum-based raw materials, such as resins and packaging inputs, generally take time to filter through operational cost structures.

(Continue to the next page)

Answer 2:

- These pressures are presently **partially mitigated** by existing inventory positions, diversified sourcing strategies, and ongoing energy-efficiency initiatives, including solar installations at selected manufacturing facilities. Based on current observations and broader market expectations, the Group believes that any more noticeable cost impact, should elevated energy prices persist, would more **likely emerge progressively from the second quarter**.

(Continue to the next page)

Answer 2:

- In parallel, the Group has implemented **selective pricing adjustments and cost pass-through measures** where commercially feasible, together with ongoing cost-optimisation initiatives. These actions are intended to **partially offset rising input costs while preserving competitiveness**, although some degree of near-term margin compression remains unavoidable under the current operating environment.

(End of the Answer to Question 2)

Question 3

From: Mr. Yong Joon Fah

Is the company giving any door gift to shareholders attending this AGM

Answer 3

- Yes, shareholders have been given a RM50 Touch 'n Go eWallet voucher upon registration.

(End of the Answer to Question 3)

Question 4

From: Ms. Reemarachna A/P Poravi

Please consider having future AGMs in a hybrid mode, as shareholders can give their support virtually too.

Answer 4

- The Board notes the shareholder's suggestion and appreciates the feedback. The Board will take **this suggestion into consideration** for future AGMs.

(End of Answer to Question 4)

KUMPULAN PERANGSANG SELANGOR BERHAD
(Registration No. 197501002218/ 23737-K)
(Incorporated in Malaysia)

This document forms part of the Minutes of the Forty-Ninth Annual General Meeting (“49th AGM” or “Meeting”) of Kumpulan Perangsang Selangor Berhad (“KPS Berhad” or “Company”) held at Ballroom 1, Setia City Convention Centre, No. 1 Jalan Setia Dagang AG U13/AG Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor Darul Ehsan on Tuesday, 19 May 2026 at 10.00 a.m. (Physical Meeting).

The comments and questions raised by shareholders and proxies during the 49th AGM, along with the responses provided by the Company, were summarised as follows:

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
1.	<p><u>Comment and/or Question from Mr Leong Ng Chan (Shareholder) (“Mr Leong”)</u></p> <p>Mr Leong expressed his support for the AGM and highlighted the effort made by shareholders to attend the Meeting in person. He enquired whether the Company would consider providing an additional door gift to compensate shareholders for the time and expenses incurred in attending the AGM, noting that the RM50 Touch ‘n Go voucher provided was insufficient to cover such costs.</p> <p>Response:</p> <p>The Chairman thanked Mr Leong for his feedback and noted his request. The Chairman informed the Meeting that the matter would be considered.</p> <p>Following deliberation by the Board and Management, the Chairman informed the Meeting that the Company had agreed to provide an additional RM50 Touch ‘n Go voucher to shareholders and proxies who attended the 49th AGM.</p>
2.	<p><u>Comment and/or Question from Puan Nur Amirah Amirudin (Proxy) (“Puan Amirah”)</u></p> <p>a) Puan Amirah referred to Page 94 of the 2025 Audited Financial Statements and enquired on the rationale for the Company’s proposed disposal of its entire equity interest in Perangsang Oil and Gas Sdn. Bhd. (“POG”), which in turn holds a 40% equity interest in NGC Energy Sdn. Bhd. She further sought clarification on the intended utilisation of the proceeds arising from the proposed disposal.</p> <p>b) Puan Amirah concurred with the concerns raised earlier by Mr Cheng Chang Chai (“Mr Cheng”) that certain matters discussed and questions raised during the 48th AGM were not adequately reflected in the Minutes of Meeting. She expressed the hope that the Minutes would be amended accordingly and that future minutes of the meeting would provide a more comprehensive record of the discussions and matters raised by shareholders.</p> <p><i>At this juncture, Mr Cheng expressed his appreciation to Puan Amirah, the proxy of MSWG, for supporting his comments on the proposed amendments to the Minutes of the 48th AGM. He further encouraged other shareholders to raise any questions they might have at the Meeting.</i></p>

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
	<p>Responses:</p> <p>a) The MD/GCEO responded that KPS Berhad, as an investment holding company, continuously evaluates investment opportunities to strengthen its portfolio and enhance long-term shareholder value. He noted that the Group's portfolio is currently concentrated in manufacturing, particularly the consumer electronics segment, with a significant portion of transactions denominated in USD. Accordingly, the Company aims to diversify and rebalance its portfolio to mitigate concentration risk.</p> <p>He added that KPS Berhad will continue to focus on investment opportunities within sectors where it has relevant expertise, including selected manufacturing sub-sectors, while remaining open to other investments aligned with its strategic objectives. In this regard, part of the disposal proceeds is intended to fund future acquisitions and investments by the Company.</p> <p>b) The MD/GCEO responded that, as stated earlier by Dato' Chairman, the Minutes of the 48th AGM would be amended where appropriate. He further assured shareholders that future minutes of the meeting would more accurately reflect the discussions, comments and questions raised at the meeting.</p>
3.	<p><u>Comment and/or Question from Mr Cheng Chang Chai (Shareholder/Proxy) from Item nos. 3 to 19</u></p> <p>Mr Cheng noted that, prior to 2023, KPS Berhad had generally declared annual dividends of 4.0 sen to 4.5 sen per share, equivalent to approximately RM21.5 million to RM24.2 million. He highlighted that dividends declared in recent years were lower, namely 3.5 sen in 2023, 2.0 sen in 2024 and 3.0 sen in 2025. He further referred to the RM1.0 million ex-gratia payment approved at the Company's 48th AGM for five independent non-executive directors ("INEDs"), noting that the amount represented approximately 9.3% of the 2024 dividend.</p> <p>Mr Cheng expressed the view that the Board should exercise greater prudence in approving the ex-gratia payment, having regard to shareholders' interests and principles of good governance. He further commented that the RM1.0 million could have been distributed as dividends and maintained that the ex-gratia payment ought not to have been made.</p> <p>Responses:</p> <p>The MD/GCEO explained that the RM1.0 million ex-gratia payment was made in recognition of INED's contributions and to align with the interests of the Board, Management and shareholders. He emphasised that the Directors' contribution, particularly in terms of ideas, opinions, and strategic direction, had been integral to the Company's success. He confirmed that the payment was approved in accordance with the Company's governance and approval procedures.</p> <p>The MD/GCEO acknowledged that, from a mathematical perspective, the ex-gratia payment could have affected the dividend amount for a particular year. nevertheless, emphasised that the Company had successfully navigated various challenges over the</p>

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
	<p>past five years, including post-pandemic recovery, supply chain disruptions and geopolitical uncertainties, with the Board playing an important strategic role.</p> <p>He further highlighted the Company's strong financial performance and position, including improved operating profits, positive operating cash flows, healthy cash reserves and consistent dividend payments to shareholders. In this regard, he reiterated that the ex-gratia payment was made in recognition of the Board's contributions to the Company's long-term value creation, while maintaining the Company's commitment to enhancing shareholder value through sustainable dividend distributions.</p>
4.	<p>Mr Cheng clarified that his concern related specifically to the RM1.0 million ex-gratia payment to the INEDs, while acknowledging the contributions of staff and Management. He expressed the view that the amount ought to have been used to reward the staff or be retained by the Company for reinvestment.</p> <p>Mr Cheng enquired whether similar ex-gratia payments would be made to Directors in the future. He further maintained that the INEDs were not entitled to the ex-gratia payment, as they had neither served for ten (10) years nor been involved in the KaiserCorp Corporation Sdn Bhd ("KaiserCorp") investment.</p> <p>Response:</p> <p>The MD/GCEO noted Mr Cheng's concerns and dissenting views, and stated that he was unable to provide a definitive response at this juncture. He added that any similar matter arising in future would be deliberated at the Board level at the relevant time.</p>
5.	<p>Mr Cheng enquired as to the earliest timeframe in which KPS Berhad could resume declaring a dividend of 4 sen per share per financial year, excluding any special dividends arising from asset disposals, noting that the current annual dividend had fallen below that level and that only a few assets remained available for disposal.</p> <p>Responses:</p> <p>The MD/GCEO responded that, barring unforeseen circumstances, the Company could potentially resume declaring a dividend of 4 sen per share per financial year as early as the following year, based on current cash generation. He explained that the lower dividend for FY2025 was attributable to prevailing market uncertainties, which necessitated the maintenance of higher cash reserves.</p> <p>He further noted that the Company was actively exploring new investment opportunities to replenish its asset base, in line with MSWG's suggestions, with a view to enhancing future earnings and dividend capacity. In this regard, he added that while a 4 sen dividend may be achievable next year, this would remain subject to market conditions and business outlook, and that the Board had therefore adopted a more cautious approach in declaring a slightly lower dividend for FY2025.</p>

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
6.	<p>Mr Cheng enquired whether the Company has a written Dividend Policy.</p> <p>Response</p> <p>The MD/GCEO responded that the Company has a written Dividend Policy which provides for a target dividend payout ratio of 30%.</p>
7.	<p>Mr Cheng noted that the Company continues to hold a 10% investment in Kaiserkorp, which is subject to a Put Option, exercisable after two (2) years from the completion of the previous Kaiserkorp divestment in 2024. He expressed the hope that Management would secure the best possible value for the Company in relation to the Put Option.</p> <p>Mr Cheng raised the following questions in relation to the Put Option over the remaining 10% equity interest in Kaiserkorp:</p> <ol style="list-style-type: none"> a) the pricing mechanism for the Put Option, and in the event the parties are unable to agree on the exercise price, whether the matter would be referred to an independent valuer to determine fair value and which party would bear the valuation costs; b) whether the Put Option price is expected to be higher or lower than the price under the previous divestment of Kaiserkorp; c) the expected timeline for completion of the Put Option exercise and whether the Company had already exercised the Put Option; d) whether any expiry applies to the Put Option; and e) whether, in the event the Put Option generates additional gains for the Company, the Board would consider distributing part of the proceeds as a special dividend to shareholders. <p>Responses:</p> <p>The DCEOSI responded that the mechanism for the Put Option was as set out in the Shareholders Agreement entered into by the parties on 20 March 2024. He noted that no predetermined exercise price was stipulated in the Shareholders' Agreement and that the exercise of such Put Option exercise was being negotiated with AI Dream (HK) Limited ("AI Dream"). He further stated that, in the event that the parties are unable to agree on the exercise price, an independent valuer will be appointed to conduct an independent valuation in determining the Put Option exercise price, and any costs associated with such appointment and/or exercise will be borne equally by both parties.</p> <p>The DCEOSI further explained that the Put Option exercise price would be determined through commercial negotiations and shall be market-driven with potential upside based on the performance of Kaiserkorp, market multiple during the Put Option period and that the agreed price would ultimately be determined on a willing-buyer, willing-seller basis in the course of negotiations between the Company and AI Dream.</p> <p>The DCEOSI responded further that the Put Option had become exercisable upon the second anniversary of the Shareholders' Agreement dated 20 March 2026, and the Company is currently working towards completing the transaction tentatively by June 2026. He further stated that the Shareholders' Agreement does not prescribe any</p>

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
	<p>specific timeline for the completion of the Put Option exercise.</p> <p>Depending on the final agreed price and the Company's funding requirements, the Board will consider the appropriate utilisation of the proceeds from this exercise accordingly.</p>
8.	<p>Mr Cheng, as a proxy for two (2) shareholders, raised questions regarding the re-election of Directors at the 49th AGM.</p> <p>Mr Cheng requested each Director standing for re-election to confirm that, having regard to the remuneration, allowances and reimbursements received, they would not seek, directly or indirectly, including through any third party, any ex-gratia payment from the Company, on the basis that all duties performed formed part of their role as Directors. He further indicated that each Director's response would affect how he would cast his vote on their re-election.</p> <p>Responses:</p> <p>Dato' Ikmal responded that the role and responsibilities of Directors have evolved and require continued focus on governance, leadership and the overall performance of the Company, which is a collective responsibility of both the Board and Management.</p> <p>He noted that shareholder views and criticisms are welcomed as constructive input. He clarified, however, that the ex-gratia payment approved at the previous AGM was offered by the Company to the Directors and was neither requested nor demanded by them, as implied in Mr Cheng's question.</p> <p>He further stated that, while Directors are expected to treat all parties with respect, shareholders are likewise expected to observe proper decorum when raising questions. In this regard, he reiterated that the ex-gratia payment was offered to the Directors and was not initiated or demanded by them.</p>
9.	<p>Mr Cheng stated that the Directors concerned may respond in either 'Yes', 'No', or decline to answer or comment, which he would respect. He expressed the view that all Directors bear equal responsibility under the Companies Act 2016 and should meet shareholders' expectations in the discharge of their duties.</p> <p>He further acknowledged the clarification that the ex-gratia payment had not been demanded and sought confirmation as to whether any such payment would be requested in future.</p> <p>Response:</p> <p>Puan Norliza concurred with Dato' Ikmal that the Directors concerned had neither demanded nor requested any ex-gratia payment from the Company and reiterated that the Directors would not be demanding such payment from the Company. She further advised that care should be exercised in the use of the term "demanding" in describing the matter.</p>

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
	<p><i>At this juncture, Dato' Noorazman expressed concern regarding the use of the word "demanding" by Mr Cheng and stated that the term was inappropriate in the context of the Directors. He further conveyed his dissatisfaction with the manner in which the questions were raised during the Meeting.</i></p> <p><i>Mr Cheng clarified that his questions were directed specifically to the three (3) Directors standing for re-election and not to Dato' Noorazman. He reiterated that he was seeking responses only from the relevant Directors regarding their re-election.</i></p>
10.	<p>Mr Cheng referred to Section 320 of the Capital Markets and Services Act 2007 ("CMSA") and raised the following questions pertaining to the Recurrent Related Party Transaction ("RRPT"):</p> <ul style="list-style-type: none"> a) the threshold for a transaction to be classified as an RRPT; b) whether EY had identified any irregularities, breaches, or suspicious transactions involving KPS Berhad or its Directors in the course of the audit which would require disclosure to the relevant authorities; c) whether all related party transactions within KPS Berhad and its subsidiaries are conducted on terms that are fair, reasonable, and on an arm's length basis; and d) whether any transactions below the 0.25% threshold had raised concern during the audit, but were not classified as RRPT. <p>Responses:</p> <ul style="list-style-type: none"> a) DCEOFCS responded that the threshold for an RRPT is 0.25% of the KPS Group's net assets. b) Ms Susan Lui of EY confirmed that, based on the audit for FY2025, no irregularities involving KPS Berhad or its Directors were identified, which would constitute a contravention of the CMSA or require disclosure to the relevant authorities. c) DCEOFCS further confirmed that all related party transactions were conducted on terms that were fair, reasonable, and on an arm's length basis. d) Ms Susan Lui of EY also confirmed that no such incidents were detected during the audit in respect of transactions below the 0.25% threshold.
11.	<p>Mr Cheng enquired on the amount payable by KPS Berhad to the directors of two (2) subsidiaries, including Toyoplas Manufacturing (Malaysia) Sdn. Bhd., under the performance-based Preference Shares Scheme and sought clarification on the quantum involved.</p> <p>Response:</p> <p>The MD/GCEO responded that the Preference Shares Scheme was granted to the Chief Executive Officers of selected subsidiaries under an incentive scheme linked to the respective subsidiaries' performance. He further clarified that any payout under</p>

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
	<p>this scheme shall be subject to the subsidiaries meeting their respective annual Board-approved budget, and the quantum shall be determined based on a percentage (within a range of 5% - 10%) of the actual profit achieved by the respective subsidiaries for the given year.</p>
12.	<p>Mr Cheng enquired as to why Smartpipe Technology Sdn Bhd, had not been wound up, despite the earlier indication that the process would be undertaken after the 2023 AGM.</p> <p>Response:</p> <p>DCEOSI responded that the Management is currently awaiting the finalisation of accounts and receipt of the final payment from Pengurusan Air Selangor Sdn Bhd. He explained that upon the agreement of the final accounts and receipt of the final payment, the account would be closed and the winding-up process would be initiated accordingly.</p>
13.	<p>Mr Cheng referred to the Corporate Governance Report 2024 and enquired whether, following the extension of the MD/GCEO's contract in 2025 for a further three (3) years, any additional contractual bonus would be payable, similar to the RM8.717 million received in the previous year, or whether any similar payment would arise upon completion of the current contract term.</p> <p>Responses:</p> <p>The MD/GCEO clarified that the payment received in 2024 was not connected to the renewal of his contract, but was made pursuant to the Group's Long-Term Incentive Plan ("LTIP"), also referred to as the Value Creation Bonus ("VCB"). He explained that the LTIP was introduced to attract and retain talent, and to align the interests of shareholders and employees. He further noted that similar long-term incentive arrangements are commonly adopted by both public-listed and non-listed companies, particularly investment firms.</p> <p>The MD/GCEO further explained that the LTIP was developed with assistance from AON Hewitt, an international human resources consulting firm specialising in incentive schemes. The objective was to design an LTIP that would be sufficiently attractive to retain and motivate employees, while ensuring alignment with the Company's strategic objectives. In developing the LTIP, various factors were considered, including the form of the incentive vehicle, the liquidity of the Company's shares, the affordability of the Company and the tenure of service of employees. Following several rounds of deliberation, the LTIP was approved by the Board in January 2023.</p> <p>The MD/GCEO explained that entitlement under the LTIP would arise only upon the realisation of gains from the disposal of investments. He stated that the VCB would be calculated based on the net proceeds after deducting the equity investment or capital, outstanding debts, interest on debts and incidental costs related to the transaction. The remaining net proceeds would then be shared between shareholders and employees in the ratio of 80:20. He added that distributions to eligible employees would be determined based on the framework recommended by the consultant, taking into account factors such as seniority of position, three-year key performance</p>

No.	Comment and/or Questions from the Shareholder and/or Proxy and the Response from the Chairman and Management
	<p>indicators and tenure of service during the investment period.</p> <p>The MD/GCEO explained that the LTIP was structured to align Management's interests with those of shareholders throughout the investment cycle. He stated that the framework incentivises to pursue optimal value on acquisition, enhance value during the holding period and negotiate highest value upon exit.</p> <p>The MD/GCEO further explained that the LTIP was developed in consultation with AON Hewitt, taking into consideration the Company's previous long-term incentive arrangement, namely the Employee Share Option Scheme ("ESOS") implemented from 2007 to 2013. He noted that, under the ESOS, approximately 67 million new shares were issued, resulting in shareholders incurring approximately RM36 million in costs over the seven-year period. He further stated that the Company's performance during that period did not commensurate with the scheme, with revenue of approximately RM300 million to RM400 million and profit of approximately RM30 million to RM40 million, mainly attributable to the SPLASH disposal.</p> <p>The MD/GCEO further explained that, under the current LTIP mechanism, any entitlement would arise only upon the realisation of gains from the disposal of a subsidiary. He added that the current LTIP is not subject to a fixed tenure and would not exert pressure on the Company's cash balance or operating cash flow, as any payment would be funded from disposal proceeds rather than current operating cash flow. He added that the mechanism therefore provides greater certainty regarding cash availability and tenure, while ensuring alignment of interests between Management and shareholders.</p>
14.	<p>Further to the above enquiry, Mr Cheng acknowledged the MD/GCEO's contributions to the Company's business transformation over the past few years. He nevertheless noted that the Company's share price performance had remained relatively stagnant and enquired whether the MD/GCEO may still be entitled to LTIP payments in future.</p> <p>Response:</p> <p>The MD/GCEO responded that any future entitlement under the LTIP would be subject to gains realised from the disposal of investments and determined in accordance with the approved LTIP framework. He added that, under the framework, shareholders would receive the larger share of any realised gains.</p>
15.	<p>Mr Cheng noted that approximately ten (10) years earlier, the MD/GCEO had set a target of increasing KPS Berhad's market capitalisation to RM3.0 billion. He observed that the Company has yet to achieve this target and that the share price has declined from approximately RM1.40 at that time to around RM0.60 currently. He enquired about the key factors contributing to the shortfall.</p> <p>Responses:</p> <p>The MD/GCEO responded that the operating environment and market conditions over the past ten (10) years had changed significantly. He noted that, while earlier years presented greater scope for initiatives aligned with prevailing market conditions, the Group had, over the past five (5) years, faced multiple external challenges which</p>

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	<p>affected plans and projections, notwithstanding the implementation of various initiatives to strengthen the Group's position.</p> <p>He further stated that share price performance is influenced by market factors beyond the Company's control, and that Management has remained focused on strengthening the Company's underlying fundamentals, including earnings growth, balance sheet resilience, and operational performance.</p> <p>He further highlighted that the Group's financial position had improved over the period, including higher revenue, a stronger cash position, reduced reliance on borrowings, and positive operating cash flow compared to previous years.</p> <p>He added that while market capitalisation remains a strategic objective, it is influenced by earnings performance and market sentiment, and Management will continue to focus on sustainable business growth and financial strengthening.</p>
16.	<p>Mr Cheng acknowledged that Management has no control over the Company's share price and indicated his understanding of the MD/GCEO's earlier remarks. He then enquired whether the MD/GCEO had received the necessary support and authority from the two (2) substantial shareholders to act in the best interests of KPS Berhad.</p> <p>Response:</p> <p>The MD/GCEO confirmed that he had received the necessary support and authority from the two (2) substantial shareholders to act in the best interests of KPS Berhad.</p>
17.	<p>Mr Cheng enquired what course of action the MD/GCEO would take if the initial target remained unmet over the next two (2) financial years.</p> <p>Response:</p> <p>The MD/GCEO responded that, if the intended outcomes remained unmet despite continued efforts, he would review his position in KPS Berhad and consider whether he remained the appropriate person to lead the Company into its next phase of growth.</p> <p>Mr Cheng remarked that this was an honourable response.</p>
18.	<p>Mr Cheng noted that fund managers had shown limited interest in covering KPS Berhad under the Portfolio Fund Manager (PFM) coverage and that certain local institutional investors, including the Employee Provident Fund ("EPF") and Kumpulan Wang Persaraan ("KWAP"), had also shown limited interest in the Company. He then enquired as to the actions Management would take in response.</p> <p>Responses:</p> <p>The MD/GCEO responded that Management continues to engage with second-tier fund managers, as the Company's size may not align with the investment focus of larger institutional investors. He added that efforts are also being made to engage fund managers with retail investor exposure.</p>

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	<p>He further stated that investor sentiment has been affected by the Group's exposure to the consumer electronics segment, which accounts for approximately 60% of the business, amid broader global market conditions.</p> <p>He added that the Group is pursuing diversification initiatives into sectors such as food and beverage, healthcare, and semiconductors, with the aim of broadening its earnings base and improving investor perception.</p> <p>At this juncture, the DCEOFCs further informed that KPS Berhad is currently covered by four (4) research houses, namely BIMB Securities Sdn Bhd, Tradeview Capital Sdn Bhd, Apex Securities Berhad, and Kenanga Investment Bank Berhad, with varying views and recommendations on the Company.</p>
19.	<p>Mr Cheng commented that continued disposal of profitable subsidiaries could result in limited remaining assets within the Group. He expressed concern that KPS Berhad may, in such circumstances, fall within Practice Note 16 of Bursa Malaysia's Listing Requirements ("PN16") or be regarded as a cash company.</p> <p>He noted that the Group's revenue and profitability for the recent financial year were not substantial and enquired whether there were plans to enhance the intrinsic value of KPS Berhad, including through:</p> <ul style="list-style-type: none"> a) the listing of the Group's most promising subsidiary(ies) by way of Initial Public Offering (IPO); b) the privatisation or delisting of KPS Berhad to realise its underlying value; or c) the introduction of foreign private equity investors to acquire a significant stake in KPS Berhad. <p>Response</p> <p>The MD/GCEO responded that all three (3) options have been considered by the Group from time to time as part of its strategic review.</p> <ul style="list-style-type: none"> a) In relation to the potential listing of a subsidiary, the MD/GCEO stated that the option involves significant complexities, particularly with respect to timing, valuation and the intended utilisation of proceeds. He added that Management continues to assess whether such an exercise would be appropriate at this stage or at a later time. b) In relation to the potential delisting of KPS Berhad, he noted that the matter would ultimately be for shareholders to decide. c) In relation to the introduction of a foreign private equity investor, he stated that the option had been explored previously. He added, however, given the current market conditions and valuation levels, such an exercise could result in unnecessary dilution of shareholder value and was therefore not considered appropriate at this stage.

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20.	<p><u>Comment and/or Question from Puan Nuraizah binti Shamsudin (Shareholder) ("Puan Nuraizah")</u></p> <p>Puan Nuraizah raised the following matters:</p> <ul style="list-style-type: none"> a) whether the Company would consider holding future AGMs in Kuala Lumpur instead of Shah Alam or Plaza Perangsang, as she found the current venue to be inconvenient; b) concerns that the Company's general line was not answered on several occasions or that calls were not directed to the appropriate personnel; and c) appreciation to the Management for its efforts, which she commended, together with her encouragement for the Company to continue its progress. <p>Response</p> <p>The MD/GCEO thanked Puan Nuraizah for attending the 49th AGM and noted her comments on the AGM venue and the Company's telephone line and call-handling process. He informed the Meeting that Management would review the venue selection for future AGMs, considering relevant considerations, and that he would look into the telephone and call handling matter personally with a view to improving service response.</p>
21.	<p><u>Comment and/or Question from Mr Seah Poh (Shareholder) ("Mr Seah")</u></p> <p>Mr Seah raised the following questions:</p> <ul style="list-style-type: none"> a) the potential impact on the Group's operations and performance should a pandemic similar to COVID-19 recur, and whether any resulting disruption to the Group's plans would adversely affect shareholders; and b) whether Management would regard any government-imposed lockdown positively, as a justification for any non-performance. <p>Response</p> <p>The MD/GCEO responded that future outcomes remain subject to economic and market conditions. He stated that, based on the Group's experience in managing past crises, including COVID-19, Management is better prepared to respond to similar situations, with appropriate mitigation measures in place to safeguard stakeholders' interests.</p> <p>He further clarified that Management does not regard any crisis or disruption positively and, while acknowledging the impact of COVID-19 on the Group, remains focused on taking proactive measures to manage challenges and sustain performance under varying operating conditions.</p>
22.	<p>Mr Seah commented that the venue of the 49th AGM at SCCC was inconvenient, having regard to its location, limited access to public transportation and longer travelling time. He enquired whether the Company would consider providing transportation arrangements for future AGMs.</p>

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	<p data-bbox="284 331 427 367">Response</p> <p data-bbox="284 405 1434 510">The MD/GCEO responded that Management noted the comments regarding the AGM venue. He added that the venue for future AGMs would be reviewed, taking into account relevant considerations and shareholders' feedback.</p>