SAMURAI®
くろぶし 黒武士

ANNUAL REPORT
2026

ASIA RECORDS
CELEBRATES ASIAN EXCELLENCE
Highest Number of Full-Body Car Resprays Using Aerosol Paint in a Single Event (Target: 30 Cars, Minimum 2 Participants per Car, 100% Aerosol Application, Completed Within 72 Hours)

ASEAN RECORDS
Highest Number of Full-Body Car Resprays Using Aerosol Paint in a Single Event (Target: 30 Cars, Minimum 2 Participants per Car, 100% Aerosol Application, Completed Within 72 Hours)

MATCHING COLOURS. BREAKING RECORDS.

30 CARS REPAINTED IN 3 DAYS

Powered By
TINTATEK
POST-FILLED COLOR-MATCHING TECHNOLOGY

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This Annual Report has been reviewed by the Company's sponsor, UOB Kay Hian Private Limited (the "**Sponsor**").

This Annual Report has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") and the SGX-ST assumes no responsibility for the contents of this Annual Report, including the correctness of any of the statements or opinions made or reports contained in this Annual Report.

The contact person for the Sponsor is Mr Lance Tan, Senior Vice President, at 83 Clemenceau Avenue, #10-01 UE Square, Singapore 239920, telephone (65) 6590 6881.

CORPORATE PROFILE

MILESTONES

1997

REGISTERED AS PRIVATE LABEL

Registered under Orientus Industry Sdn Bhd with four main product segments which include adhesives, aerosol products, household detergent and industrial cleaning chemicals.

2005

FIRST IN-HOUSE BRAND SAMURAI®

Change in strategic direction from private label activities to proprietary manufacturing through the establishment of our first in-house brand - SAMURAI®.

2006

GOING BEYOND PENINSULAR MALAYSIA

SAMURAI® then proceeded to extend its sales network beyond Peninsular Malaysia into Sabah & Sarawak.

2008

FURTHER CONSOLIDATION OF SAMURAI®

Further consolidation of SAMURAI® products through participation in trade fairs, exhibitions, advertising and promotional activities to both retailers and end-users.

2010

ENTERED SEA's LARGEST ECONOMY

PT Samurai Paint was incorporated in Jakarta, marking our entry into South East Asia's largest economy.

2015

INVENTION OF WORLD-WIDE PATENTED 2K (2-PART) AEROSOL SYSTEM

We achieved a significant milestone by commercializing our patented 2K dual-head aerosol system, storing resin and hardener separately in a single can for on-demand activation and mixing. The following year, we introduced an enhanced 2K single-head system.

2017

LISTED IN SINGAPORE, CATALIST OF THE SGX-ST

Samurai 2K Aerosol Limited, listed on the Catalist of the Singapore Exchange Securities Trading Limited (SGX-ST) since January 2017. By opening a subsidiary in the USA the same year, Samurai is committed to delivering sustained value to its shareholders.

2018/19

EXPORT TO SOUTHEAST ASIA AND INDIA

Commenced exports to Thailand, Vietnam, the Philippines, and Cambodia, while adding two production lines to increase production capacity. In 2019, we expanded our exports to include India.

2022

DIGITAL TRANSFORMATION

Evolving into the first-ever digital platform and ecosystem for the spray paint industry, we offer an O2O spray service integrated with e-commerce.

2023

WORLD'S 1ST POST-FILLED COLOR-MATCHING SYSTEM, TINTATEK®

Introducing another innovation from our R&D efforts in technology-driven, innovative products: TINTATEK®, a revolutionary full-color automotive aerosol color matching system.

2024

SILVER TRIUMPH AT GENEVA INNOVATION

Mr. Ian Ong, was awarded the Silver Medal at the 49th International Exhibition of Inventions in Geneva for his innovative TINTATEK post-filled colour-matching aerosol system, showcasing our excellence on the global stage.

CORPORATE PROFILE

2026

ASEAN BOOK OF RECORDS

Successfully completed the 30 Cars in 3 Days Challenge using TINTATEK®, earning recognition in the ASEAN Book of Records. The achievement validated the performance of our proprietary post-filled aerosol colour-matching system and reinforced Samurai's position as a pioneer in aerosol-based automotive refinishing.

5 PILLARS OF GROWTH

- GEOGRAPHICAL EXPANSION TO 4 BIG MARKETS
- STRATEGIC PARTNERSHIPS & MARKETING STRATEGIES
- VALUE DATA DEVELOPMENT
- FOUR INNOVATIVE PATENTED TECHNOLOGIES
- TALENT DEVELOPMENT

CORPORATE PROFILE

CORPORATE BELIEF, VISION & MISSION

01 Belief

WE CHANGE AEROSOL, AEROSOL CHANGES THE WORLD

02 Vision

THE WORLD'S RESPECTED AEROSOL TECHNOLOGY COMPANY

03 Mission

TO OFFER THE BEST ENJOYMENT AND CREATE MORE JOB OPPORTUNITIES TO THE USER

CORE VALUES

S — **Simplify, focus & continuous**
We are professional at work

A — **Accountability**
We take ownership of our words, actions and results

M — **Mutual benefits**
We benefit when our fans get benefits

U — **Unity**
We unite to gain team strength and power

R — **Respect**
We gain respect by achieving outstanding results

A — **Action**
We achieve goals with no excuses

I — **Innovation**
We change for a better tomorrow

LETTER TO SHAREHOLDERS

DEAR SHAREHOLDERS,

FY2026 marked an important chapter in Samurai 2K Aerosol Limited's journey. Following the unprecedented challenges arising from the fire incident in the previous financial year, our focus was clear, to restore operational momentum, strengthen our business fundamentals and position the Group for sustainable long-term growth. I am pleased to share that through the collective efforts of our employees, customers and business partners, we have emerged stronger, more resilient and better prepared for the future.

BUILDING A STRONGER BUSINESS

The resilience of our core business was evident throughout FY2026. The Group recorded revenue of RM82.2 million, supported by steady demand across our key markets. More importantly, improvements in operational efficiency, procurement and cost discipline lifted our gross profit margin from 48% to 51%, demonstrating the underlying strength of our business model. During the year, the Group also recognised insurance proceeds relating to the FY2025 fire incident, contributing to the restoration of profitability and further strengthening our financial position. Together with prudent financial management, this resulted in net assets increasing to RM82.3 million and cash and bank balances rising to RM48.6 million, providing the financial flexibility to invest confidently in our future.

While FY2026 reflects a strong financial recovery, what gives us greater confidence is the improvement in our operating fundamentals. We have emerged with a healthier balance sheet, stronger liquidity and renewed momentum to execute our long-term growth strategy.

DRIVING INNOVATION AND EXPANDING OPPORTUNITIES

Innovation continues to be a key differentiator for Samurai. During the year, we proudly achieved recognition in the ASEAN and Asia Book of Record by successfully colour-matching and refinishing 30 cars in 3 days using TINTATEK, our proprietary post-filled aerosol colour-matching technology. The record demonstrated that professional automotive refinishing can be delivered entirely through aerosol technology without the need for conventional spray guns and compressor systems. More importantly, it reflects our continued investment in innovation that enhances efficiency, expands accessibility and strengthens Samurai's competitive position in the automotive refinishing industry.

We also strengthened our ecosystem through the signing of a Memorandum of Collaboration with PERHEBAT, creating entrepreneurship, business and employment opportunities for military veterans through Samurai Service. This partnership reflects our belief that sustainable business growth should also generate meaningful social and economic value.

Another milestone was the official opening of our new Samurai Headquarters, symbolising our confidence in the future of the business. Standing prominently along the Skudai Highway, the iconic three-storey Samurai Mascot has become a distinctive landmark that enhances our brand visibility while reflecting the strength and ambition of the SAMURAI® brand.

CREATING SUSTAINABLE VALUE

As sustainability becomes increasingly central to how businesses create long-term value, we continue to embed responsible practices into the way we operate. We believe sustainable growth is built upon strong governance, innovation, environmental responsibility and, above all, our people.

Throughout FY2026, we strengthened our workplace culture by celebrating diversity and inclusion through festive celebrations, International Women's Day and our Employee & Foreigner Appreciation programmes. Beyond the workplace, our employees actively contributed to society through initiatives such as the Blood Donation Drive, World Cleanup Day and the KURU2 Volunteer Programme. These efforts reflect our commitment to fostering an organisation that creates value not only for shareholders, but also for our employees, communities and future generations.

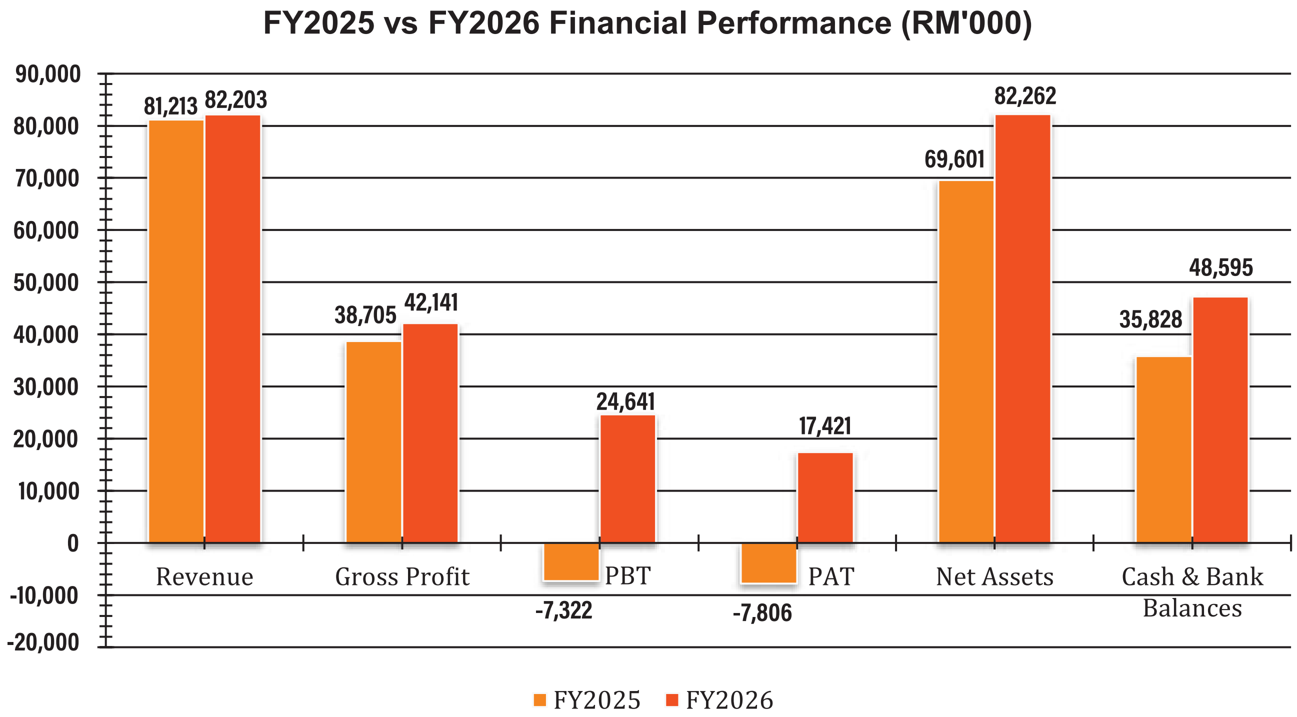
LOOKING AHEAD

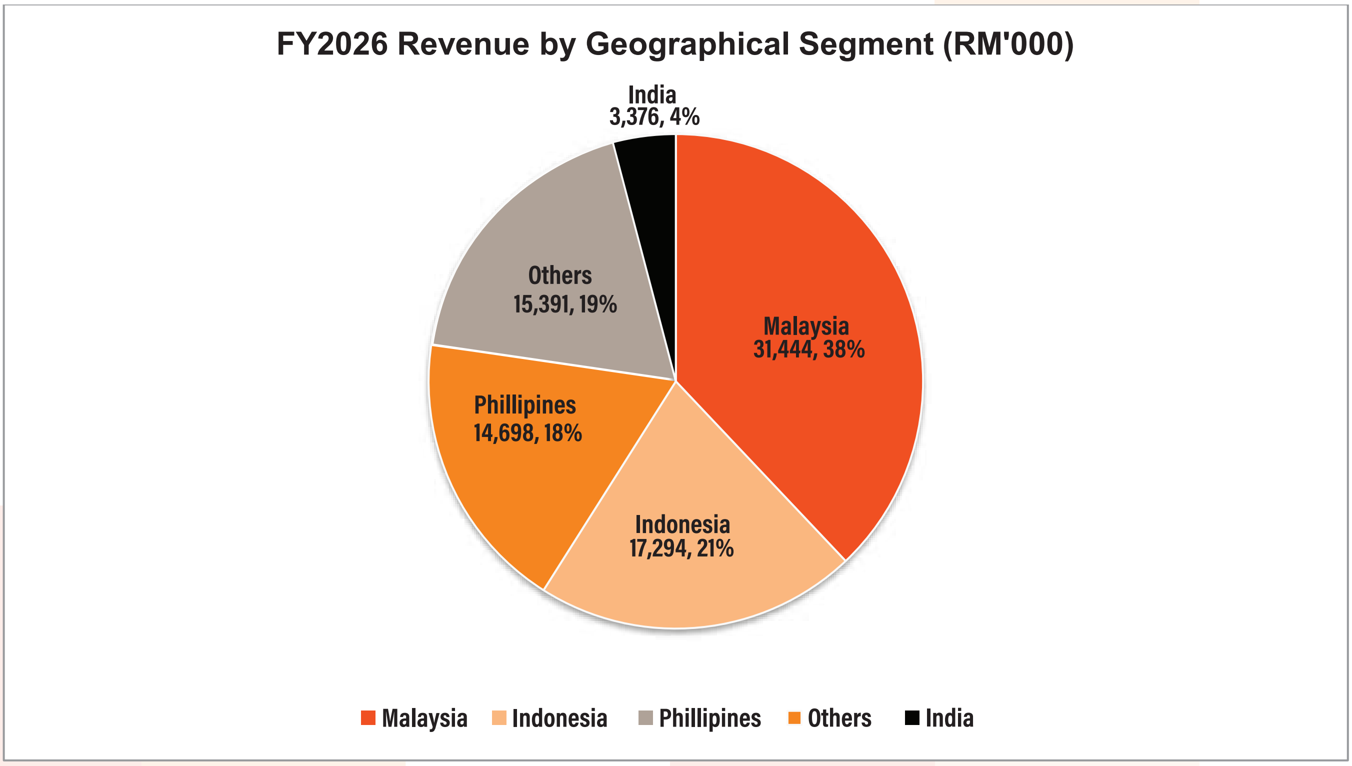
As we move into FY2027, our priorities remain clear. We will continue to strengthen our brands, invest in innovation, deepen customer relationships and expand our market presence while integrating sustainability considerations into our business decisions. With stronger operational foundations, a healthy balance sheet and a dedicated team, we are confident that Samurai is well positioned to capture new opportunities and deliver sustainable long-term value.

On behalf of the Board of Directors, I extend my sincere appreciation to our shareholders for your continued confidence and support, our customers and business partners for your trust, and our employees for their resilience, dedication and unwavering commitment. Together, we will continue building a stronger, more innovative and more sustainable SAMURAI®

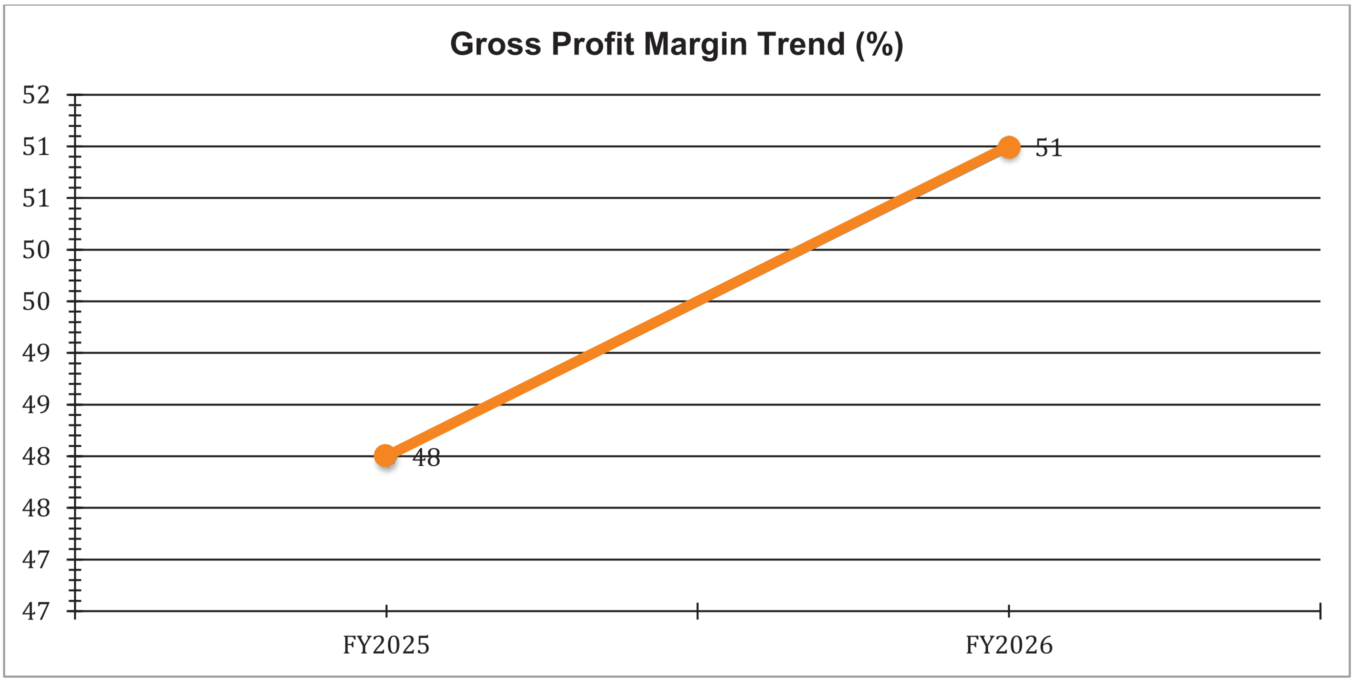
Yours faithfully,
ONG YOKE EN
Chief Executive Officer

OPERATIONS & FINANCIAL REVIEW





OPERATIONS & FINANCIAL REVIEW



Review of Income Statement

For the financial year ended 31 March 2026 ("**FY2026**"), the Group recorded revenue of RM82.2 million, representing an increase of 1.2% from RM81.2 million in financial year ended 31 March 2025 ("**FY2025**"). The improvement was mainly attributable to higher sales contribution from the Malaysia and Others markets segment.

Cost of sales decreased by RM2.4 million, or 5.6%, to RM40.1 million from RM42.5 million in FY2025, mainly due to lower raw material and packing material costs. Consequently, gross profit increased by 8.8% to RM42.1 million, while gross profit margin improved from 48% in FY2025 to 51% in FY2026.

The Group recognized other income of approximately RM17.1 million during FY2026, primarily arising from a one-off insurance claim proceeds of RM16.1 million related to the fire incident and interest income of RM1.1 million.

Administrative expenses increased marginally by RM0.8 million, or 3.2%, from RM24.7 million in FY2025 to RM25.5 million in FY2026. The increase was primarily attributable to higher rental and depreciation incurred during the financial year.

Marketing and distribution expenses increased significantly by RM3.0 million, or 83.3%, from RM3.6 million in FY2025 to RM6.6 million in FY2026. The increase was mainly driven by higher spending on marketing campaigns, promotional activities and market expansion initiatives undertaken to strengthen brand visibility and support sales growth across key markets.

Finance costs increased slightly by RM0.02 million, or 1.1%, from RM1.87 million in FY2025 to RM1.89 million in FY2026. The increase was mainly attributable to the loss on termination of lease incurred during the financial year, partially offset by lower interest expenses on term loans following the repayment of bank borrowings during the year.

OPERATIONS & FINANCIAL REVIEW

Tax expense increased significantly from RM0.48 million in FY2025 to RM7.22 million in FY2026. The increase was mainly due to higher taxable profits generated during the financial year, as well as taxes arising from the one-off insurance claim proceeds received in relation to inventory losses from the fire incident.

As a result of the improved gross profitability and insurance claim proceeds recognized during the year, the Group recorded a profit before tax of RM24.6 million compared with a loss before tax of RM7.3 million in FY2025. Profit after tax attributable to shareholders amounted to RM17.4 million, reversing the net loss of RM7.8 million reported in FY2025. Earnings per share improved to RM5.21 sen per share compared with a loss per share of RM2.33 sen per share in FY2025.

Review of Financial Position

As at 31 March 2026, the Group's financial position remained strong, supported by improved profitability and healthy cash generation during the year.

Total assets increased to RM142.4 million as at 31 March 2026 from RM133.3 million as at 31 March 2025, primarily due to higher cash and bank balances and an increase in property, plant and equipment (“PPE”) and intangible assets.

Total liabilities decreased to RM60.1 million from RM63.7 million in FY2025, mainly due to the repayment of bank borrowings during the year. Borrowings decreased from RM44.0 million to RM34.9 million, strengthening the Group's balance sheet and lowering financing obligations.

Consequently, net assets increased to RM82.3 million as at 31 March 2026 from RM69.6 million as at 31 March 2025, reflecting the strong turnaround in profitability achieved during the year.

Review of Cash Flow Statement

The Group continued to generate positive cash flows from operations during FY2026.

Net cash generated from operating activities amounted to approximately RM28.5 million, supported by profitable operations and working capital movements.

Net cash generated from investing activities was RM2.4 million, primarily attributable to proceeds from PPE insurance claims and interest received, partially offset by capital expenditure incurred for property, plant and equipment and intangible assets.

Net cash used in financing activities amounted to RM17.5 million, mainly due to dividend payments, net repayment of bank borrowings and banker's acceptance, repayment of lease liabilities and interest payments.

Overall, the Group recorded a net increase in cash and cash equivalents of RM12.8 million during FY2026. Cash and bank balance stood at RM48.6 million as at 31 March 2026, compared with RM35.8 million as at 31 March 2025, further strengthening the Group's liquidity position.

BOARD OF DIRECTORS AND KEY MANAGEMENT OF THE COMPANY

BOARD OF DIRECTORS

MR ONG YOKE EN
Founder, Executive Director & Chief Executive Officer

MR LIM SIANG KAI
Non-Executive Chairman and Lead Independent Director

MS LIM LAY YONG
Executive Director and Chief Operating Officer

DATO' LOH SHIN SIONG
Non-Executive Director

DATO' CHANG CHOR CHOONG
Non-Executive Director

MR HAU HOCK KHUN
Independent Director

MR LIM CHONG HUAT
Independent Director

KEY MANAGEMENT

MS LEE SIONG KIM
General Manager Indonesia

MR PARANTAMAN E. KRISHNAN NAIDU
Regional Operation Director

MS HANIFAH BT ABDUL HAMID
Financial Controller

MR VOON KIAN WOON
General Manager (Finance)

BOARD OF DIRECTORS

MR ONG YOKE EN
(Founder, Executive Director & Chief Executive Officer)

Mr Ong Yoke En was appointed to our Board on 9 March 2016 and was last re-elected as Director on 28 July 2023. He has more than 20 years of diverse and strong working experience in the aerosol industry holding leadership positions in various aerosol companies in Malaysia. Mr Ong builds and leads the senior executive team and sets the strategic direction of our Group. He is also actively involved in the research and development of our Group's aerosol products and has achieved major innovations in the production of our dual head and single head 2K aerosol system. In 2024, Mr Ong's invention of the post-filled colour-matching aerosol system received international acclaim, winning a Silver Medal at the Geneva International Exhibition of Inventions and a Gold Medal with Best Invention Award at ITEX Kuala Lumpur. Mr Ong graduated from the Universiti Kebangsaan Malaysia with a Bachelor of Arts in 1993.

Past directorships in listed companies (for last three years)
None
Present directorships in listed companies (other than the Company)
None

MR LIM SIANG KAI
(Non-Executive Chairman and Lead Independent Director)

Mr Lim Siang Kai was appointed to our Board on 3 October 2016 and was last re-elected as Director on 28 July 2023. Mr Lim has over 30 years of experience in securities. private and investment banking and fund management, having worked in and held various leadership roles in various banks and financial services companies since 1981. Mr. Lim holds a Bachelor of Arts degree and a Bachelor of Social Science (Hons) degree from the National University of Singapore obtained in 1980 and 1981 respectively. He also has a Master of Arts in Economics from the University of Canterburry, New Zealand, which he obtained in 1983.

Past directorships in listed companies (for last three years)

ISDN HOLDINGS LIMITED

Present directorships in listed companies (other than the Company)
Nil

MS LIM LAY YONG
(Executive Director and Chief Operating Officer)

Ms Lim was appointed to our Board on 3 October 2016 and was last re-elected as Director on 28 July 2023. Ms Lim has a diverse and strong working experience having served in various capacities for more than 20 years in marketing and product manufacturing. In 2001 to 2014, Ms Lim gained extensive customer relations and marketing experience in her roles of planning marketing activities including organising roadshows for the Group's aerosol products. As the COO of our Group, Ms Lim oversees daily operations of our Group, helps in designing and implementing business strategies, plans and procedures, as well as establishing policies that promote our Company's culture and vision, and managing relationships with vendors. Ms. Lim graduated from the Simon Fraser University (Canada) with a Bachelor of Science (Biochemistry) in 1994 and obtained a Graduate Diploma in Health Science (Herbal Medicine) from The University of New England (Australia) in 2007.

Past directorships in listed companies (for last three years)
None
Present directorships in listed companies (other than the Company)
None

BOARD OF DIRECTORS

DATO' LOH SHIN SIONG
(Non-Executive Director)

Dato' Loh Shin Siong was appointed to the Board on 16 December 2016 and was last re- elected as Director on 30 July 2025. He has business interests in various industries such as food and beverage and property development and operations and formulates strategies to continually raise the standards of quality and service. Dato' Loh is also responsible for the management and operations in a real estate company and gained experience in property investment and development.

Past directorships in listed companies (for last three years)

None

Present directorships in listed companies (other than the Company)

None

DATO' CHANG CHOR CHOONG
(Non-Executive Director)

Dato' Chang Chor Choong was appointed to the Board on 16 December 2016 and was last re-elected as Director on 30 July 2024 . Dato' Chang is currently a director at various private companies engaged in businesses across a range of industries including telecommunications, beverages and real estate development. Over the years, he has gained experience in the overall management of companies and in setting the directions and implementing various business strategies. Outside of his business commitments, Dato' Chang has been an advisor of Ku- Miau Temple since 2012.

Past directorships in listed companies (for last three years)

None

Present directorships in listed companies (other than the Company)

None

MR HAU HOCK KHUN
(Independent Director)

Mr Hau Hock Khun was appointed to our Board on 16 December 2016 and was last re-elected as Director on 30 July 2024. Mr Hau has more than 23 years of experience in the legal industry and his practice focuses on, amongst others, banking and finance law, Islamic banking law, general corporate and commercial law, company law, conveyancing and land law, probate and administration law and intellectual property law in Malaysia. Mr Hau is currently an executive director in charge of overall management and operations in a number of private companies. Mr Hau is a member of the Bar Council of Malaysia, a member of the Chartered Institute of Arbitrators (United Kingdom) in 2009. Mr Hau graduated from Bond University, Australia with a Bachelor of Law in 1997. He later obtained a Master of Business Administration (Total Quality Management) from Newport University, USA.

Past directorships in listed companies (for last three years)

Kumpulan H & L High-Tech Berhad

Present directorships in listed companies (other than the Company)

None

MR LIM CHONG HUAT
(Independent Director)

Mr Lim was appointed to our Board on 21 May 2019 and was last re-elected as Director on 30 July 2025. Mr Lim has a diverse and strong working experience for more than 30 years in the accounting and audit industry. Over the year, he also gained experience in the overall Management and operations in a number of private accounting companies. Mr Lim is currently an Audit Principal at Milant & Associates LLP, a certified public accounting firm providing audit services. In addition, as the founder and Director of CoSeClinic Group of Companies, he has successfully developed a one-stop business solution provider, offering service in corporate secretarial, accounting, tax advisory and consultancy. The business expanded through the acquisition of Everich Management Services.

Past directorships in listed companies (for last three years)

Sen Yue Holdings Limited

Present directorships in listed companies (other than the Company)

Advancer Global Limited

KEY MANAGEMENT

MS HANIFAH BT ABDUL HAMID
(Financial Controller)

Ms Hanifah joined our Group in 2018 as Finance Manager where she led the finance team and in charge of preparation for monthly reporting, consolidation, preparing tax computation and financial reporting. She was promoted to Financial Controller of the Group in January 2022. Currently, Ms Hanifah oversees and manages the Group's financial, management, accounting, treasury, taxation, and other corporate compliance matters. Ms Hanifah has more than 20 years of experience in Accountancy. She started her career in 2004 as Account and Admin Executive. Since then, she climbed the career ladder at Scanwolf Plastic Industries Sdn Bhd as Account Executive in 2010 to the position of Head of Account, where she oversaw all financial matters such as finance and treasury planning. Ms Hanifah graduated from University Technology of MARA in 2004 with in Bachelor of Accounting (Hons).

MR PARANTAMAN E. KRISHNAN NAIDU
(Regional Operation Director)

Mr Parantaman E. Krishnan Naidu joined our Group in 2017 as Factory Manager in charge of monitoring and managing the whole production activities to ensure the products are meeting the specification, delivery target and company target. He was promoted to Regional Operation Director in June 2019 with responsibilities for commercial and operational excellence over South Asia countries (eg: India, Nepal, Sri Lanka, Bangladesh, and Middle East). Mr Paran has more than 25 years of manufacturing and safety experience and with last 15 years in middle and senior management roles mainly in Ophtalmic Industry, Electronic Management System and Aerosol Competent Safety and Health Officer. Mr Paran graduated from Universiti Kebangsaan Malaysia in Bachelor of Arts (Hons) and he also obtained Master of Business Administration (MBA) from Heriot Watt University, United Kingdom.

MS LEE SIONG KIM
(General Manager Indonesia)

Ms Lee Siong Kim joined our group in 2011. Ms Lee has more than 10 years of experience in sales and marketing. She was a marketing manager at a company engaged in furniture business, where she was involved in the expansion and development of the business and development of Samurai 2K Aerosol Sdn. Bhd. as well as the overall business operations and sales performance. Currently, she oversee the business operations and sales performance of Indonesia market.

MR VOON KIAN WOON
(General Manager (Finance))

Mr Voon Kian Woon joined our Group in September 2014. Mr Voon started his own book keeping business in 2012 where he provided bookkeeping services to small businesses in Malaysia. Currently, Mr Voon is in charge to oversee the business operation, preparing of financial statements and business activity reports of Samurai 2K USA. Mr Voon is currently an affiliate member of the Association of Chartered Certified Accountants ("**ACCA**"). He passed the professional level of the ACCA examinations in 2010. Mr Voon obtained a Bachelor of Science with First Class Honours in applied Accounting from Oxford Brookes University in 2010.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr Lim Siang Kai
(Non-Executive Chairman & Lead Independent Director)

Mr Ong Yoke En
(Founder, Executive Director & Chief Executive Officer)

Ms Lim Lay Yong
(Executive Director & Chief Operating Officer)

Dato' Loh Shin Siong
(Non-Executive Director)

Dato' Chang Chor Choong
(Non-Executive Director)

Mr Hau Hock Khun
(Independent Director)

Mr Lim Chong Huat
(Independent Director)

AUDIT AND RISK COMMITTEE

Mr Lim Siang Kai (Chairman)
Mr Hau Hock Khun
Mr Lim Chong Huat

REMUNERATION COMMITTEE

Mr Hau Hock Khun (Chairman)
Mr Lim Siang Kai
Mr Lim Chong Huat

NOMINATING COMMITTEE

Mr Lim Chong Huat (Chairman)
Mr Hau Hock Khun
Mr Lim Siang Kai

COMPANY SECRETARIES

Mr Tan Chee How (ACIS)

REGISTERED OFFICE

133, North Bridge Road,
#08-03 Chinatown Point,
Singapore 059413

PRINCIPAL PLACE OF BUSINESS

MALAYSIA

HQ : 21 Block C, Platino Avenue, Jalan Segenting, Taman Bukit Mewah, 81200 Johor Bahru, Johor, Malaysia

BRANCH : 6 Jalan Dato' Yunus 1, Taman Perindustrian Dato Yunus Sulaiman, Lima Kedai, 81120, Skudai, Johor, Malaysia

INDONESIA

Jl. Sunter Mas Utara, Blok H1 No 17W
RT 021 RW 008, Sunter Jaya Sub-District,
Tanjung Priok District, North Jakarta
14350 Indonesia

UNITED STATES OF AMERICA

627, Montrose Avenue
South Plainfeld
New Jersey 07080
United States of America

INDIA

Devar Yamjal Village Kothapet, Shamirpet Mandal,
Ranga Reddy District, Secunderabad, Hyderabad,
Telangana, 500014, India.

CONTINUING SPONSOR

UOB KAY HIAN PRIVATE LIMITED
83 Clemenceau Avenue
#10-01 UE Square
Singapore 239920

AUDITORS

BAKER TILLY TFW LLP
600 North Bridge Road
#05-01
Parkview Square
Singapore 188778
Partner-in-charge: Khor Boon Hong
(a member of the Institute of Singapore Chartered Accountants)
(Date of appointment: since financial year ended 31 March 2026)

SHARE REGISTRAR

BOARDROOM CORPORATE & ADVISORY SERVICES PTE LTD
1 Harbourfront Avenue
Keppel Bay Tower
#14-03/07, Singapore 098632

PRINCIPAL BANKER

THE HONGKONG & SHANGHAI BANKING CORPORATION LIMITED

CORPORATE EVENTS & ACTIVITIES

01 ASEAN & ASIA BOOK OF RECORDS 30 CARS IN 3 DAYS CHALLENGE

Innovation continued to be a key differentiator for Samurai during FY2026. We achieved recognition in the ASEAN and Asia Book of Records by successfully colour-matching and refinishing 30 cars in 3 days using TINTATEK®, our proprietary post-filled aerosol colour-matching technology. The achievement demonstrated that professional automotive refinishing can be delivered using aerosol system without the need for conventional spray guns and compressor systems, reinforcing Samurai's position as an innovation leader in the automotive refinishing industry.

02 GRAND OPENING OF SAMURAI HEADQUARTERS & TINTATEK LAUNCH

FY2026 marked another significant milestone with the official opening of our new Corporate Headquarters and the launch of TINTATEK®. The investment reflects our commitment to innovation, operational excellence and building a stronger platform for future growth while enhancing customer experience through advanced automotive refinishing solutions.

CORPORATE EVENTS & ACTIVITIES

03 INSTALLATION OF THE SAMURAI ICONIC MASCOT

The installation of our three-storey Samurai Mascot at the Corporate Headquarters has transformed the building into a distinctive landmark along the Skudai Highway. Beyond strengthening brand visibility, the mascot symbolises the resilience, innovation and fighting spirit that have defined the Samurai brand for nearly three decades.

04 28TH ANNIVERSARY INTERNATIONAL AWARDS & APPRECIATION DINNER

The Group celebrated its 28th anniversary by recognising the outstanding contributions of employees and business partners whose dedication has supported Samurai's growth journey. The celebration reinforced our appreciation for our people while reaffirming our commitment to sustainable growth and operational excellence.

05 COLLABORATION WITH PERHEBAT

Samurai formalised a strategic collaboration with PERHEBAT to create entrepreneurship, business and employment opportunities for military veterans through Samurai Service. The partnership reflects our commitment to creating shared value by supporting workforce development while strengthening long-term industry collaboration.

PEOPLE AND COMMUNITIES

OUR PEOPLE

At Samurai, our people are our greatest strength. We are committed to fostering an inclusive workplace where every employee feels respected, valued and empowered to grow. Throughout FY2026, we strengthened employee engagement through our Employee Appreciation Lunch, International Women's Day Celebration, Chinese New Year, Hari Raya, Deepavali and Christmas celebrations, as well as Dashain & Thadingyut cultural appreciation programmes recognising our multinational workforce.

These initiatives brought employees together across cultures and backgrounds, promoting teamwork, mutual respect and a strong sense of belonging. By embracing diversity and celebrating shared experiences, we continue to cultivate a workplace culture that supports collaboration, well-being and long-term organisational success.

SUPPORTING OUR COMMUNITIES

Creating sustainable value extends beyond our business operations. During FY2026, Samurai continued to contribute positively to society through initiatives that promote community well-being, environmental stewardship and volunteerism.

Employees participated in the Blood Donation Programme, World Cleanup Day and the KURU KURU – Trade With Love Volunteer Programme, working alongside community partners to support healthcare, environmental conservation and social causes. These initiatives reflect our commitment to creating lasting positive impact while encouraging employees to actively contribute to the communities where we operate.

Together, these efforts demonstrate our belief that responsible business growth is achieved by balancing economic success with meaningful contributions to people, communities and the environment.

DISCLOSURE TABLE FOR ANNUAL REPORT IN COMPLIANCE TO THE CODE OF CORPORATE GOVERNANCE 2018 AND CATALIST RULES

The Board of Directors (the "**Board**") of Samurai 2K Aerosol Limited (the "**Company**" and together with its subsidiaries, the "**Group**") is committed to maintaining high standards of corporate governance and places importance on its corporate governance processes and systems so as to ensure greater transparency, accountability and maximisation of long-term shareholder value.

This corporate governance report, set out in tabular form, outlines the Company's corporate governance structures and practices that were in place during the financial year ended 31 March 2026 ("**FY2026**"), with specific reference made to the principles of the Code of Corporate Governance 2018 (the "**Code**").

The Board and Management have taken all necessary steps to align the governance framework with the recommendations of the Code, where applicable, and where deviations from the provisions of the Code, appropriate explanations are provided. This report should be read in totality, instead of being read separately under each principle of the Code.

<table>
<tr><th>Provision</th><th>Code Description</th><th>Company's Compliance or Explanation</th></tr>
<tr><td colspan="3">BOARD MATTERS</td></tr>
<tr><td colspan="3"><u>The Board's Conduct of Affairs</u>
Principle 1: The company is headed by an effective Board which is collectively responsible and works with Management for the long term success of the Company</td></tr>
<tr><td>1.1</td><td>Directors are fiduciaries who act objectively in the best interests of the company and hold Management accountable for performance. The Board puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the company. Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict.</td><td>The Board is involved in the supervision of the management of the Group's operations. It reviews strategies, policies and financial performance and assesses key risks provided by Management as well as the adequacy of internal controls and risk management of the Group. Day-to-day management and implementation of business strategies are delegated to the Executive Directors. Each director is expected during the course of carrying out his duties, to act in good faith and to make decisions objectively at all times, as fiduciaries in the best interest of the Company.

As at the date of this Annual Report, the Board comprises of seven (7) directors as follows:

<table>
<tr><th>Name of Director</th><th>Designation</th><th>Date appointed</th></tr>
<tr><td>Mr Lim Siang Kai</td><td>Non-Executive Chairman and Lead Independent Director</td><td>3 October 2016</td></tr>
<tr><td>Mr Ong Yoke En</td><td>Executive Director and Chief Executive Officer ("CEO")</td><td>9 March 2016</td></tr>
<tr><td>Ms Lim Lay Yong</td><td>Executive Director and Chief Operating Officer ("COO")</td><td>3 October 2016</td></tr>
<tr><td>Dato' Loh Shin Siong</td><td>Non-Executive Director</td><td>16 December 2016</td></tr>
<tr><td>Dato' Chang Chor Choong</td><td>Non-Executive Director</td><td>16 December 2016</td></tr>
<tr><td>Mr Hau Hock Khun</td><td>Independent Director</td><td>16 December 2016</td></tr>
<tr><td>Mr Lim Chong Huat</td><td>Independent Director</td><td>21 May 2019</td></tr>
</table>
</td></tr>
</table>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		The Board's role is to: (a) provide entrepreneurial leadership, set strategic objectives and directs the strategic policies of the Group, while ensuring that the necessary financial and human resources are in place for the Group to meet its objectives; (b) establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders' interests and the Group's assets; (c) review the management performance and financial performance of the Group; (d) identify the key stakeholder groups and recognise that their perceptions affect the Group's reputation; (e) set the Group's values and standards (including ethical standards), and ensures that obligations to shareholders and other stakeholders are understood and met; and (f) consider sustainability issues (e.g. environmental and social factors), as part of its strategic formulation and assume responsibility for corporate governance. All Directors are required to avoid situations where their own personal or business interests may conflict or appear to conflict with the interests of the Company. Where a director has a conflict of interest, or it appears that he/she might have a conflict of interest in relation to any matter, he/she must immediately disclose his/her interest at a meeting of the Directors or send a written notice to the Company containing details of his/her in the matter and the actual or potential conflict and recuse himself/herself from participating.
1.2	Directors understand the company's business as well as their directorship duties (including their roles as executive, non-executive and independent directors). Directors are provided with opportunities to develop and maintain their skills and knowledge at the company's expense. The induction, training and development provided to new and existing directors are disclosed in the company's annual report.	All Directors exercise due diligence and independent judgment in dealing with the business affairs of the Group and are obliged to act in good faith and to take objective decisions in the interest of the Group. All newly appointed Directors will undergo an orientation programme where the Director would be briefed on the Group's business as well as the expected duties of a director of a listed company and be provided with industry-relevant information. To obtain a better understanding of the Group's history and key milestones, business operations, strategic directions as well as relevant statutory and regulatory compliance issues, the Director will also be given the opportunity to visit the Group's operational, offices and facilities and together meet with the key management personnel. All newly appointed Directors will attend relevant trainings on the roles and responsibilities as a Director of a listed company in Singapore as prescribe by the SGX-ST. There was no new Director appointed during the year under review.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		The Directors are updated, from time to time, when new laws or regulations affecting the Group are introduced. New releases issued by the SGX-ST which are applicable to the Directors are circulated to the Board. The Directors are encouraged to attend seminars, conference and training courses that will assist them in executing their obligations and responsibilities as Directors to the Company. While the Directors are generally responsible for their own individual training needs, continuous and on-going training programmes are made available to the Directors from time to time such as courses on directors' duties and responsibilities as well as seminars and talks on relevant subject fields. During FY2026, Directors have attended the following training courses: i) AI Ries business and marketing positioning course ii) Huawei management course iii) Live Broadcast Global Profit System iv) Family Office in Singapore: Tax incentives & strategic considerations v) Navigating SSQM Monitoring & Remediation: Practical Tools and Approaches vi) When Board members disagree – Lessons from recent public dispute vii) Mastering the VCC framework: Compliance, Operations and Best Practices viii) The Light on GST Updates & Common Errors ix) Practical AI class x) TP Ecolab 2025 (ESG)
1.3	The Board decides on matters that require its approval and clearly communicates this to Management in writing. Matters requiring board approval are disclosed in the company's annual report.	The matters which specifically require the Board's approval or guidance are those involving: • material acquisitions and disposals of assets; • major investments; • borrowings; • share issuances, dividends and other returns to shareholders; • corporate strategies and objectives; • Group's budget and business plans; • financial and management performances; • executive compensation; • internal controls and risk management; • Financial results announcements; and • commitments to banking facilities granted by financial institutions. A formal document setting out the guidelines and matters (including the matters set out above) which are to be reserved for the Board's decision has also been adopted by the Board.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
1.4	Board committees, including Executive Committees (if any), are formed with clear written terms of reference setting out their compositions, authorities and duties, including reporting back to the Board. The names of the committee members, the terms of reference, any delegation of the Board's authority to make decisions, and a summary of each committee's activities, are disclosed in the company's annual report.	As at the date of this report, the Board comprises seven (7) directors, three (3) of whom are Independent Directors. The Non-Executive Chairman, Mr Lim Siang Kai, is an Independent Director and not part of the management team, and the Independent Directors make up at least one-third (1/3) of the Board.
		The Board has delegated certain functions to the various Board committees, namely the Audit and Risk Committee ("**ARC**"), Nominating Committee ("**NC**") and Remuneration Committee ("**RC**") (the "**Board Committees**"). Each of the Board Committee has its own written terms of reference and whose actions are reported to and monitored by the Board. The duties, authorities and responsibilities of each Board Committee are set out in their respective terms of reference. The Board accepts that while these Board Committees have the authority to examine particular issues and will report back to the Board with their decisions and/ or recommendations, the ultimate responsibility on all matters lies with the Board. As at the date of this Annual Report, the respective compositions of the Board Committees are as follows:

	ARC	NC	RC
Chairman	Lim Siang Kai	Lim Chong Huat	Hau Hock Khun
Member	Lim Chong Huat	Lim Siang Kai	Lim Chong Huat
Member	Hau Hock Khun	Hau Hock Khun	Lim Siang Kai

CORPORATE GOVERNANCE REPORT

<table>
<tr><th>Provision</th><th>Code Description</th><th>Company's Compliance or Explanation</th></tr>
<tr><td>1.5</td><td>Directors attend and actively participate in Board and board committee meetings. The number of such meetings and each individual director's attendances at such meetings are disclosed in the company's annual report. Directors with multiple board representations ensure that sufficient time and attention are given to the affairs of each company.</td><td>
The Board meets at least two (2) times in each financial year and as warranted by particular circumstances, as deemed appropriate by the Board members. Tele-conferencing and video conferencing at meetings is permitted under the Company's Constitution ("Constitution"). In addition to holding meetings, important matters regarding the Group are also put to the Board for decision making by way of written resolutions.
The number of Board and Board Committee meetings and the record of attendance of each Director during FY2026 are set out below:
<table>
<tr><th></th><th>Board</th><th>ARC</th><th>NC</th><th>RC</th><th>General Meeting</th></tr>
<tr><td>Number of meetings held</td><td>2</td><td>2</td><td>1</td><td>1</td><td>1</td></tr>
<tr><td>Name of director</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Lim Siang Kai</td><td>2</td><td>2</td><td>1</td><td>1</td><td>1</td></tr>
<tr><td>Ong Yoke En</td><td>2</td><td>2*</td><td>1*</td><td>1*</td><td>1</td></tr>
<tr><td>Lim Lay Yong</td><td>2</td><td>2*</td><td>1*</td><td>1*</td><td>1</td></tr>
<tr><td>Hau Hock Khun</td><td>2</td><td>2</td><td>1</td><td>1</td><td>–</td></tr>
<tr><td>Lim Chong Huat</td><td>2</td><td>2</td><td>1</td><td>1</td><td>1</td></tr>
<tr><td>Dato' Loh Shin Siong</td><td>2</td><td>2*</td><td>1*</td><td>1*</td><td>1</td></tr>
<tr><td>Dato' Chang Chor Choong</td><td>2</td><td>2*</td><td>1*</td><td>1*</td><td>1</td></tr>
</table>
*By invitation
</td></tr>
<tr><td>1.6</td><td>Management provides directors with complete, adequate and timely information prior to meetings and on an on-going basis to enable them to make informed decisions and discharge their duties and responsibilities.</td><td>
The following table set out the type and information provided by key management personnel to Independent Directors for FY2026:
<table>
<tr><th></th><th>Information</th><th>Frequency</th></tr>
<tr><td>1</td><td>Board papers and half yearly financial position, including the explanation on the variances</td><td>Half yearly</td></tr>
<tr><td>2</td><td>Report on on-going or planned corporate activity</td><td>Half yearly</td></tr>
<tr><td>3</td><td>Internal Auditors' ("IA") report</td><td>Yearly</td></tr>
<tr><td>4</td><td>Shareholding statistics</td><td>Yearly</td></tr>
</table>
Key management personnel will also provide any additional material or information that is requested by Directors or that is necessary to enable the Board to make a balanced and informed assessment of the Group's performance, position and prospects.
</td></tr>
</table>

Provision	Code Description	Company's Compliance or Explanation
1.7	Directors have separate and independent access to Management, the company secretary, and external advisers (where necessary) at the company's expense. The appointment and removal of the company secretary is a decision of the Board as a whole.	The Company Secretary and/or a representative of the Company Secretary attends all meetings of the Board and Board Committees of the Company and ensures that Board procedures are followed, and that applicable rules and regulations are complied with. The minutes of Board and Board Committees' meetings are circulated to the Board. The Company Secretary is also responsible for the proper maintenance of the records of Board and Board Committee meetings and records of discussions on key deliberations and decisions taken. The directors have separate and independent access to the Company Secretary. The appointment and the removal of the Company Secretary are subject to the Board's approval. All Directors have direct access to the Group's independent professional advisors, as and when necessary, to discharge his/her responsibilities effectively. In addition, the Directors, either individually or as a group, may seek separate independent professional advice, if necessary. The cost of all such professional advice is borne by the Company.
Board Composition and Guidance Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.		
2.1	An "independent" director is one who is independent in conduct, character and judgement, and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the best interests of the company.	The NC had reviewed and is of the view that Mr Lim Siang Kai, Mr Lim Chong Huat and Mr Hau Hock Khun are independent. The Independent Directors had also confirmed their independence in accordance with the Code during the NC meeting held on 26 May 2026 and all the Independent Directors have provided their independence declaration. The tenure of Mr Lim Siang Kai and Mr Hau Hock Khun exceeded 9 years in October 2025 and December 2025 respectively. They were considered to be independent until the conclusion of the forthcoming AGM to be held on 29 July 2026. Consequently, Mr Lim Siang Kai and Mr Hau Hock Khun will retire at the conclusion of the forthcoming AGM. Mr Lim Siang Kai will retire as Non-Executive Chairman and Lead Independent Director and relinquish his position as Chairman of ARC, and member of NC and RC. Mr Hau Hock Khun will retire as Independent Director and relinquish his position as Chairman of RC and members of ARC and NC. With the retirement of Mr Lim Siang Kai and Mr Hau Hock Khun at the conclusion of the AGM, the ARC will fall below the minimum requirement of three members. The Company is cognizant of and will ensure compliance with the Catalist Rules and the Code in matters relating to the composition of the Board and Board Committees. The Independent Directors do not have any relationship as stated in the Code that would otherwise deem any of them not to be independent.
2.2	Independent directors make up a majority of the Board where the Chairman is not independent.	The Chairman of the Board is independent.
2.3	Non-executive directors make up a majority of the Board.	The majority of the Board members are non-executive directors.

CORPORATE GOVERNANCE REPORT

<table>
<tr><th>Provision</th><th>Code Description</th><th>Company's Compliance or Explanation</th></tr>
<tr><td>2.4</td><td>The Board and board committees are of an appropriate size, and comprise directors who as a group provide the appropriate balance and mix of skills, knowledge, experience, and other aspects of diversity such as gender and age, so as to avoid group think and foster constructive debate. The board diversity policy and progress made towards implementing the board diversity policy, including objectives, are disclosed in the company's annual report.</td><td>
The NC is responsible for examining the size and composition of the Board and Board Committees. Having considered the scope and nature of the Group's businesses, and the requirements of the business and the need to avoid undue disruptions from changes to the composition of the Board and Board Committees, the Board, in concurrence with the NC, believes that its current board size and the existing composition of the Board Committees effectively serve the Group. It provides sufficient diversity without interfering with efficient decision-making.
The Board and NC take into account, inter alia, the Directors' contributions, areas of expertise and scope of work on an annual basis in evaluating whether the Board's composition is adequate.
The Board and NC are satisfied that the current Board's size and composition are appropriate for the Group. The Board and the NC are also of the view that the present Board has the appropriate mix of expertise, experience and competencies such as accounting or finance, legal, business or management experience and industry knowledge for the effective functioning of the Board.
The current Board composition provides a diversity of skills, experience and knowledge to the Group as follows:
<table>
<tr><th>Core Competencies</th><th>Number of Directors</th><th>Proportion of Board</th></tr>
<tr><td>Accounting or finance</td><td>2</td><td>29%</td></tr>
<tr><td>Business Management</td><td>7</td><td>100%</td></tr>
<tr><td>Legal or corporate experience</td><td>3</td><td>43%</td></tr>
<tr><td>Relevant industry knowledge or experience</td><td>2</td><td>29%</td></tr>
<tr><td>Strategic planning experience</td><td>7</td><td>100%</td></tr>
<tr><td>Customer based experience or knowledge</td><td>4</td><td>57%</td></tr>
</table>
The Board has taken the following steps to maintain or enhance its balance and diversity:

The NC reviews the existing attributes and competencies of the Board at least once a year in order to determine the desired expertise or experience required to strengthen or supplement the Board; and
Evaluation by the Directors at least once a year of the skill sets the other Directors possess, with a view to understanding the range of expertise which is lacking by the Board.

At the recommendation of the NC, the Board has adopted the board diversity policy. In terms of gender, age and ethnic diversity, the Company did not set any specific target nor timeline as it is of the view that this is largely dependent on the Company's business requirement and needs. Nonetheless, it is committed to prompting boardroom diversity, with the key objective of working towards strengthening the Board as a whole.
</td></tr>
</table>

Provision	Code Description	Company's Compliance or Explanation
		The NC will consider the results of these exercises in its recommendation for the appointment of new directors and/or the re-appointment of incumbent directors. Taken into account the nature and scope of the Group's business and the number of Board Committees, the Board believes that the current size of the Board and the Board composition provide sufficient diversity without interfering with the efficient decision making. The Board currently has one female representation on the Board and our core competencies are shown in the table above.
2.5	Non- executive directors and/ or independent directors, led by the independent Chairman or other independent director as appropriate, meet regularly without the presence of Management. The chairman of such meetings provides feedback to the Board and/or Chairman as appropriate.	The Board, particularly the Independent Directors, which are Non-Executive Directors, must be kept well informed of the Group's business and be knowledgeable about the industry the Group operates in. To ensure that the Independent Directors are well supported by accurate, complete and timely information, they have unrestricted access to Management, and have sufficient time and resources to discharge their oversight functions effectively. This enables the Non-Executive Directors to constructively challenge and help develop proposals on strategy and also review the performance of Management in meeting agreed goals and objectives, and extend guidance to Management. The Directors' objective judgement on corporate affairs and collective experience and knowledge are invaluable to the Group and allows for the useful exchange of ideas and views. The Independent Directors discuss and/or meet on a need-basis without the presence of the Management on matters such as the Group's financial performance, corporate governance initiatives, board processes, succession planning as well as leadership development and the remuneration of the Executive Directors. The Independent Directors had met and discussed with the external and internal auditors one (1) time respectively in the absence of key management personnel in FY2026.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
Chairman and Chief Executive Officer		
Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.		
3.1	The Chairman and the CEO are separate persons to ensure an appropriate balance of power, increased accountability, and greater capacity of the Board for independent decision making.	There is a clear division of responsibilities between the Chairman and CEO, which ensures there is a balance of power and authority, such that no one individual represents a considerable concentration of power. Mr Lim Siang Kai, the Non-Executive Chairman and Lead Independent Director, and Mr Ong Yoke En, the Executive Director and CEO, are not related to each other.
3.2	The Board establishes and sets out in writing the division of responsibilities between the Chairman and the CEO.	The responsibilities of Mr Ong Yoke En, the Executive Director and CEO, encompass managing the day-to-day business activities of the Group, developing and executing the Group's strategies, reporting back to the Board on the performance of the Group, and providing guidance to the Group's employees. The CEO also encourages constructive communication between Management and the Board.
3.3	The Board has a lead independent director to provide leadership in situations where the Chairman is conflicted, and especially when the Chairman is not independent. The lead independent director is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman or Management are inappropriate or inadequate.	Mr Lim Siang Kai, the Non-Executive Chairman and Lead Independent Director leads the Board discussion and also ensures that Board meetings are convened when necessary. He sets the Board's meeting agenda and ensures that Directors are provided with complete, adequate and timely information. He chairs the Board meetings and ensures that adequate time is available for discussion of all agenda items, in particular strategic issues, and promotes a culture of openness and discussion at the Board. He also facilitates the effective contribution of Non- Executive Directors and promotes high standards of corporate governance. He encourages constructive relations within the Board and between the Board and the Management, as well ensures effective communications between the Company and its shareholders. He is the contact person for shareholders in situations where there are concerns or issues which communication through normal channels with the CEO and/or Financial Controller ("**FC**") has no resolution or where such communication is inappropriate. He will also take the lead in ensuring compliance with the Code.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
Board Membership		
Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.		
4.1	The Board establishes a NC to make recommendations to the Board on relevant matters relating to: (a) the review of succession plans for directors, in particular the appointment and/or replacement of the Chairman, the CEO and key management personnel; (b) the process and criteria for evaluation of the performance of the Board, its board committees and directors; (c) the review of training and professional development programmes for the Board and its directors; and (d) the appointment and re-appointment of directors (including alternate directors, if any).	The NC comprises the Independent Directors, Mr Lim Siang Kai, Mr Hau Hock Khun and Mr Lim Chong Huat. The Chairman of the NC is Mr Lim Chong Huat. The NC holds at least one (1) meeting in each financial year. The terms of reference and the key roles of the NC include, inter alia: (a) reviewing and approving any new employment of related persons and proposed terms of their employment; (b) recommending to the Board on Board appointments, including the re-nomination of the existing Directors for re-election in accordance with the Constitution at each annual general meeting and having regard to the Director's contribution and performance; (c) determining annually, and as and when circumstances require, whether or not a Director of the Company is independent; (d) in respect of a Director who has multiple board representations on various companies, if any, to review and decide whether or not such Director is able to and has been adequately carrying out his duties as Director, having regard to the competing time commitments that are faced by the Director when serving on multiple Boards and discharging his duties towards other principal commitments; (e) deciding whether or not a Director of the Company is able to and has been adequately carrying out his duties as a director; (f) to decide how the Board's performance may be evaluated and propose objective performance criteria, as approved by the Board that allows comparison with its industry peers, and address how the Board has enhanced long-term shareholders' value; (g) reviewing and approving the employment of persons related to the Directors, Executive Officers or Substantial Shareholders and the proposed terms of their employment; (h) reviewing the succession plans for the Executive Directors and Executive Officers; and (i) reviewing the training and professional development programmes for the Board.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		The NC will decide how the Board's performance is to be evaluated and propose objective performance criteria, subject to the approval of the Board, which addresses how the Board has enhanced long-term shareholders' value. The Board will also implement a process to be carried out by the NC for assessing the effectiveness of the Board as a whole and its Board Committees, and for assessing the contribution by each individual Director to the effectiveness of the Board. Each member of the NC shall abstain from voting on any resolutions in respect of the assessment of his performance or re-nomination as director of the Company. In the event that any member of the NC has an interest in a matter being deliberated upon by the NC, he will abstain from participating in the review and approval process relating to that matter.
4.2	The NC comprises at least three directors, the majority of whom, including the NC Chairman, are independent. The lead independent director, if any, is a member of the NC.	Please refer to provision 1.4 for the composition of the Board. All NC members are independent and the Lead Independent Director is a member of the NC.
4.3	The company discloses the process for the selection, appointment and re-appointment of directors to the Board, including the criteria used to identify and evaluate potential new directors and channels used in searching for appropriate candidates in the company's annual report.	The following table sets out the process for the selection and appointment of new directors: 1. Determination of selection criteria: The NC, in consultation with the Board would identify the current needs of the Board in terms of expertise and skills that are required in the context of the strengths and weaknesses of the existing Board to complement and strengthen the Board. 2. Search for suitable candidates: The NC would consider candidates proposed by the Directors, key management personnel or substantial shareholders and may engage external search consultants where necessary. 3. Assessment of shortlisted candidates: The NC would meet and interview the shortlisted candidates to assess their suitability. 4. Appointment of director: The NC would recommend the selected candidate to the Board for consideration and approval.

CORPORATE GOVERNANCE REPORT

<table>
<tr><th>Provision</th><th>Code Description</th><th>Company's Compliance or Explanation</th></tr>
<tr><td></td><td></td><td>
The Board is also advised by the Sponsor on the appointment of directors as required under Catalist Rule 226(2)(d). The following table sets out the process for the re-electing directors:
<table>
<tr><td>1.</td><td>Assessment of director</td><td>a) The NC would assess the contributions and performance of the Director in accordance with the performance criteria set by the Board; and

b) The NC would also review the range of expertise, skills and attributes of current needs of the Board.</td></tr>
<tr><td>2.</td><td>Re-appointment of director</td><td>Subject to the NC's satisfactory assessment, the NC would recommend the proposed re-appointment of the director to the Board for its consideration and approval.</td></tr>
</table>
Our Directors have no fixed term of office.
Pursuant to the Constitution, one third (1/3) (or the number nearest to one third) of the Directors shall retire from office by rotation and be eligible for re-election at the Company's Annual General Meeting ("AGM"), at least once every three (3) years.
The Directors to retire in every year shall be those subject to retirement by rotation who have been longest in office since their last re-election or appointment and so that as between persons who became or were last re-elected Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot. A retiring Director shall be eligible for re-election.
The Company may by ordinary resolution appoint any person to be a Director either to fill a casual vacancy or as an additional Director. Additional Directors appointed by the Board after the AGM but during the financial year, shall only hold office until the next AGM and thereafter be eligible for re-election at the AGM, but shall not be taken into account in determining the number of Directors who are to retire by rotation at such meeting.
Pursuant to Regulation 98 of the Constitution, Mr Ong Yoke En, Ms Lim Lay Yong and Dato' Chang Chor Choong will be retiring at the forthcoming AGM and are to be nominated for re-election.
</td></tr>
</table>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
4.4	The NC determines annually, and as and when circumstances require, if a director is independent, having regard to the circumstances set forth in Provision 2.1. Directors disclose their relationships with the company, its related corporations, its substantial shareholders or its officers, if any, which may affect their independence, to the Board. If the Board, having taken into account the views of the NC, determines that such directors are independent notwithstanding the existence of such relationships, the company discloses the relationships and its reasons in its annual report.	Please refer to Provision 2.1 on the independence of the Independent Directors.
4.5	The NC ensures that new directors are aware of their duties and obligations. The NC also decides if a director is able to and has been adequately carrying out his or her duties as a director of the company. The company discloses in its annual report the listed company directorships and principal commitment of each director, and where a director holds a significant number of such directorships and commitments, it provides the NC's and Board's reasoned assessment of the ability of the director to diligently discharge his or her duties.	All newly appointed Directors will undergo an orientation programme where the Director would be briefed on the Group's business as well as the expected duties of a director of a listed company and be provided with industry-relevant information. To obtain a better understanding of the Group's history and key milestones, business operations, strategic directions as well as relevant statutory and regulatory compliance issues, the Director will also be given the opportunity to visit the Group's operational, offices and facilities and together meet with the key management personnel. All newly appointed Directors will relevant trainings on the roles and responsibilities as a director of a listed company in Singapore as prescribed by the SGX-ST. There was no new Director appointed during the year under review. The key information of the Directors, including their appointment dates and directorships held in the past three (3) years, are set out on pages 9 to 10 and 16 of this Annual Report. The shareholdings of the individual directors of the Company are set out on page 53. None of the directors hold shares in the subsidiaries of the Company. Directors who are seeking re-appointment at the forthcoming AGM to be held on 29 July 2026 are stated in the Notice of AGM set out on pages 110 to 114 of this Annual Report.

Provision	Code Description	Company's Compliance or Explanation
		The Board, with the concurrence of the NC, has agreed that the Company shall not impose a maximum number of listed board representations on the Directors as the Board is of the opinion that setting a fixed number would not adequately take into account the varied circumstances of each Director. The NC will instead focus on whether a Director has sufficient time to adequately discharge his duties to the Company. The NC would monitor and determine annually, on a case-by-case basis, whether the Directors have given sufficient time and attention to the affairs of the Company and adequately carry out his duties as a Director of the Company. The NC is of the view that it is for each Director to assess his/her own capacity and ability to undertake other obligations or commitments together with serving on the Board effectively. All Directors have declared their board memberships as and when practicable.
Board Performance Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.		
5.1	The NC recommends for the Board's approval the objective performance criteria and process for the evaluation of the effectiveness of the Board as a whole, and of each board committee separately, as well as the contribution by the Chairman and each individual director to the Board.	NC established a process for assessing the effectiveness of the Board as a whole and its Board Committees and for assessing the contribution of each individual Director to the effectiveness of the Board. This assessment is conducted by the NC at least once a year by way of a Board evaluation where the Directors complete a questionnaire seeking their views on various aspects of Board performance, such as Board composition, information and process. Each member of the NC shall abstain from voting on any resolutions in respect of the assessment of his/her performance or re-nomination as a Director. The Board will act on the results of the performance evaluation, and in consultation with the NC, propose, where appropriate, that new members be appointed to the Board or seek the resignation of Directors. Objective performance criteria used to assess the performance of the Board include both quantitative and qualitative criteria. The Board and the NC believe that the financial indicators are mainly used to measure the Management's performance and hence are less applicable to the Non-Executive Directors. The NC had conducted the Board's performance evaluation as a whole subsequent to FY2026 together with the performance evaluation of the ARC, RC and NC. The performance criteria for the Board and Board Committees' evaluation, as determined by the NC, cover the following areas: a) Composition and size b) Conduct of meeting c) Effectiveness and training d) Board Committees e) Communication with Shareholders f) Provision of information to the Board

Provision	Code Description	Company's Compliance or Explanation
		g) Standards of conduct h) Financial performance i) Board compensation The performance criteria for the individual Director cover the following areas: a) Attendance in meetings b) Adequacy of preparation for meetings c) Participation in discussions d) Contribution in own specialist relevant area e) Area of expertise
5.2	The company discloses in its annual report how the assessments of the Board, its board committees and each director have been conducted, including the identity of any external facilitator and its connection, if any, with the company or any of its directors.	For FY2026, the NC had conducted the assessment via a questionnaire which is completed by each Director for the evaluation of the Board and Board Committees. The Company Secretary compiles Directors' responses into a consolidated summary report which was circulated to the Board via email. Each Director also completed a self-assessment form to assess each Director's contributions to the Board's effectiveness. The criteria for assessment include performance of principal functions and fiduciary duties, level of participation at meetings and individual attendance record. The NC has assessed the current Board's performance to-date and is of the view that the Board has met its performance objectives. For FY2026, no external facilitator has been engaged to perform the Board assessment process.
REMUNERATION MATTERS		
Procedures for Developing Remuneration Policies Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.		
6.1	The Board establishes a Remuneration Committee to review and make recommendations to the Board on: (a) a framework of remuneration for the Board and key management personnel; and (b) the specific remuneration packages for each director as well as for the key management personnel.	The RC comprises the Independent Directors, Mr Lim Siang Kai, Mr Hau Hock Khun and Mr Lim Chong Huat. The Chairman of the RC is Mr Hau Hock Khun. The terms of reference of RC include, *inter alia*, the following: - reviewing and recommending to the Board, a framework of remuneration policies to determine the specific remuneration packages and terms of employment for each Director, the CEO and key executive of the Company; and - carrying out its duties in the manner that it deems expedient, subject always to any restrictions that may be imposed upon the RC by the Board from time to time.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
6.2	The RC comprises at least three directors. All members of the RC are non-executive directors, the majority of whom, including the RC Chairman, are independent.	Please refer to provision 1.4 for the composition of the Board. All RC members are independent.
6.3	The RC considers all aspects of remuneration, including termination terms, to ensure they are fair.	The RC ensures that a formal and transparent procedure is in place for fixing the remuneration packages of individual Director and key executives. The recommendations of the RC are submitted to the Board for endorsement. All aspects of remuneration, including, but not limited to, Directors' fees, salaries, allowances, bonuses, options and benefits-in-kind are reviewed by the RC. The Directors are not involved in deciding their own remuneration. Each member of the RC abstains from voting on any resolutions in respect of his remuneration package. There were no termination or retirement benefits, as well as post-employment benefits granted to the Directors.
6.4	The company discloses the engagement of any remuneration consultants and their independence in the company's annual report.	No remuneration consultants were engaged by the Company during FY2026.
Level and Mix of Remuneration Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.		
7.1	A significant and appropriate proportion of executive directors' and key management personnel's remuneration is structured so as to link rewards to corporate and individual per formance. Performance-related remuneration is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the company.	In reviewing and determining the remuneration packages of the Executive Directors and the Group's key management personnel, the RC considers the Executive Directors' and key management personnel's responsibilities, skills, expertise and contribution to the Group's performance when designing their respective remuneration packages, as so ensure that the level of remuneration is appropriate to attract, retain and motivate the Executive Directors' and key management personnel to run the Company successfully. The RC administers the Company's Performance Share Plan ("**PSP**") and Employee Share Option Scheme ("**ESOS**"), which were adopted on 16 December 2016 and are expiring in December 2026. Further details about the PSP and ESOS are set out on pages 54 to 55 of this Annual Report. The Company is preparing for extension of ESOS and PSP and will be tabled for shareholders' approval in an extraordinary general meeting to be held on 29 July 2026. Further details on the extension of ESOS and PSP are set out in the circular.

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Provision	Code Description	Company's Compliance or Explanation
7.2	The remuneration of non-executive directors is appropriate to the level of contribution, taking into account factors such as effort, time spent, and responsibilities.	The Non-Executive Directors (including the Independent Directors) do not have service agreements with the Company and accordingly do not receive any salary. They are paid Directors' fees, which are determined by the Board based on the effort, time spent and responsibilities of the Directors (including but not limited to their appointments to the various Board Committees). The Directors' fees of the Non-Executive Directors are subject to approval by shareholders at each AGM. There are no contractual provisions to allow the Company to reclaim incentive components of remuneration from executive directors and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. Further, Executive Directors owe fiduciary duty to the Company. The Company shall be able to avail itself to remedies against the Executive Directors in the event of the breach of fiduciary duties. Notwithstanding, the foregoing, the RC does not rule out the implementation of such contractual provision in future and will review and monitor the situation regularly.
7.3	Remuneration is appropriate to attract, retain and motivate the directors to provide good stewardship of the company and key management personnel to successfully manage the company for the long term.	The Company's remuneration policy is critical to attract, retain and motivate employees so as to align with the Group's long-term business strategy, objectives, values and interest as well create value for the shareholders.
Disclosure on Remuneration Principle 8: The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.		
8.1	The company discloses in its annual report the policy and criteria for setting remuneration, as well as names, amounts and breakdown of remuneration of: (a) each individual director and the CEO; and	The remuneration received by the Executive Directors and key management personnel takes into consideration his or her individual performance and contribution towards the overall performance of the Group in FY2026. Their remuneration is made up of fixed and variable compensations. The fixed compensation consists of an annual base salary, fixed allowance and annual wage supplement. The variable compensation is determined based on the level of achievement of corporate and individual performance objectives. The performance criteria used to assess the remuneration of Executive Directors and key management personnel are based on the following qualitative and quantitative components: 1. Leadership 2. Teamwork 3. People development 4. Responsibilities and commitment 5. Profitability performance of the Group, i.e., PBT of at least RM7.5 million

Provision	Code Description	Company's Compliance or Explanation
	(b) at least the top five key management personnel (who are not directors or the CEO) in bands no wider than S$250,000 and in aggregate the total remuneration paid to these key management personnel.	The breakdown for the remuneration of the Directors for FY2026 is as follows:

Name of Director	Base Salary	Bonus	Allowance And Incentive	Director Fees	Company's Contribution on Employees' Provident Fund	Total	TOTAL (S$)
Lim Siang Kai	–	–	4%	96%	–	100%	41,500
Hau Hock Khun	–	–	–	100%	–	100%	7,415
Lim Chong Huat	–	–	6%	94%	–	100%	26,500
Dato' Loh Shin Siong	–	–	–	100%	–	100%	4,943
Dato' Chang Chor Choong	–	–	–	100%	–	100%	4,943
Lim Lay Yong	92%	8%	–	–	–	100%	257,400
Ong Yoke En	83%	7%	10%	–	–	100%	371,400

Note:

Directors' fees, as a lump sum, will be subject to the approval by shareholders at the forthcoming AGM.

There were no termination or retirement benefits, as well as post-employment benefits granted to the Directors.

After reviewing the industry practice and analysing the advantages and disadvantages in relation to the disclosure of remuneration of each key management personnel, the Company is of the view that such disclosure would be prejudicial to its business interest given the highly competitive environment the Group operates in. As such, the remuneration of the key management personnel is disclosed in bands of S$250,000.

CORPORATE GOVERNANCE REPORT

<table>
<tr><th>Provision</th><th>Code Description</th><th>Company's Compliance or Explanation</th></tr>
<tr><td></td><td></td><td>
The breakdown for the remuneration of the Company's top four (4) key management personnel who are not Directors of the Company (in percentage terms) for FY2026 is as follows:
<table>
<tr><th>Name of Key Executive</th><th>Base Salary</th><th>Bonus</th><th>Allowance</th><th>Director Fees</th><th>Share-based payment</th><th>Company contribution of employees provident fund</th><th>Total</th></tr>
<tr><td>Below S$250,000</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Voon Kian Woon</td><td>77%</td><td>12%</td><td>11%</td><td>–</td><td>–</td><td>-</td><td>100%</td></tr>
<tr><td>Parantaman E. Krishnan Naidu</td><td>77%</td><td>7%</td><td>-</td><td>–</td><td>–</td><td>16%</td><td>100%</td></tr>
<tr><td>Hanifah Bt Abdul Hamid</td><td>71%</td><td>6%</td><td>6%</td><td>–</td><td>–</td><td>17%</td><td>100%</td></tr>
<tr><td>Lee Siong Kim</td><td>75%</td><td>6%</td><td>3%</td><td>–</td><td>–</td><td>16%</td><td>100%</td></tr>
</table>
The total remuneration paid to the top four (4) key management personnel for FY2026 was S$473,304.96.
</td></tr>
<tr><td>8.2</td><td>The company discloses the names and remuneration of employees who are substantial shareholders of the company, or are immediate family members of a director, the CEO or a substantial shareholder of the company, and whose remuneration exceeds S$100,000 during the year, in bands no wider than S$100,000, in its annual report. The disclosure states clearly the employee's relationship with the relevant director or the CEO or substantial shareholder.</td><td>
Mr Ong How En, the brother of Mr Ong Yoke En, the Executive Director and CEO of the Company and the brother-in-law of Ms Lim Lay Yong, the Executive Director and COO of the Company, is currently employed as a technical manager in the Group. The remuneration paid to him for services rendered to the Group was below S$50,000.
<table>
<tr><th>Name</th><th>Base Salary</th><th>Bonus</th><th>Allowance and Incentive</th><th>Company's Contribution on Employees' Provident Fund</th><th>Total</th></tr>
<tr><td>Below S$50,000</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Ong How En</td><td>63%</td><td>5%</td><td>16%</td><td>16%</td><td>100%</td></tr>
</table>
Apart from Mr Ong How En, there are no other employees who are substantial shareholders of the Company, or are immediate family members of a director, the CEO or a substantial shareholder of the Company.
</td></tr>
</table>

Provision	Code Description	Company's Compliance or Explanation
8.3	The company discloses in its annual report all forms of remuneration and other payments and benefits, paid by the company and its subsidiaries to directors and key management personnel of the company. It also discloses details of employee share schemes.	The Company adopted the ESOS and PSP on 16 December 2016. The ESOS and PSP will provide eligible participants with an opportunity to participate in the equity of the Company so as to motivate them, to higher standards of performance through increased dedication and loyalty, and to give recognition to those who have contributed significantly to the growth and performance of the Group. Further details of the ESOS and PSP are set out in pages 54 to 55 of this Annual Report.
ACCOUNTABILITY AND AUDIT		
Risk Management and Internal Controls Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.		
9.1	The Board determines the nature and extent of the significant risks which the company is willing to take in achieving its strategic objectives and value creation. The Board sets up a Board Risk Committee to specifically address this, if appropriate.	The Board reviews the Group's business and operational activities to identify areas of significant business risk as well as the measures in place to control and mitigate these risks within the Group's policies and business strategies. The risk assessment exercise also includes identifying and assessing key risk areas to the Group such as financial, operational, compliance and information technology risks based on the feedback of the internal auditors and external auditors. The Board also oversees the Management in implementing the risk management and internal controls system. The Board is also responsible for governance of risk management and determining the Company's levels of risk tolerance and risk policies. The Board consults with the external auditors and internal auditors to determine the risk tolerance level and corresponding risk policies. The ARC evaluates the findings of the external and internal auditors on the Group's internal controls annually. Although the Board acknowledges that it is responsible for the overall internal control framework, it also recognises that no cost-effective internal control system will preclude all errors and irregularities. A system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss. The Board has not established a specific Board Risk Committee, but for the purposes of risk management and internal controls, is assisted by the ARC and relies on internal control policies and procedures established and maintained by the Group, and the regular audits, monitoring and reviews performed by the internal and external auditors in carrying out its responsibility of overseeing the Company's risk management and policies.

Provision	Code Description	Company's Compliance or Explanation
9.2	The Board requires and discloses in the company's annual report that it has received assurance from: (a) the CEO and the FC that the financial records have been properly maintained and the financial statements give a true and fair view of the company's operations and finances; and (b) the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the company's risk management and internal control systems.	The Board with the concurrence of the ARC, is of the view that the Company's internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective for FY2026. The basis for the Board's view are as follows: • Assurance has been received from the CEO, FC and internal auditors; • Key management personnel regularly evaluates, monitors and reports to the ARC on material risks; and • Discussions were held between the ARC and auditors in the absence of the key management personnel to review and address any potential concerns; An external audit was performed by the independent auditors and control gaps in financial controls were highlighted to the ARC and key management personnel were properly addressed. The Board has obtained assurance from the CEO and FC in respect of FY2026 that: (a) the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and (b) the Group's risk management and internal control systems are adequate and effective. The Board has relied on the independent auditors' report as set out in this Annual Report as assurance that the financial records have been properly maintained and the financial statements give true and fair view of the Group's operations and finances. The Board has additionally relied on yearly review done by internal auditors' reports to ensure that the Group's risk management and internal control systems are effective and adequate.
<u>Audit Committee</u> Principle 10: The Board has an Audit Committee which discharges its duties objectively.		
10.1	The duties of the AC include: (a) reviewing the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the company and any announcements relating to the company's financial performance;	The Directors recognise the importance of corporate governance and the offering of high standards of accountability to the shareholders. The ARC meets periodically to perform the following functions, amongst others: (a) assist the Board in the discharge of its responsibilities on financial reporting matters; (b) review, with the internal and external auditors, the audit plans, scope of work, their evaluation of the system of internal accounting controls, their management letter and the management's response, and results of the audits compiled by the internal and external auditors, review the interim and annual financial statements and results announcements

Provision	Code Description	Company's Compliance or Explanation
	(b) reviewing at least annually the adequacy and effectiveness of the company's internal controls and risk management systems; (c) reviewing the assurance from the CEO and the FC on the financial records and financial statements; (d) making recommendations to the Board on: (i) the proposals to the shareholders on the appointment and removal of external auditors; and (ii) the remuneration and terms of engagement of the external auditors; (e) reviewing the adequacy, effectiveness, independence, scope and results of the external audit and the company's internal audit function; and (f) reviewing the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on. The company publicly discloses, and clearly communicates to employees, the existence of a whistle-blowing policy and procedures for raising such concerns.	before submission to the Board for approval, focusing in particular, on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, the going concern statement, compliance with financial reporting standards as well as compliance with the Catalist Rules and any other statutory/regulatory requirements; (c) review the effectiveness and adequacy of the internal controls, including financial, operational, compliance and informational technology controls, and risk management systems and ensure coordination between the internal and external auditors, and the management, reviewing the assistance given by the management to the auditors, and discuss problems and concerns, if any, arising from the interim and final audits, and any matters which the auditors may wish to discuss (in the absence of the management where necessary); (d) review the scope and results of the external audit, and the independence and objectivity of the external auditors; (e) review and discuss with the external auditors any suspected fraud or irregularity, or suspected infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position, and the management's response; (f) make recommendations to the Board on the proposals to the Shareholders on the appointment, re- appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors; (g) review significant financial reporting issues and judgements with the FC and the external auditors so as to ensure the integrity of the financial statements of the Group and any formal announcements relating to the Group's financial performance before their submission to the Board; (h) review and discussed the Key Audit Matters ("KAMs") with Management and the external auditors and was satisfied that the matters had been appropriately addressed and adequately disclosed in the financial statements. (i) to review and report to the Board at least annually the adequacy and effectiveness of the Group's material internal controls with the FC and the internal and external auditors, including financial, operational, compliance and information technology controls, and risk management systems via reviews carried out by IA; (j) monitor and review the implementation of recommendations from external and internal auditors, if any, to address any control weakness; (k) review and approve transactions falling within the scope of Chapter 9 and Chapter 10 of the Catalist Rules (if any);

Provision	Code Description	Company's Compliance or Explanation
		(l) review any potential conflicts of interests; (m) review and approve all hedging policies and instruments (if any) to be implemented by the Group; (n) undertake such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and requiring the attention of the ARC; (o) review and establish procedures for receipt, retention and treatment of complaints received by our Group pertaining to, amongst others, criminal offenses, involving our Group or its employees, questionable accounting, auditing, business, safety or other matters that impact negatively on our Group; and (p) generally to undertake such other functions and duties as may be required by statute or the Catalist Rules, and by such amendments made thereto from time to time. ARC oversees the risk management functions through its Risk Management Working Group ("**RMWG**") in order to manage the overall risk exposure of the Group. RMWG comprised of the Executive Directors and Management team. FC who has experience in risk management is appointed to provide executive oversight and co-ordination of the Group's risk management efforts. RMWG shall assist the ARC with the matters contemplated below and shall report and make recommendations to the ARC thereon: i) conduct a risk assessment review on the Group's operation at least once in a year and shall table the risk assessment review report to ARC for review and approval in every financial year end meeting; ii) oversees the effectiveness of the risk management system and practices; iii) spearheads risk management initiatives; iv) reviews and monitors Group risk profile and action plans; and v) undertake periodic environmental review to determine if there is any possible impact on the risk profile of the Company. The Group has established a whistle-blowing policy, headed by the ARC's chairperson and comprising of ARC members, which provides the channel for employees of the Group or any other persons to raise and report genuine concerns about possible improprieties to the ARC members directly, in matter of financial reporting, misconduct, wrongdoing, or other malpractices relating to the Group and its officers, in good faith and in confidence. The Company is committed to ensure that any whistle-blower is protected against detrimental or unfair treatment. The whistle-blower must identify himself/herself when submitting a complaint or disclosure, where he/she will be protected from any reprisal within or from the Group as a direct consequence of the disclosure. The whistle-blower's identity shall be kept confidential unless otherwise required by applicable laws and regulations or for purposes of any proceedings by or against the Company. The ARC is responsible for the oversight and monitoring of the whistle-blowing policy and ensuring that it is properly administered.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		Details of the whistle-blowing policy are given to all staff of the Group and new recruits during orientation. The staff may, in confidence, submitting a complaint or disclosure in writing to the any of ARC members via whistleblow@samuraipaint.jp. There were no whistle-blowing reports received in FY2026.
10.2	The AC comprises at least three directors, all of whom are non-executive and the majority of whom, including the AC Chairman, are independent. At least two members, including the AC Chairman, have recent and relevant accounting or related financial management expertise or experience.	Please refer to provision 1.4 for the composition of the ARC. The ARC has at least two (2) members, including the ARC Chairman, who have the relevant accounting and related financial management expertise and experience to discharge their responsibilities. They are Mr Lim Siang Kai and Mr Lim Chong Huat. All the ARC members are independent.
10.3	The AC does not comprise former partners or directors of the company's existing auditing firm or auditing corporation: (a) within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, (b) for as long as they have any financial interest in the auditing firm or auditing corporation.	None of the ARC members is a former partner or director of the Company's existing auditing firm or auditing corporation (i) within a period of two (2) years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and (ii) holds any financial interest in the auditing firm or auditing corporation.
10.4	The primary reporting line of the internal audit function is to the AC, which also decides on the appointment, termination and remuneration of the head of the internal audit function. The internal audit function has unfettered access to all the company 's documents, records, properties and personnel, including the AC, and has appropriate standing within the company.	The Company's internal audit function is outsourced to CLA Global TS Risk Advisory Pte. Ltd; a company of CLA Global TS Holdings Pte. Ltd, that reports directly to the ARC Chairman and administratively to the CEO and FC. The internal auditors have full access to all the Company's documents, records, properties and personnel including access to the ARC. The ARC reviews and approves the internal audit plan to ensure the adequacy of the scope of audit. The ARC is satisfied that the IA is independent, effective and adequately resourced, and has the appropriate standing in the Company to discharge its duties effectively and guided by International Professional Practices Framework promulgated by The Institute of Internal Auditors. The ARC decides on the appointment, termination and remuneration of the outsourced internal audit function.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
10.5	The AC meets with the external auditors, and with the internal auditors, in each case without the presence of Management, at least annually.	The ARC has met with the external auditors and internal auditors in the absence of key management personnel in FY2026.
STAKEHOLDER RIGHTS AND ENGAGEMENT		
Shareholders' Rights Principle 11: The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.		
11.1	The company provides shareholders with the opportunity to participate effectively in and vote at general meetings of shareholders and informs them of the rules governing general meetings of shareholders.	The Company's corporate governance practices promote the fair and equitable treatment to all shareholders. To facilitate shareholders' ownership rights, the Company ensures that all material information is disclosed on a comprehensive, accurate and timely basis via SGXNET, especially information pertaining to the Company's business development and financial performance which could have a material impact on the price or value of its shares, so as to enable shareholders to make informed decisions in respect of their investments in the Company. The Constitution allows all shareholders to appoint proxies to attend general meeting and vote on their behalf. As the authentication of shareholder identity information and other related security issues still remain a concern, the Group has decided, for the time being, not to implement voting in absentia by mail, email or fax.
11.2	The company tables separate resolutions at general meetings of shareholders on each substantially separate issue unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are "bundled", the company explains the reasons and material implications in the notice of meeting.	Shareholders are informed of shareholders' meetings through notices contained in annual reports or circulars posted onto the SGXNET. The notice of AGM, together with the annual report, is published to all shareholders at least fourteen (14) days before the scheduled AGM date. Shareholders are invited to attend the general meetings to put forth any questions they may have on the motions to be debated and decided upon. All shareholders are entitled to vote in accordance with the established voting rules and procedures. The Company conducts poll voting for all resolutions tabled at the general meetings. The rules, including the voting process, are explained by the scrutineers at such general meetings. Every matter requiring shareholders' approval is proposed as a separate resolution. Where the resolutions are "bundled", the Company explains the reasons and material implications in the notice of meeting.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
11.3	All directors attend general meetings of shareholders, and the external auditors are also present to address shareholders' queries about the conduct of audit and the preparation and content of the auditors' report. Directors' attendance at such meetings held during the financial year is disclosed in the company's annual report.	The Company requires all Directors (including the respective chairman of the Board Committees) to be present at all general meetings of shareholders, unless of exigencies. The external auditors are also required to be present to address shareholders' queries about the conduct of audit and the preparation and content of the independent auditor's report. Please refer to Provision 1.5 for the director's attendance for general meetings in FY2026.
11.4	The Constitution (or other constitutive documents) allow for absentia voting at general meetings of shareholders.	The Constitution allows an individual Shareholder to appoint not more than two (2) proxies to attend and vote on his or her behalf at the general meetings. A member who is a relevant intermediaries may appoint more than two (2) proxies to attend and speak at the general meeting but each proxy must be appointed to exercise the rights attached to different shares held by such member. Where such member's form of proxy appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy. As the authentication of shareholder identity information and other related security issues still remain a concern, the Group has decided, for the time being, not to implement voting in absentia by mail, email or fax.
11.5	The company publishes minutes of general meetings of shareholders on its corporate website as soon as practicable. The minutes record substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting, and responses from the Board and Management.	All resolutions are put to vote by poll, and their detailed results will be announced via SGXNET after the conclusion of the general meeting. The minutes will be made available to shareholders via SGXNET within one (1) month from the general meeting.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
11.6	The company has a dividend policy and communicates it to shareholders.	The Company currently does not have a fixed dividend policy. In considering the form, frequency and amount of future dividends in respect of any particular financial year or period, the Directors will take into account the following factors: (a) the financial position, results of operations and cash flow of the Group; (b) the ability of the subsidiaries to make dividend payment to the Company; (c) the expected working capital requirements and general financing condition of the Group; (d) the actual and projected financial performance of the Group; and (e) any other factors deemed relevant by the Directors. In FY2026, the Company paid an interim dividend (one-tier tax exempt) of S$0.00175 per ordinary share. In addition, the Board has proposed a final dividend (one-tier tax exempt) ("**Proposed Dividend**") of S$0.00215 per ordinary share. The Proposed Dividend are subject to shareholders' approval at the forthcoming AGM.
Engagement with Shareholders Principle 12: The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.		
12.1	The company provides avenues for communication between the Board and all shareholders and discloses in its annual report the steps taken to solicit and understand the views of shareholders.	The Board's policy is that all Shareholders should be informed simultaneously in an accurate and comprehensive manner regarding all material developments that impact the Group via SGXNET on an immediate basis, in line with the Group's disclosure obligations pursuant to the Catalist Rules and the Companies Act. For the financial year under review, the Board was of the view that the current communication channels are sufficient and cost effective.
12.2	The company has in place an investor relations policy which allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders.	The Company does not have an Investor Relations Policy. The Company's investor relations function is led by FC who has the strategic management responsibility to integrate finance, accounting, corporate communication to enable effective communication between the Company and all shareholders, stakeholders, analysts and media.

Provision	Code Description	Company's Compliance or Explanation
12.3	The company's investor relations policy sets out the mechanism through which shareholders may contact the company with questions and through which the company may respond to such questions.	The Group had published the investor relation's email address through our corporate website as well as social media platforms. Shareholders may contact us at ir@samuraipaint.jp should they have any enquiries. The investor relations personnel will respond on the enquiries accordingly.
MANAGING STAKEHOLDER RELATIONSHIPS		
Engagement with Stakeholders Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.		
13.1	The company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationships with such groups.	The Company does not practice selective disclosure. In line with continuous disclosure obligations of the Company pursuant to the Catalist Rules and the Companies Act, the Board's policy is that all shareholders should be equally and timely informed of all major developments that impact the Group. The Company also values the feedback arising from our stakeholder engagements as it has helped strengthen the relevance of our reporting and approach to managing the Group's material issues. We believe that maintaining a close relationship with our stakeholders is crucial as they support us in addressing sustainability challenges. Therefore, to ensure that we can continuously improve, we always engage with and consult our diverse groups of stakeholders to understand their expectations. Please refer to the Sustainability Report for further details on the Company's approach on stakeholders engagement.
13.2	The company discloses in its annual report its strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.	Information will first be disseminated through SGXNET and where relevant, followed by news release and the Company's website. The Company will also make announcements from time to time to update investors and shareholders on developments that are of interest to them. The Company strives to supply shareholders with reliable and timely information so as to strengthen the relationship with its shareholders based on trust and accessibility. Please refer to the Sustainability Report for further details on the Company's approach on stakeholders engagement.
13.3	The company maintains a current corporate website to communicate and engage with stakeholders.	Apart from the SGXNET announcements and its annual report, the Company updates shareholders on its corporate developments through its corporate website http://samurai2kaerosol.com.

<table>
<tr><th colspan="3">COMPLIANCE WITH APPLICABLE CATALIST RULES</th></tr>
<tr><th>Catalist Rule</th><th>Rule Description</th><th>Company's Compliance or Explanation</th></tr>
<tr><td>711A and 711B</td><td>Sustainability Report</td><td>This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and the sustainability reporting requirements set out in the SGX Catalist Rules, including Practice Note 7F of the Catalist Rules.

Climate-related disclosures within the Sustainability Report have been prepared in alignment with the IFRS Sustainability Disclosure Standards, particularly IFRS S2 Climate-related Disclosures. The Company reports on its greenhouse gas emissions, including Scope 1 and Scope 2 emissions, in line with the relevant disclosure requirements and guidance under IFRS S2.

The Board will review and approve the Sustainability report work plan and provide final oversight for the Sustainability Report activities.</td></tr>
<tr><td>712, 715 or 716</td><td>Appointment of Auditors</td><td>The Company confirms its compliance to the Catalist Rules 712 and 715 in the appointment of its auditors.</td></tr>
<tr><td>1204(6)</td><td>External audit</td><td>The table below sets out the audit and non-audit fees paid/payable to auditor of the Company for FY2026:
<table><tr><th></th><th>S$</th></tr><tr><td>Audit fees</td><td>68,000</td></tr><tr><td>Non-audit fee
- Tax compliance
- GST</td><td>
5,600
9,000</td></tr></table>
In compliance with Catalist Rule 1204(6)(b), the ARC undertook the annual review of the independence and objectivity of the external auditors by reviewing the non-audit services provided and the fees paid to them. It is the opinion of the ARC, the nature and extent of non-audit services provided by the external auditors do not affect the independence and objectivity of the external auditors.</td></tr>
<tr><td>1204(8)</td><td>Material Contracts</td><td>There were no material contracts entered into by the Group involving the interest of the CEO, any Director, or controlling shareholder, which are either still subsisting at the end of FY2026 or if not then subsisting, entered into since the end of the previous financial year.</td></tr>
</table>

CORPORATE GOVERNANCE REPORT

Catalist Rule	Rule Description	Company's Compliance or Explanation
1204(10)	Confirmation of adequacy of internal controls	The Board and the ARC are of the opinion that the internal controls are adequate to address the financial, operational, compliance and information technology risks based on the following: • internal controls and the risk management system established by the Company; • work performed by the IA and EA; • assurance from the CEO and FC; and • reviews done by the various Board Committees and key management personnel.
1204(10C)	ARC's comment on Internal Audit Function	The ARC is satisfied that the Company's internal audit function is: • sufficiently independent to carry out its role; • conducted effectively as Management has provided full co-operation to enable Internal Auditors to perform its function; • adequately resourced to perform the work for the Group; and • has the appropriate standing within the Company. The Company outsources the internal audit function to an external professional firm to perform the review and test of controls of the Group's processes. The Company has appointed CLA Global TS Risk Advisory Pte. Ltd. as the internal auditor to review the internal control processes of the Group. CLA Global TS Risk Advisory is a company of CLA Global TS Holdings Pte. Ltd, which is recognised as an established mid-tier accounting firm for more than twenty-five (25) years. CLA Global TS possesses vast experience in providing internal audit, risk management and advisory services in the region. The current engagement team assigned comprises of four (4) members and is led by Mr David Lai who has more than fifteen (15) years performing audits for listed companies. The primary reporting line of the internal auditors is to the ARC. The ARC also decides on the appointment, termination and remuneration of the internal auditors
1204(17)	Interested Persons Transaction ("**IPT**")	The Group has procedures governing all IPTs to ensure that they are properly documented and reported on a timely manner to the ARC and that they are carried out on normal commercial terms and are not prejudicial to the interests of the Company and its minority shareholders. The Group does not have a general mandate for IPTs. There were no discloseable interested person transactions during FY2026.

Catalist Rule	Rule Description	Company's Compliance or Explanation
1204(19)	Dealing in Securities	The Company has adopted an internal policy which prohibits the Directors and officers from dealing in the securities of the Company while in possession of price-sensitive information. The Company, its Directors and officers are also discouraged from dealing in the Company's securities on short term considerations and are prohibited from dealing in the Company's securities during the period beginning one month before the announcement of the Company's half-year and full-year financial statements respectively, and ending on the date of the announcement of the relevant results.
1204(21)	Non-sponsor fees	No non-sponsor fees were paid to the Company's sponsor, UOB Kay Hian Private Limited for FY2026.

DISCLOSURE OF INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Dato' Chang Chor Chong, Mr Ong Yoke En and Ms Lim Lay Yong are the Directors seeking re-election at the forthcoming Annual General Meeting of the Company to be convened on 29 July 2026 ("**AGM**") (collectively, the "**Retiring Directors**" and each a "**Retiring Director**").

Pursuant to Rule 720(5) of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") ("**Catalist Rules**"), the information as set out in Appendix 7F relating to the above Retiring Directors to be put forward for re-election at the forthcoming Annual General Meeting is disclosed below:

	DATO' CHANG CHOR CHOONG	MR ONG YOKE EN	MS LIM LAY YONG
Date of Appointment	16 December 2016	9 March 2016	3 October 2016
Date of last re-appointment	30 July 2024	28 July 2023	28 July 2023
Age	52	57	56
Country of principal residence	Malaysia	Malaysia	Malaysia
The Board's comments on this appointment (including rationale, selection criteria, board diversity consideration and the search and nomination process)	The Board of Directors (the "**Board**") has considered, among others, the recommendation of Nominating Committee ("**NC**") and has reviewed and considered the contribution and performance, attendance, preparedness, participation, candour and suitability of Dato' Chang Chor Choong for re-appointment as Non-Executive Director of the Company. The Board has reviewed and concluded that Dato' Chang Chor Choong possess the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board has considered, among others, the recommendation of NC and has reviewed and considered the contribution and performance, attendance, preparedness, participation, candour and suitability of Mr Ong Yoke En for re-appointment as Executive Director and Chief Executive Officer of the Company. The Board has reviewed and concluded that Mr Ong Yoke En possess the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board has considered, among others, the recommendation of NC and has reviewed and considered the contribution and performance, attendance, preparedness, participation, candour and suitability of Ms Lim Lay Yong for re-appointment as Executive Director and Chief Operating Officer of the Company. The Board has reviewed and concluded that Ms Lim Lay Yong possess the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Executive. He builds and leads the senior executive team and sets the strategic direction of the Group and also involved in the research of development of new innovations and technology.	Executive. She oversees daily operations, designing and implementing business strategies of the Group.
Job Title (e.g.) Lead ID, AC Chairman, AC Member etc.)	Non-Executive Director	Executive Director and Chief Executive Officer	Executive Director and Chief Operating Officer

DISCLOSURE OF INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Professional qualifications	Nil	Bachelor of Arts from University Kebangsaan Malaysia	Bachelor of Science (Biochemistry) from Simon Fraser University (Canada) Diploma in Health Science (Herbal Medicine) from University of New England (Australia)
Working experience and occupation(s) during the past 10 years	2009 - Present Wisdom Power Sdn Bhd 2010 - Present Deluxe Percent Sdn. Bhd. 2011 - Present Fossil Food & Beverage Sdn Bhd 2012 - Present SBL Worldwide Trading Pte Ltd 2012 - Present Rejo Beverage Pte Ltd 2013 - Present Otachi Holdings Sdn Bhd 2013 - Present LSS F&B Trading (M) Sdn Bhd 2014 - Present Pembinaan Silih Kasih Sdn Bhd 2011 - 2016 Exbe Marketing Sdn Bhd	2017 - Present Samurai 2k Aerosol Sdn Bhd	2014 - Present Samurai 2K Aerosol Sdn Bhd
Shareholding interest in the listed issuer and its subsidiaries	12,750,000 ordinary shares	139,152,000 ordinary shares	45,000,000 ordinary shares
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Yes. Dato' Chang Chor Choong and Dato' Loh Shin Siong (who is also a Non-Executive Director of the Company), are the directors of Pembinaan Silih Kasih Sdn Bhd.	Yes, Mr Ong Yoke En been the director of the Company since 2016. Mr Ong Yoke En is the spouse of Ms Lim Lay Yong.	Yes, Ms Lim Lay Yong been the director of the Company since 2016. Ms Lim Lay Yong is the spouse of Mr Ong Yoke En.
Conflict of Interest (including any competing business)	No	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes
Other Principal Commitments Including Directorships			
Past (for the last 5 years)	Nil	Nil	Nil

DISCLOSURE OF INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Present	SBL Worldwide Trading Pte Ltd Rejo Beverage Pte Ltd Pembinaan Silih Kasih Sdn Bhd Otachi Holdings Sdn Bhd LSS F&B Trading (M) Sdn Bhd Deluxe Percent Sdn. Bhd. Wisdom Power Sdn Bhd Fossil Food & Beverage Sdn. Bhd.	Samurai 2k Aerosol Sdn Bhd	Samurai 2k Aerosol Sdn Bhd
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.			
a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or any time within 2 years from the date he ceased to be a partner?	No	No	No
b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No
c) Whether there is any unsatisfied judgement against him?	No	No	No
d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud of dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No

DISCLOSURE OF INFORMATION ON DIRECTORS SEEKING RE-ELECTION

e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No
f) Whether at any time during the last 10 years, judgement has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law of regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation of dishonesty on his part?	No	No	No
g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No
h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No
i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No

DISCLOSURE OF INFORMATION ON DIRECTORS SEEKING RE-ELECTION

j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:– i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	No
k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No

DISCLOSURE OF INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Disclosure applicable to the appointment of Director only.			
Any prior experience as a director of an issuer listed on the Exchange? If Yes, please provide details of prior experience	Not applicable	Not applicable	Not applicable
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable)	Not applicable	Not applicable	Not applicable

DIRECTOR'S STATEMENT

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Samurai 2K Aerosol Limited (the "Company") and its subsidiaries (the "Group") and the statement of financial position and statement of changes in equity of the Company for the financial year ended 31 March 2026.

In the opinion of the directors:

(i) the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company as set out on pages 62 to 107 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026 and of the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International); and

(ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors of the Company in office at the date of this statement are:

Ong Yoke En
Lim Lay Yong
Lim Siang Kai
Dato' Chang Chor Choong
Hau Hock Khun
Dato' Loh Shin Siong
Lim Chong Huat

Arrangement to enable directors to acquire benefits

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate other than as disclosed under "Share options and awards" in this statement.

Directors' interest in shares or debentures

The directors of the Company holding office at the end of the financial year had no interests in the shares or debentures of the Company and related corporations as recorded in the Register of Directors' Shareholdings kept by the Company under Section 164 of the Act except as follows:

	Number of ordinary shares			
	Shareholdings registered in the name of the director		Shareholdings in which a director is deemed to have an interest	
Name of directors and company in which interest are held	**At 1.4.2025**	**At 31.3.2026**	**At 1.4.2025**	**At 31.3.2026**
The Company				
Ong Yoke En	139,152,000	139,152,000	–	–
Lim Lay Yong	45,000,000	45,000,000	–	–
Dato' Chang Chor Choong	12,750,000	12,750,000	–	–
Dato' Loh Shin Siong	–	–	12,750,000	12,750,000

DIRECTOR'S STATEMENT

Directors' interest in shares or debentures (cont'd)

The director, Ong Yoke En, by virtue of Section 7 of the Act is deemed to have an interest in the shares held by the Company in its wholly-owned subsidiary corporations and in the shares held by the Company in the following subsidiary not wholly-owned by the Group:

	Number of ordinary shares	
	At 1.4.2025	At 31.3.2026
PT Samurai Paint	2,010	2,010

The directors' interest in the ordinary shares of the Company as at 21 April 2026 were the same as those as at 31 March 2026.

Share options and awards

The Samurai 2K Aerosol Limited's Performance Share Plan (the "Plan") and Employee Share Option Scheme (the "Scheme") were approved and adopted by the members at the shareholders' meeting held on 16 December 2016 and will continue to remain in force until 15 December 2026, unless terminated in accordance with the rules of the Plan and Scheme. The Plan and Scheme provide for the grant of shares and share options to employees and directors of the Group.

The Plan and Scheme are administered by the Remuneration Committee of the Company, comprising of Mr Hau Hock Khun (Chairman), Mr Lim Siang Kai and Mr Lim Chong Huat. A member of the Remuneration Committee who is also a participant of the Plan and Scheme must not be involved in its deliberation in respect of awards and options granted or to be granted to him.

The aggregate number of shares and share options which may be issued or transferred pursuant to awards granted under the Plan and Scheme on any date, when aggregated with the aggregate number of shares over which awards or options are granted under any other share option schemes or share schemes of the Company, shall not exceed 15% of the total number of issued shares (excluding shares held by the Company as treasury shares) on the day preceding that date.

Movement in the number of options granted by the Company under the Scheme for the Group's employees are as follows:

	No. of options under the Scheme				
	Beginning of financial year	Granted during financial year	Forfeited during financial year	Vested during financial year	End of financial year
2026					
3 June 2019	**231,000**	–	(63,000)	–	**168,000**
31 May 2021	**1,275,000**	–	–	–	**1,275,000**

There were no options exercised during the financial year.

The details of the outstanding number of options at the end of the financial year was:

Exercise price	Grant date	Exercise period	2026 Number of options
SGD0.305	3 June 2019	3 June 2022 to 2 June 2029	168,000
SGD0.347	31 May 2021	31 May 2025 to 30 May 2031	1,275,000

Share options and awards (cont'd)

No participant has received 5% or more of the total number of shares under option available under the Scheme.

There were no options granted to directors, controlling shareholders and their associates.

Audit and Risk Committee

The members of the Audit and Risk Committee during the financial year and at the date of this statement are:

Lim Siang Kai (Chairman)
Hau Hock Khun
Lim Chong Huat

The Audit and Risk Committee carried out its functions in accordance with Section 201B(5) of the Act. Their functions are detailed in the Corporate Governance Report.

The Audit and Risk Committee also:

(a) reviewed the independence and objectivity of the independent auditor;

(b) reviewed the audit plan and scope of work carried out by the independent auditor and also met with the independent auditor to discuss the results of their audit and their evaluation of the system of internal accounting controls;

(c) reviewed the overall scope and timing of the work to be carried out by the internal auditor and also met with internal auditor to discuss the results of their internal audit procedures;

(d) reviewed the financial statements of the Group and the Company for the financial year ended 31 March 2026 and the independent auditor's report thereon; and

(e) reviewed interested person transactions.

The Audit and Risk Committee is satisfied with the independence and objectivity of the independent auditor and has recommended to the Board that Baker Tilly TFW LLP be nominated for re-appointment as independent auditor of the Company at the forthcoming Annual General Meeting.

DIRECTOR'S STATEMENT

Independent auditor

The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors

Ong Yoke En Director 14 July 2026	Lim Lay Yong Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAMURAI 2K AEROSOL LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Samurai 2K Aerosol Limited (the "Company") and its subsidiaries (the "Group"), as set out on pages 62 to 107 which comprise the statements of financial position of the Group and the Company as at 31 March 2026, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ["SFRS(I)"] so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 March 2026 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the changes in equity of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

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

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAMURAI 2K AEROSOL LIMITED (cont'd)

Report on the Audit of the Financial Statements (cont'd)

Key Audit Matter (cont'd)

Allowance for expected credit losses of trade receivables

As at 31 March 2026, the Group's trade receivables of RM12,109,000 represents approximately 9% of the Group's total assets.

The Group determines the expected credit losses ("ECL") of trade receivables by applying the simplified approach to recognise a loss allowance based on lifetime ECLs at the end of the reporting period. The Group determined the lifetime ECL of trade receivables by performing an ECL assessment for each debtor by considering the effects of the macroeconomic uncertainties, historical loss rate, recent payments, ongoing business relationship, creditworthiness of each debtor and their ability to repay.

As the ECL assessment of trade receivables involves significant estimates and assumptions by the Group, we have identified the allowance for ECL of trade receivables as a key audit matter.

The significant estimates and assumptions applied in the ECL assessment and details of ECL measurement are disclosed in Note 3 and Note 25(b) and the carrying amount of the Group's trade receivables are disclosed in Note 16 to the financial statements.

Procedures performed to address the key audit matter

We obtained an updated understanding of the Group's processes in assessing ECL on trade receivables, including discussion with management to understand assumptions applied in determining the ECL allowance. We evaluated the reasonableness of management's assumptions used in the determining the ECL by reviewing historical payment trends, recent payments and information relating to the Group's ongoing business relationships and any forward-looking information. In addition, we reviewed the subsequent receipts from the trade receivables after the financial year end.

We also reviewed the adequacy and appropriateness of the disclosures made in the financial statements.

Net realisable value of inventories

As at 31 March 2026, the Group's inventories of RM16,969,000 represents approximately 12% of the Group's total assets. During the financial year, an inventory written off of RM633,000 was recognised in the consolidated statement of profit or loss.

Inventories are stated at the lower of cost and net realisable value. In determining the carrying value and whether any write-down of the inventories is necessary, the Group estimates the net realisable values based upon an analysis of the physical conditions of the products, product demand, anticipated selling prices, usability of raw materials, and slow-moving and obsolete inventories.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAMURAI 2K AEROSOL LIMITED (cont'd)

Report on the Audit of the Financial Statements (cont'd)

Key Audit Matter (cont'd)

Net realisable value of inventories (cont'd)

The assessment of net realisable value of inventories was considered a key audit matter due to the significance of the balance and the judgement involved in identifying slow-moving and obsolete inventories. Any changes in these assumptions could have a material impact on the carrying value of inventories.

Procedures performed to address the key audit matter

We obtained an understanding of management's processes and controls for monitoring inventory movement and identifying slow-moving and obsolete inventories. We evaluated management's assessment of the net realisable value of inventories, including the consideration of the physical conditions of the products and product demand, historical sales trends and the usability of the raw materials. On a sample basis, we tested whether inventories were carried at the lower of costs and net realisable values by comparing recorded unit costs to recent or subsequent selling prices and performed inventory movement analysis to identify any potential slow-moving items.

We have also reviewed the adequacy and appropriateness of the disclosures made in the financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report 2026, but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Report on the Audit of the Financial Statements (cont'd)

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

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

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

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

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

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of Group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SAMURAI 2K AEROSOL LIMITED (cont'd)

Report on the Audit of the Financial Statements (cont'd)

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by the subsidiary corporation incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Khor Boon Hong.

Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore
14 July 2026

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the financial year ended 31 March 2026

	Note	**2026 RM'000**	2025 RM'000
Revenue	4	**82,203**	81,213
Cost of sales		**(40,062)**	(42,508)
Gross profit		**42,141**	38,705
Other income	5	**17,103**	1,176
Administrative expenses		**(25,515)**	(24,726)
Marketing and distribution expenses		**(6,564)**	(3,565)
Finance costs	6	**(1,891)**	(1,871)
Inventories written off	7	**(633)**	(13,549)
Property, plant and equipment written off	7	–	(3,492)
Profit/(loss) before tax	7	**24,641**	(7,322)
Tax expense	9	**(7,220)**	(484)
Profit/(loss) for the financial year		**17,421**	(7,806)
Other comprehensive income for the financial year, net of tax:			
Item that may be reclassified subsequently to profit or loss:			
Currency translation differences arising from consolidation		**843**	730
Total comprehensive income/(loss) for the financial year		**18,264**	(7,076)
Profit/(loss) attributable to:			
Equity holders of the Company		**17,420**	(7,805)
Non-controlling interest		**1**	(1)
		17,421	(7,806)
Total comprehensive income/(loss) attributable to:			
Equity holders of the Company		**18,263**	(7,097)
Non-controlling interest		**1**	21
		18,264	(7,076)
Earnings/(loss) per share for profit/(loss) attributable to equity holders of the Company (RM sen per share)			
Basic and diluted	10	**5.21**	(2.33)

STATEMENTS OF FINANCIAL POSTION

At 31 March 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Non-current assets					
Property, plant and equipment	11	**52,027**	49,488	**–**	–
Intangible assets	12	**3,113**	2,986	**–**	–
Investment in subsidiaries	13	**–**	–	**17,653**	17,653
Deferred tax assets	14	**63**	71	**–**	–
Trade and other receivables	16	**4,713**	2,924	**–**	–
Total non-current assets		**59,916**	55,469	**17,653**	17,653
Current assets					
Inventories	15	**16,969**	17,003	**–**	–
Trade and other receivables	16	**16,591**	17,538	**40,161**	48,227
Tax receivable		**292**	7,431	**–**	–
Cash and bank balances	17	**48,595**	35,828	**5,124**	55
Total current assets		**82,447**	77,800	**45,285**	48,282
Total assets		**142,363**	133,269	**62,938**	65,935
Non-current liabilities					
Borrowings	18	**21,377**	22,215	**–**	–
Deferred tax liabilities	14	**1,411**	1,375	**–**	–
Other payables	19	**76**	86	**–**	–
Total non-current liabilities		**22,864**	23,676	**–**	–
Current liabilities					
Trade and other payables	19	**20,020**	16,948	**555**	1,492
Borrowings	18	**13,535**	21,819	**–**	–
Tax payable		**3,682**	1,225	**895**	722
Total current liabilities		**37,237**	39,992	**1,450**	2,214
Total liabilities		**60,101**	63,668	**1,450**	2,214
Net assets		**82,262**	69,601	**61,488**	63,721
Equity					
Share capital	20	**57,165**	57,165	**57,165**	57,165
Treasury shares	20	**(64)**	(64)	**(64)**	(64)
Share option reserve	22	**688**	688	**688**	688
Retained earnings		**33,011**	21,194	**3,699**	5,932
Currency translation reserve		**1,022**	179	**–**	–
Merger reserve	23	**(9,368)**	(9,368)	**–**	–
Equity attributable to equity holders of the Company		**82,454**	69,794	**61,488**	63,721
Non-controlling interest		**(192)**	(193)	**–**	–
Total equity		**82,262**	69,601	**61,488**	63,721

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the financial year ended 31 March 2026

	Share capital RM'000	Treasury shares RM'000	Share option reserve RM'000	Retained earnings RM'000	Currency translation reserve RM'000	Merger reserve RM'000	Total RM'000	Non-controlling interest RM'000	Total equity RM'000
Group									
Balance at 1 April 2025	57,165	(64)	688	21,194	179	(9,368)	69,794	(193)	69,601
Profit for the financial year	–	–	–	17,420	–	–	17,420	1	17,421
Other comprehensive income for the financial year									
Currency translation differences arising from consolidation	–	–	–	–	843	–	843	–	843
Total comprehensive income for the financial year	–	–	–	17,420	843	–	18,263	1	18,264
Dividend (Note 21)	–	–	–	(5,603)	–	–	(5,603)	–	(5,603)
Balance at 31 March 2026	**57,165**	**(64)**	**688**	**33,011**	**1,022**	**(9,368)**	**82,454**	**(192)**	**82,262**

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (cont'd)
For the financial year ended 31 March 2026

	Share capital RM'000	Treasury shares RM'000	Share option reserve RM'000	Retained earnings RM'000	Currency translation reserve RM'000	Merger reserve RM'000	Total RM'000	Non-controlling interest RM'000	Total equity RM'000
Group									
Balance at 1 April 2024	57,165	(64)	688	28,999	(529)	(9,368)	76,891	(214)	76,677
Loss for the financial year	–	–	–	(7,805)	–	–	(7,805)	(1)	(7,806)
Other comprehensive income for the financial year									
Currency translation differences arising from consolidation	–	–	–	–	708	–	708	22	730
Total comprehensive (loss)/income for the financial year	–	–	–	(7,805)	708	–	(7,097)	21	(7,076)
Balance at 31 March 2025	57,165	(64)	688	21,194	179	(9,368)	69,794	(193)	69,601

STATEMENT OF CHARGES IN EQUITY

STATEMENT OF CHANGES IN EQUITY
For the financial year ended 31 March 2026

	Share capital RM'000	Treasury shares RM'000	Share option reserve RM'000	Retained earnings RM'000	Total equity RM'000
Company					
Balance at 1 April 2025	57,165	(64)	688	5,932	63,721
Profit and total comprehensive income for the financial year	–	–	–	3,370	3,370
Dividends (Note 21)	–	–	–	(5,603)	(5,603)
Balance at 31 March 2026	**57,165**	**(64)**	**688**	**3,699**	**61,488**
Balance at 1 April 2024	57,165	(64)	688	(9,367)	48,422
Profit and total comprehensive income for the financial year	–	–	–	15,299	15,299
Balance at 31 March 2025	57,165	(64)	688	5,932	63,721

CONSOLIDATED STATEMENT OF CASH FLOWS

CONSOLIDATED STATEMENT OF CASH FLOWS
For the financial year ended 31 March 2026

	2026 RM'000	2025 RM'000
Cash flows from operating activities		
Profit/(loss) before tax	**24,641**	(7,322)
Adjustments for:		
Depreciation of property, plant and equipment	**5,120**	4,889
Amortisation of intangible assets	**474**	317
Inventories written off	**633**	13,549
Property, plant and equipment written off	**–**	3,492
Loss/(gain) on disposals of property, plant and equipment	**11**	(6)
Intangible asset written off	**–**	3
Loss/(gain) on termination and modification of leases	**21**	(22)
Interest expenses	**1,832**	1,871
Interest income	**(1,057)**	(836)
Insurance compensation related to property, plant and equipment	**(8,184)**	–
Unrealised foreign exchange loss	**833**	799
Operating cash flows before working capital changes	**24,324**	16,734
Changes in operating assets and liabilities		
Inventories	**(599)**	(12,767)
Receivables	**(1,246)**	843
Payables	**2,634**	(207)
Currency translation adjustments	**843**	708
Cash generated from operations	**25,956**	5,311
Income tax refunded/(paid)	**2,419**	(3,186)
Interest received	**81**	–
Net cash generated from operating activities	**28,456**	2,125
Cash flows from investing activities		
Purchase of intangible assets	**(601)**	(197)
Purchase of property, plant and equipment	**(6,130)**	(4,630)
Proceeds from disposals of property, plant and equipment	**–**	93
Interest received	**976**	836
Insurance compensation related to property, plant and equipment	**8,184**	–
Net cash generated from/(used in) investing activities	**2,429**	(3,898)
Cash flows from financing activities		
Deposits pledged	**(35)**	(36)
Net (repayment)/drawdown of banker's acceptance	**(7,705)**	9,414
Drawdown of bank borrowings	**–**	2,978
Repayment of bank borrowings	**(1,454)**	(2,850)
Repayment of lease liabilities	**(882)**	(1,080)
Interest paid	**(1,832)**	(1,865)
Dividend paid	**(5,603)**	–
Net cash (used in)/generated from financing activities	**(17,511)**	6,561
Net increase in cash and cash equivalents	**13,374**	4,788
Cash and cash equivalents at beginning of the financial year	**33,951**	29,507
Effects of exchange rate changes on cash and cash equivalents	**(43)**	(344)
Cash and cash equivalents at end of the financial year (Note 17)	**47,282**	33,951

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1 Corporate information

Samurai 2K Aerosol Limited (the "Company") (Co. Reg. No. 201606168C) is incorporated and domiciled in Singapore and is listed on the Catalist of the Singapore Exchange Securities Trading Limited ("SGX-ST").

The registered office of the Company is at 133 North Bridge Road, #08-03 Chinatown Point, Singapore 059413. The principal place of business of the Company is located at 21 Block C, Platino Avenue, Jalan Segenting, Taman Bukit Mewah, 81200 Johor Bahru, Johor, Malaysia.

The principal activities of the Company are those of investment holding and provision of management services. The principal activities of the subsidiaries are disclosed in Note 13.

2 Material accounting policies

a) Basis of preparation

The financial statements are presented in Malaysian Ringgit ("RM") and are rounded to the nearest thousand ("RM'000") except when otherwise indicated.

The financial statements have been prepared in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International) ["SFRS(I)"]. The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year are disclosed in Note 3.

The carrying amounts of cash and bank balances, trade and other current receivables and payables approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

2 Material accounting policies (cont'd)

a) Basis of preparation (cont'd)

New and revised standards that are adopted

In the current financial year, the Group and the Company have adopted all new and revised SFRS(I) and SFRS(I) Interpretations ["SFRS(I) INT"] that are effective for the current financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and SFRS(I) INT.

The adoption of these new and revised SFRS(I) and SFRS(I) INT did not have any material effect on the financial results or position of the Group and the Company.

New and revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the reporting date but are not yet effective for the financial year ended 31 March 2026 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Group and the Company, except as disclosed below:

SFRS(I) 18: Presentation and Disclosure in Financial Statements

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* for annual reporting period beginning on or after 1 January 2027, with earlier application permitted. It requires retrospective application with specific transition provisions.

The new standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present subtotals and totals for "operating profit", "profit or loss before financing and income taxes", and "profit or loss" in the statement of comprehensive income.

- Management-defined performance measures ("MPMs") are disclosed in a single note within the financial statements. This note includes details on how the measure is calculated, the relevance of the information provided to users, and a reconciliation to the most comparable subtotal specified by the SFRS(I).

- Enhanced guidance on aggregating and disaggregating information in financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

b) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

In the Company's statement of financial position, investment in subsidiaries is accounted for at cost less accumulated impairment losses, if any. On disposal of the investments, the difference between disposal proceeds and the carrying amount of the investments are recognised in profit or loss.

2 Material accounting policies (cont'd)

c) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the balance sheet date. Subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

The financial statements of the subsidiaries are prepared for the same reporting date as the parent company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

Intragroup balances and transactions, including income, expenses and dividends, are eliminated in full. Profits and losses resulting from intragroup transactions that are recognised in assets, such as inventory and property, plant and equipment, are eliminated in full.

d) Property, plant and equipment

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and any accumulated impairment losses, if any.

No depreciation is provided on freehold land.

Depreciation of right-of-use assets is calculated on a straight-line basis over the shorter of the lease term or the estimated useful lives of the asset. If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Depreciation for other items of property, plant and equipment is calculated on a straight-line basis to allocate the depreciable amounts over the estimated useful lives of the asset. The useful lives for property, plant and equipment are as follows:

	Years
Freehold properties	50
Leasehold properties	1 - 6
Furniture, fittings and equipment	4 - 12
Motor vehicles	8 - 10
Plant and machinery	8
Building improvements and renovation	10

Property, plant and equipment in the course of construction for production, or administrative purpose, are carried at cost, less any recognised impairment loss until construction is completed. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policies. Depreciation of these assets, on the same basis as other property, plant and equipment, commences when the assets are ready for their intended use.

e) Intangible assets

Acquired computer software licenses

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Direct expenditure, which enhances or extends the performance of computer software beyond its original specifications and which can be reliably measured, is recognised as a capital improvement and added to the original cost of the software. Costs associated with maintaining computer software are recognised as an expense as incurred.

2 Material accounting policies (cont'd)

e) Intangible assets (cont'd)

Acquired computer software licenses (cont'd)

Acquired computer software licences are stated at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised using the straight-line method over their estimated useful life of 5 years.

Patents and trademarks

Patents and trademarks are capitalised on the basis of the cost incurred to successfully register patents and trademarks in various countries. Amortisation is calculated using the straight-line method to allocate the cost of patents and trademarks over 5 to 20 years, based on the shorter of their estimated useful lives and periods of contractual rights.

f) Financial assets

Debt instruments include cash and bank balances, trade and other receivables [excluding advance payment to suppliers, prepayments, and goods and services tax ("GST") receivables]. The Group's debt instruments are measured at amortised cost.

Impairment

The Group recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a "12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a "lifetime ECL").

For trade receivables that do not have a significant financing component, the Group applies a simplified approach to recognise a loss allowance based on lifetime ECLs at each reporting date. The Group determined the lifetime ECL of trade receivables by performing an ECL assessment for each debtor by considering the historical loss rate, recent payments, ongoing business relationship, creditworthiness of each debtor and their ability to repay.

If the Group has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Group recognises an impairment gain or loss in profit or loss for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

g) Inventories

Cost is determined on a weighted average basis. The cost of finished goods comprises raw materials, direct labour, other direct costs and related production overheads based on normal operating capacity but excludes borrowing costs.

2 Material accounting policies (cont'd)

h) Financial liabilities

Financial liabilities include trade and other payables [excluding provision for unutilised leave and goods and services tax ("GST") payables] and borrowings. Financial liabilities are recognised on the statements of financial position when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest rate method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in the profit or loss when the liabilities are derecognised and through the amortisation process.

i) Revenue recognition

Sale of aerosol spray paints

The Group manufactures and sells aerosol spray paints. Sales is recognised when the goods have been delivered and control of the goods has been transferred to its customer. Revenue from these sales is recognised based on the price specified in the contract. Revenue is only recognised to the extent that it is highly probable that there will be no significant reversal when the uncertainty is resolved. No element of financing is deemed present as the sales are made with a credit term of 30 to 120 days, which is consistent with market practice. A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

Interest income

Interest income is recognised on a time proportion basis using the effective interest method.

Rental income

Rental income from operating lease (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term.

j) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

When a Group entity is the lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). For these exempted leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Lease liabilities

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the incremental borrowing rate.

2 Material accounting policies (cont'd)

j) Leases (cont'd)

When a Group entity is the lessee **(cont'd)**

Lease liabilities (cont'd)

Lease payments included in the measurement of the lease liabilities comprise fixed lease payments (including in-substance fixed payments). Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease liabilities are presented within "borrowings" in the statements of financial position.

The lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liabilities using the effective interest method, and reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset.

The right-of-use assets are presented within "property, plant and equipment" in the statements of financial position.

The Group applies SFRS(I) 1-36 *Impairment of Assets* to determine whether a right-of-use asset is impaired.

3 Critical accounting judgements and key sources of estimation uncertainty

In the process of applying the Group's accounting policies, which are described in Note 2, management has made the following judgements that have the most significant effect on the amounts recognised in the financial statements.

3 Critical accounting judgements and key sources of estimation uncertainty (cont'd)

Critical judgements in applying the Group's accounting policies

Functional currency

The Group measures foreign currency transactions in the respective functional currencies of the Company and its subsidiaries. In determining the functional currencies of the entities in the Group, judgement is required by management to determine the primary economic environment in which the entities operate, the entities' process of determining sales prices and the currency of the country whose competitive forces and regulations mainly influences the prices of its goods and services. Management has assessed that prices are mainly denominated and settled in the respective local currency of the entities of the Group. In addition, most of the entities' cost base is mainly denominated in their respective local currency. Therefore, management concluded that the functional currency of the subsidiaries of the Group is their respective local currency.

In view of the financial reliance of the Company on the operations of its major subsidiary in Malaysia, management determined that RM is the functional currency of the Company.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Allowance for expected credit losses of trade receivables

Management determines the expected credit losses ("ECL") of trade receivables by applying the simplified approach to recognise a loss allowance based on lifetime ECLs at the end of the reporting period. The Group determined the lifetime ECL of trade receivables by performing an ECL assessment for each debtor by considering the effects of the macroeconomic uncertainties, the historical loss rate, recent payments, ongoing business relationship, creditworthiness of each debtor and their ability to repay.

As the ECL assessment of trade receivables is subject to assumptions, any changes to these estimations will affect the amounts of loss allowance recognised and the carrying amounts of trade receivables. Details of ECL measurement and carrying amount of trade receivables are disclosed in Note 25(b) and Note 16 respectively.

Net realisable value of inventories

Where necessary, inventories are written down to net realisable value for estimated losses where the cost of inventories may not be recoverable. The Group estimates the write down based upon an analysis of the physical conditions of the products, product demand, anticipated selling prices, usability of raw materials, and slow-moving and obsolete inventories. Any significant changes in management estimation could have a significant impact on the carrying value of inventories.

The carrying amount of the Group's inventories at the end of the reporting period is disclosed in Note 15.

Impairment of investment in subsidiaries

The Company assesses at the end of each reporting period whether there are any indicators of impairment for investment in subsidiaries. Investment in subsidiaries is tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying amount of the investment exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use.

3 Critical accounting judgements and key sources of estimation uncertainty (cont'd)

Key sources of estimation uncertainty (cont'd)

Impairment of investment in subsidiaries (cont'd)

When value-in-use calculations are undertaken, management is required to estimate the expected future cash flows from the investment and a suitable discount rate, in order to determine the present value of those cash flows.

Any changes in the assumptions used and estimates made will impact the impairment assessment of the investment in subsidiaries. The carrying amount of investment in subsidiaries is disclosed in Note 13.

4 Revenue

	Group	
	2026	2025
	RM'000	RM'000
Sale of goods – recognised at a point in time	**82,203**	81,213

5 Other income

	Group	
	2026	2025
	RM'000	RM'000
Interest income	**1,057**	836
Rental income	**–**	126
Other income	**(11)**	214
Insurance compensation from fire incident (Note 29)	**16,057**	–
	17,103	1,176

6 Finance costs

	Group	
	2026	2025
	RM'000	RM'000
Interest expenses:		
- Lease liabilities	**101**	114
- Term loans	**1,117**	1,226
- Banker's acceptance	**614**	525
Others	**59**	6
	1,891	1,871

7 Profit/(loss) before tax

	Group	
	2026	2025
	RM'000	RM'000
This is arrived at after charging/(crediting):		
Audit fees paid/payable to:		
- Auditor of the Company	**224**	228
- Other auditors*	**93**	95
Fees for non-audit services paid/payable to:		
- Auditor of the Company	**40**	47
- Other auditors*	**12**	15
Depreciation of property, plant and equipment (Note 11)	**5,120**	4,889
Amortisation of intangible assets (Note 12)	**474**	317
Loss/(gain) on disposals of property, plant and equipment	**11**	(6)
Loss/(gain) on termination and modification of leases	**21**	(22)
Foreign exchange loss, net	**3,550**	2,961
Marketing and promotional expenses	**6,564**	3,565
Rental expenses (Note 18)	**596**	203
Personnel expenses (Note 8)	**14,576**	15,252
Intangible asset written off	**–**	3
Inventories written off:		
- Written off due to obsolescence	**633**	872
- Written off due to fire incident (Note 29)	**–**	12,677
	633	13,549
Property, plant and equipment written off due to fire incident (Note 29)	**–**	3,492

* Independent member firm of the Baker Tilly International network.

8 Personnel expenses

	Group	
	2026	2025
	RM'000	RM'000
Key management personnel		
- Salaries, bonus and other benefits	**3,772**	3,886
- Defined contribution plans	**177**	156
	3,949	4,042
Other personnel		
- Salaries, bonus and other benefits	**9,785**	10,538
- Defined contribution plans	**842**	672
	10,627	11,210
	14,576	15,252

NOTES TO THE FINANCIAL STATEMENTS

9 Tax expense

	Group 2026 RM'000	2025 RM'000
Withholding tax	**210**	–
Income tax:		
- Current year	**6,211**	1,039
- Under provision in respect of prior years	**763**	55
	6,974	1,094
Deferred tax (Note 14):		
- Current year	**20**	(458)
- Under/(over) provision of deferred tax in respect of prior years	**16**	(152)
	36	(610)
	7,220	484

The income tax expense on the results of the financial year differs from the amount of income tax determined by applying the domestic income tax rates applicable to profit/(loss) in the countries where the Group operates due to the following factors:

	Group 2026 RM'000	2025 RM'000
Profit/(loss) before tax	**24,641**	(7,322)
Tax at the domestic income tax rates applicable to profit/(loss) in the countries where the Group operates	**6,208**	(1,380)
Expenses not deductible for tax purposes	**987**	1,345
Income not subject to tax purpose	**(1,964)**	–
Under provision of income tax in respect of previous years	**763**	55
Under/(over) provision of deferred tax in respect of previous years	**16**	(152)
Deferred tax asset not recognised	**888**	914
Withholding tax	**210**	–
Singapore statutory stepped income exemption	**–**	(287)
Others	**112**	(11)
	7,220	484

The above tax reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

The income tax rate applicable to companies incorporated in Singapore and foreign subsidiaries of the Group are 17% (2025: 17%) and 22% to 25% (2025: 22% to 25%) respectively for the financial year ended 31 March 2026.

NOTES TO THE FINANCIAL STATEMENTS

10 Earnings/(loss) per share

The calculation of the basic earnings/(loss) and diluted earnings/(loss) per share attributable to the ordinary equity holders of the Company is based on the following data:

	Group	
	2026	2025
Profit/(loss) for the financial year attributable to equity holders of the Company (RM'000)	**17,420**	(7,805)
Weighted average number of ordinary shares ('000)	**334,620**	334,620
Weighted average number of ordinary shares adjusted for effect of treasury shares held ('000)	**334,565**	334,565
Basic and diluted earnings/(loss) per share (RM sen per share)	**5.21**	(2.33)

As at 31 March 2026 and 31 March 2025, the Group's potential ordinary shares comprise employee share options. The computation of diluted earnings/(loss) per share does not adjust for the effects of the potential ordinary shares from employee share options as these did not have a dilutive effect on the earnings/(loss) per share calculation since the exercise price of the options exceeds the average market price of ordinary shares during the financial year.

11 Property, plant and equipment

	Freehold land RM'000	Freehold properties RM'000	Leasehold properties RM'000	Furniture, fittings and equipment RM'000	Motor vehicles RM'000	Plant and machinery RM'000	Building improvements and renovation RM'000	Work-in-progress RM'000	Total RM'000
Group									
2026									
Cost									
At 1 April 2025	5,171	24,373	3,403	3,593	2,756	21,215	11,908	1,169	73,588
Additions	–	–	1,230	213	915	776	5,166	–	8,300
Disposals	–	–	–	(13)	–	–	–	–	(13)
Termination of leases	–	–	(1,206)	–	–	–	–	–	(1,206)
Reclassifications	–	–	–	–	–	–	1,169	(1,169)	–
Currency translation differences	–	–	(198)	(20)	(14)	(5)	–	–	(237)
At 31 March 2026	**5,171**	**24,373**	**3,229**	**3,773**	**3,657**	**21,986**	**18,243**	**–**	**80,432**
Accumulated depreciation									
At 1 April 2025	–	1,823	2,152	1,777	1,503	13,000	3,845	–	24,100
Disposals	–	–	–	(2)	–	–	–	–	(2)
Depreciation charge	–	487	563	540	226	1,958	1,346	–	5,120
Termination of leases	–	–	(576)	–	–	–	–	–	(576)
Reclassifications	–	–	–	–	–	–	–	–	–
Currency translation differences	–	–	(211)	(19)	(2)	(5)	–	–	(237)
At 31 March 2026	**–**	**2,310**	**1,928**	**2,296**	**1,727**	**14,953**	**5,191**	**–**	**28,405**
Net carrying value									
At 31 March 2026	**5,171**	**22,063**	**1,301**	**1,477**	**1,930**	**7,033**	**13,052**	**–**	**52,027**

11 Property, plant and equipment (cont'd)

	Freehold land RM'000	Freehold properties RM'000	Leasehold properties RM'000	Furniture, fittings and equipment RM'000	Motor vehicles RM'000	Plant and machinery RM'000	Building improvements and renovation RM'000	Work-in-progress RM'000	Total RM'000
Group									
2025									
Cost									
At 1 April 2024	5,171	24,373	3,817	3,305	2,733	21,864	9,838	4,586	75,687
Additions	–	–	1,206	1,297	255	789	2,627	–	6,174
Disposals	–	–	–	(62)	(227)	–	–	–	(289)
Written off	–	–	–	(938)	–	(1,434)	(3,974)	–	(6,346)
Reclassifications	–	–	–	–	–	–	3,417	(3,417)	–
Modification of lease	–	–	(44)	–	–	–	–	–	(44)
Termination of leases	–	–	(1,527)	–	–	–	–	–	(1,527)
Currency translation differences	–	–	(49)	(9)	(5)	(4)	–	–	(67)
At 31 March 2025	5,171	24,373	3,403	3,593	2,756	21,215	11,908	1,169	73,588
Accumulated depreciation									
At 1 April 2024	–	1,361	3,024	1,837	1,470	11,652	4,304	–	23,648
Depreciation charge	–	462	499	477	222	2,183	1,046	–	4,889
Disposals	–	–	–	(14)	(188)	–	–	–	(202)
Written off	–	–	–	(516)	–	(833)	(1,505)	–	(2,854)
Modification of lease	–	–	(12)	–	–	–	–	–	(12)
Termination of leases	–	–	(1,354)	–	–	–	–	–	(1,354)
Currency translation differences	–	–	(5)	(7)	(1)	(2)	–	–	(15)
At 31 March 2025	–	1,823	2,152	1,777	1,503	13,000	3,845	–	24,100
Net carrying value									
At 31 March 2025	5,171	22,550	1,251	1,816	1,253	8,215	8,063	1,169	49,488

NOTES TO THE FINANCIAL STATEMENTS

11 Property, plant and equipment (cont'd)

i) Included in property, plant and equipment are right-of-use assets of RM3,178,000 (2025: RM2,637,000) (Note 18).

ii) Net cash outflow for purchase of property, plant and equipment:

	Group	
	2026 RM'000	2025 RM'000
Aggregate cost of property, plant and equipment acquired	**8,300**	6,174
Less: additions to right-of-use assets (Note 18)	**(2,170)**	(1,544)
Net cash outflow for purchase of property, plant and equipment	**6,130**	4,630

iii) Assets pledged as security

The Group's freehold land and properties with a carrying amount of RM27,234,000 (2025: RM27,721,000) are pledged to secure the Group's borrowings (Note 18).

12 Intangible assets

	Group	
	2026 RM'000	2025 RM'000
Acquired computer software license [Note (a)]	**1,703**	1,888
Patents and trademarks [Note (b)]	**1,410**	1,098
	3,113	2,986

a) Acquired computer software licenses

	Group	
	2026 RM'000	2025 RM'000
Cost		
At 1 April	**3,395**	3,216
Additions	**156**	197
Written off	**–**	(18)
At 31 March	**3,551**	3,395
Amortisation		
At 1 April	**1,507**	1,250
Amortisation charge	**341**	272
Written off	**–**	(15)
At 31 March	**1,848**	1,507
Net carrying amount		
At 31 March	**1,703**	1,888

NOTES TO THE FINANCIAL STATEMENTS

12 Intangible assets (cont'd)

b) Patent and trademarks

	Group	
	2026	2025
	RM'000	RM'000
Cost		
At 1 April	**1,252**	570
Additions	**445**	682
At 31 March	**1,697**	1,252
Amortisation		
At 1 April	**154**	109
Amortisation charge	**133**	45
At 31 March	**287**	154
Net carrying amount		
At 31 March	**1,410**	1,098

Net cash outflow for addition of patent and trademarks:

	Group	
	2026	2025
	RM'000	RM'000
Aggregate cost of patent and trademarks acquired	**445**	682
Less: prepayment	**(445)**	(682)
Net cash outflow for patent and trademarks acquired	**–**	–

13 Investment in subsidiaries

	Company	
	2026	2025
	RM'000	RM'000
Unquoted shares, at cost	**19,793**	19,793
Less: Allowance for impairment losses	**(2,140)**	(2,140)
	17,653	17,653
Allowance for impairment losses		
Balance at beginning and end of financial year	**2,140**	2,140

NOTES TO THE FINANCIAL STATEMENTS

13 Investment in subsidiaries (cont'd)

i) Details of the subsidiaries are:

Name of subsidiary	Principal place of business	Principal business activities	Proportion of ownership interest 2026 %	2025 %
Held by the Company				
Samurai 2K Aerosol Sdn. Bhd. (1)	Malaysia	Manufacturing and sales of aerosol spray paints and related material	**100**	100
PT Samurai Paint (2)	Indonesia	Dormant	**67**	67
Samurai 2K USA Inc (2)	United States of America	Import aerosol paint products and wholesales	**100**	100
Orientus Singapore Pte Ltd (3)	Singapore	Trading of aerosol spray paints and related material	**100**	100
Samurai 2U Sdn. Bhd. (1)	Malaysia	To carry business of E-Commerce for all type of goods	**100**	100
Samurai 2K India Private Limited (2)	India	Import aerosol paint products and wholesales	**100** #	100 #
PT Samurai Kurobushi Indonesia (2)	Indonesia	Trading of aerosol spray paints and related material	**100** ##	**100** ##

(1) Audited by independent overseas member firm of Baker Tilly International.

(2) Not required to be audited by law of country of incorporation.

(3) Audited by Baker Tilly TFW LLP, Singapore.

In Samurai 2K India Private Limited, 99.9998% equity interest is held by the Company and 0.0002% equity interest is held in trust for the Company by an individual. Effectively, the Company holds 100% of the equity interest of Samurai 2K India Private Limited.

In PT Samurai Kurobushi Indonesia, 99% equity interest is held by the Company and 1% equity interest is held in trust for the Company by an individual. Effectively, the Company holds 100% of the equity interest of PT Samurai Kurobushi Indonesia.

ii) At the end of the reporting period, there are no subsidiaries with non-controlling interests that are considered by management to be material to the Group.

iii) The Company fully impaired the cost of investment in PT Samurai Paint, Samurai 2K USA Inc, Orientus Singapore Pte Ltd and Samurai 2K India Private Limited in prior years as these subsidiaries have been persistently making losses since incorporation. During the financial year ended 31 March 2026, there were no changes in plans for these subsidiaries and accordingly, no reversal of impairment was made.

NOTES TO THE FINANCIAL STATEMENTS

13 Investment in subsidiaries (cont'd)

iv) During the financial year ended 31 March 2026, management carried out a review of the recoverable amount of the Company's investment in PT Samurai Kurobushi Indonesia as the subsidiary was loss making during the financial year. The recoverable amount of the investment in PT Samurai Kurobushi Indonesia had been determined based on a value in use calculation using cash flow projections derived from the most recent financial budgets approved by management covering a five-year period.

The key assumptions used in the cash flow projections were:

- Revenue growth rates: 10% to 12% (2025: 26%);
- Perpetual growth rate: 1% (2025: 1%); and
- Gross profit margin: 18% to 22% (2025: 15%).

The most significant assumption used in the cash flow forecasts is the gross profit margin. Management has considered that a reasonably possible change in the gross profit margin would not cause the recoverable amount of the subsidiary to fall below its carrying value.

14 Deferred tax

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority. The movements in the deferred tax accounts are as follows:

	Group	
	2026	2025
	RM'000	RM'000
At 1 April	**1,304**	1,908
Tax (credit)/charge to profit or loss (Note 9)	**36**	(610)
Currency translation difference	**8**	6
At 31 March	**1,348**	1,304
Representing:		
Deferred tax assets	**(63)**	(71)
Deferred tax liabilities	**1,411**	1,375
	1,348	1,304

Representing deferred tax (assets)/liabilities arising from:

	Group	
	2026	2025
	RM'000	RM'000
Accelerated tax depreciation	**1,414**	1,378
Right-of-use assets	**241**	232
Lease liabilities	**(244)**	(235)
Tax losses	**(63)**	(71)
	1,348	1,304

NOTES TO THE FINANCIAL STATEMENTS

14 Deferred tax (cont'd)

At the reporting date, the Group has unutilised tax losses of RM22,933,000 (2025: RM18,405,000) that are available for carry forward to offset against future taxable income subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation to the respective countries in which companies operate. Unutilised tax losses of RM664,000 (2025: RM664,000) are available for carry forward until 2037 and unutilised tax losses of RM22,269,000 (2025: RM17,741,000) are available for carry forward indefinitely.

15 Inventories

	Group	
	2026	2025
	RM'000	RM'000
Raw materials	**6,005**	6,673
Work-in-progress	**2,623**	3,189
Finished goods	**8,341**	7,141
	16,969	17,003

The cost of inventories recognised as an expense in cost of sales amounted to RM31,779,000 (2025: RM30,511,000).

16 Trade and other receivables

	Group		**Company**	
	2026	2025	**2026**	2025
	RM'000	RM'000	**RM'000**	RM'000
Non-current				
Prepayments	**4,713**	2,924	**–**	–
Current				
Trade receivables	**12,109**	13,920	**–**	–
Advance payment to suppliers	**1,716**	1,311	**–**	–
Amount due from subsidiaries	**–**	–	**51,589**	59,649
Deposits	**1,574**	1,362	**–**	–
GST receivables	**540**	750	**–**	–
Prepayments	**652**	195	**141**	147
	16,591	17,538	**51,730**	59,796
Less: Allowance for impairment	**–**	–	**(11,569)**	(11,569)
	16,591	17,538	**40,161**	48,227
Total trade and other receivables	**21,304**	20,462	**40,161**	48,227

Amount due from subsidiaries are interest-free, non-trade in nature, unsecured and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS

17 Cash and bank balances

	Group		Company	
	2026 RM'000	2025 RM'000	**2026 RM'000**	2025 RM'000
Cash on hand and at banks	**19,782**	13,665	**5,124**	55
Fixed deposits	**28,813**	22,163	**–**	–
Cash and bank balances	**48,595**	35,828	**5,124**	55

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents comprise the following at the end of the reporting period:

	Group	
	2026 RM'000	2025 RM'000
Cash and bank balances	**48,595**	35,828
Less: Pledged fixed deposits	**(1,313)**	(1,278)
Less: Bank overdraft (Note 18)	**–**	(599)
Cash and cash equivalents	**47,282**	33,951

Fixed deposits amounting to RM1,313,000 (2025: RM1,278,000) are pledged to banks as collateral for banking facilities granted (Note 18).

18 Borrowings

		Group	
	Repayment period	**2026 RM'000**	2025 RM'000
Non-current			
Loan 1 - 2.1% per annum below bank Base Lend Rate ("BLR")	180 monthly instalments from August 2016	**947**	1,138
Loan 2 - 2.1% per annum below BLR	180 monthly instalments from August 2016	**882**	1,073
Loan 3 - 0.5% per annum above BLR	180 monthly instalments from August 2016	**37**	45
Loan 4 – 2.49% per annum below BLR	240 monthly instalments from October 2022	**3,584**	3,742
Loan 5 - 2% per annum below BLR	300 monthly instalments from September 2022	**3,709**	3,798
Loan 6 - 2% per annum below BLR	300 monthly instalments from September 2022	**3,709**	3,798
Loan 7 - 2% per annum below BLR	300 monthly instalments from September 2022	**3,709**	3,786
Loan 8 - 1.25% per annum above BLR	120 monthly instalments from November 2025	**3,129**	3,851
Lease liabilities		**1,671**	984
		21,377	22,215

NOTES TO THE FINANCIAL STATEMENTS

18 Borrowings (cont'd)

	Repayment period	Group 2026 RM'000	Group 2025 RM'000
Current			
Loan 1 - 2.1% per annum below BLR	180 monthly instalments from August 2016	**187**	177
Loan 2 - 2.1% per annum below BLR	180 monthly instalments from August 2016	**189**	180
Loan 3 - 0.5% per annum above BLR	180 monthly instalments from August 2016	**7**	7
Loan 4 – 2.49% per annum below BLR	240 monthly instalments from October 2022	**155**	154
Loan 5 - 2% per annum below BLR	300 monthly instalments from September 2022	**65**	52
Loan 6 - 2% per annum below BLR	300 monthly instalments from September 2022	**65**	52
Loan 7 - 2% per annum below BLR	300 monthly instalments from September 2022	**65**	63
Loan 8 - 1.25% per annum above BLR	120 monthly instalments from November 2025	**762**	740
Banker's acceptance – 2.50% to 4.52% (2025: 1% to 3.60%) above bank Cost of Funds Rate		**11,042**	18,747
Bank overdraft		**–**	599
Lease liabilities		**998**	1,048
		13,535	21,819
		34,912	44,034

The loans, banker's acceptance and bank overdraft are secured by:

(i) Fixed deposits placed with the bank (Note 17);
(ii) Freehold land and properties of the Group (Note 11);
(iii) Corporate guarantee issued by the Company; and
(iv) An assigned life insurance/takaful policy over the life of a director.

Determination of fair value of borrowings (except for lease liabilities)

The carrying amounts of borrowings (except for lease liabilities) approximate their fair values at the end of the reporting period.

The fair values of the borrowings, determined from discounted cash flow analysis using the market lending rate that the directors expect would be available to the Group at the end of the reporting period, are reasonable approximation of carrying amounts as they are floating rate instruments that are repriced to market interest rates on or near the end of the reporting period. The fair value measurement for disclosure purposes is categorised in Level 3 of the fair value hierarchy.

NOTES TO THE FINANCIAL STATEMENTS

18 Borrowings (cont'd)

Lease liabilities

Nature of the Group's leasing activities

The Group's leasing activities comprise the following:

i) The Group leases various warehouses and motor vehicles from non-related parties. The leases have an average tenure of between 2 to 9 years (2025: 2 to 9 years).
ii) The Group leases hostels for employees with contractual tenure of one year.
iii) The Group leases machineries from non-related parties with contractual tenure of less than one year.

The maturity analysis of the lease liabilities is disclosed in Note 25(b).

Carrying amount of right-of-use assets

	Group	
	2026	2025
	RM'000	RM'000
Classified within property, plant and equipment (Note 11)		
Leasehold properties	**1,301**	1,251
Motor vehicles	**1,574**	1,199
Plant and machinery	**303**	187
	3,178	2,637

Additions to right-of-use assets

	Group	
	2026	2025
	RM'000	RM'000
Leasehold properties	**1,230**	1,206
Motor vehicles	**849**	191
Plant and machinery	**91**	147
	2,170	1,544

Amount recognised in profit or loss

	Group	
	2026	2025
	RM'000	RM'000
Depreciation charge for the financial year		
Leasehold properties	**563**	499
Motor vehicles	**173**	173
Plant and machinery	**33**	4
	769	676
Lease expense not included in the measurement of lease liabilities		
Lease expense - short-term leases	**576**	184
Variable lease payments which do not depend on an index or rate	**20**	19
Total (Note 7)	**596**	203
Interest expense on lease liabilities (Note 6)	**101**	114

18 Borrowings (cont'd)

Lease liabilities (cont'd)

Amount recognised in profit or loss (cont'd)

Total cash flows for leases during the financial year amounted to RM1,579,000 (2025: RM1,397,000).

Future cash outflow which are not capitalised in lease liabilities

Variable lease payments

The lease of a warehouse contains variable lease payments that is based on a percentage of the expenses incurred by the landlord in connection with the operation, ownership, management, repair or maintenance of the building. Overall, the variable payments constitute up to 1.28% (2025: 1.35%) of the Group's entire lease payments. These variable lease payments are recognised in profit or loss when incurred.

Extension options

The lease of a warehouse contains an extension option, for which the related lease payments had not been included in the lease liabilities as the Group is not reasonably certain to extend the lease. This lease is used to maximise operational flexibility in terms of managing the asset used in the Group's operations.

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

	Lease liabilities RM'000	**Bank borrowings RM'000**	**Total RM'000**
Balance at 1 April 2024	1,899	32,703	34,602
Changes from financing cash flows:			
- Proceeds	–	12,392	12,392
- Repayments	(1,080)	(2,850)	(3,930)
- Interest paid	(114)	(1,751)	(1,865)
Non-cash changes:			
- Interest expense	114	1,751	1,865
- Additions of new leases	1,513	–	1,513
- Modification of leases	(47)	–	(47)
- Termination of leases	(180)	–	(180)
- Currency translation differences	(73)	–	(73)
Decrease in bank overdraft	–	(243)	(243)
Balance at 31 March 2025	2,032	42,002	44,034
Changes from financing cash flows:			
- Repayments	(882)	(9,159)	(10,041)
- Interest paid	(101)	(1,731)	(1,832)
Non-cash changes:			
- Interest expense	101	1,731	1,832
- Additions of new leases	2,170	–	2,170
- Termination of leases	(651)	–	(651)
- Currency translation differences	(1)	–	(1)
Decrease in bank overdraft	–	(599)	(599)
Balance at 31 March 2026	**2,668**	**32,244**	**34,912**

NOTES TO THE FINANCIAL STATEMENTS

19 Trade and other payables

	Group		Company	
	2026	2025	**2026**	2025
	RM'000	RM'000	**RM'000**	RM'000
Current				
Trade payables				
- Third parties	**14,229**	11,364	**–**	–
Other payables				
- Third parties	**2,381**	1,205	**226**	189
Accrued expenses	**3,410**	4,379	**329**	1,303
	20,020	16,948	**555**	1,492
Non-current				
Other payables	**76**	86	**–**	–

Included within accrued expenses are accrued payroll costs relating to the key management personnel amounting to RM2,657,000 (2025: RM3,629,000) for the Group and RM Nil (2025: RM973,000) for the Company.

20 Share capital

	2026		2025	
	No. of shares '000	**RM'000**	No. of shares '000	RM'000
Group and Company				
Ordinary shares				
At beginning and end of financial year	**334,620**	**57,165**	334,620	57,165
Treasury shares				
At beginning and end of financial year	**55**	**64**	55	64

All issued shares are fully paid ordinary shares with no par value.

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions.

21 Dividend

	Group	
	2026	2025
	RM'000	RM'000
Tax-exempt one tier interim dividend of SGD0.00175 per share paid in respect of the current financial year	**1,865**	–
Tax-exempt one tier final dividend of SGD0.0034 per share paid in respect of the previous financial year	**3,738**	–
	5,603	–

22 Share option reserve

The Samurai 2K Aerosol Limited's Employee Share Option Scheme (the "Scheme") were approved and adopted by the members at the shareholders' meeting held on 16 December 2016 and will continue to remain in force until 15 December 2026, unless terminated in accordance with the rules of the Scheme. The Scheme provide for the grant of share options to employees and directors of the Group.

The Scheme are administered by the Remuneration Committee of the Company, comprising of Mr Hau Hock Khun (Chairman), Mr Lim Siang Kai and Mr Lim Chong Huat. A member of the Remuneration Committee who is also a participant of the Scheme must not be involved in its deliberation in respect of awards and options granted or to be granted to him.

The aggregate number of share options which may be issued or transferred pursuant to awards granted under the Scheme on any date, when aggregated with the aggregate number of shares over which awards and options are granted under any other share option schemes or share schemes of the Company, shall not exceed 15% of the total number of issued shares (excluding shares held by the Company as treasury shares) on the day preceding that date.

The aggregate number of shares issued and issuable in respect of all options granted under the Scheme available to the controlling shareholders and their associates shall not exceed 25% of the total number of shares available under the Scheme.

The aggregate number of shares issued and issuable in respect of all options granted under the Scheme available to each controlling shareholder or his associates shall not exceed 10% of the total number of shares available under the Scheme.

Options granted with the exercise price set at market price shall only be exercisable, in whole or in part (provided that an option may be exercised in part only in respect of 100 shares or any multiple thereof), at any time, by a participant after the first anniversary of the offer date of that option, provided always that the options shall be exercised before the tenth anniversary of the relevant offer date, or such earlier and later date as may be determined by the Remuneration Committee, failing which all unexercised options shall immediately lapse and become null and void and a participant shall have no claim against the Company.

Options granted with the exercise price set at a discount to market price shall only be exercisable, in whole or in part (provided that an option may be exercised in part only in respect of 100 shares or any multiple thereof), at any time, by a participant after the second anniversary from the offer date of that option, provided always that the options shall be exercised before the tenth anniversary of the relevant offer date, or such earlier and later date as may be determined by the Remuneration Committee, failing which all unexercised options shall immediately lapse and become null and void and a participant shall have no claim against the Company.

An option shall, to the extent unexercised, immediately lapse and become null and void and a participant shall have no claim against the Company:

a) subject to the rules of the Schemes, upon the participant ceasing to be in employment of the Company or any of the companies within the Group for any reason whatsoever;

b) upon the bankruptcy of the participant or the happening of any other event which result in his being deprived of the legal or beneficial ownership of such option; or

c) in the event of misconduct on the part of the participant, as determined by the Remuneration Committee.

22 Share option reserve (cont'd)

Movement in the number of options granted by the Company under the Scheme for the Group's employees are as follows:

	No. of options under the Scheme				
	Beginning of financial year	**Granted during financial year**	**Forfeited during financial year**	**Vested during financial year**	**End of financial year**
2026					
3 June 2019	**231,000**	–	**(63,000)**	–	**168,000**
31 May 2021	**1,275,000**	–	–	–	**1,275,000**
2025					
3 June 2019	234,000	–	(3,000)	–	231,000
31 May 2021	1,275,000	–	–	–	1,275,000

The details of the outstanding number of options at the end of the reporting period was:

Exercise price[(1)]	Grant date	Exercise period
SGD0.305	3 June 2019	3 June 2022 to 2 June 2029
SGD0.347	31 May 2021	31 May 2025 to 30 May 2031

(1) Based on the new exercise price after the share split exercise in FY2022

The share options outstanding as at the end of the financial year have a remaining contractual life of 3.17 to 5.16 (2025: 4.17 to 6.16) years.

The fair value of each option granted on 3 June 2019 ("FY2020 Grant") and 31 May 2021 ("FY2022 Grant") was RM0.40 and RM0.47 respectively. The estimate of the fair value of each option issued on grant date was based on the Binomial Options Pricing model. In order to approximate the expectations that would be reflected in a current market or negotiated exchange price for these options, the calculation takes into consideration factors like behavioural considerations and non-transferability of the options granted.

The Binomial Options Pricing model used the following assumptions:

	FY2020 Grant	**FY2022 Grant**
Underlying share price (SGD)	0.910	1.070
Exercise price (SGD)	0.916	1.042
Dividend yield expected	0.50%	0.97%
Risk-free annual interest rates	1.96%	1.05%
Expected life	6.5 years	6.5 years
Expected volatility	43.31%	45.01%

Expected volatility was determined by calculating the historical volatility of the Company's share price from date of initial public offering to the grant date which was compared against the historical volatility range of the comparable companies for the period of 6.5 years prior to the valuation date. The expected lives used in the model have been adjusted, based on management best estimates, for the effects of non-transferability, exercise restrictions and behavioural considerations.

23 Merger reserve

Merger reserve represents the difference between the consideration paid by the Company and the share capital of the subsidiaries acquired under common control.

24 Contingent liabilities

The Company has provided corporate guarantees of RM70,031,000 (2025: RM69,731,000) to banks for bank borrowings of RM32,243,000 (2025: RM42,002,000) drawn down by its subsidiary at the end of reporting period.

25 Financial instruments

a) Categories of financial instruments

Financial instruments at their carrying amounts at the end of the reporting period are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	**2026 RM'000**	2025 RM'000
Financial assets				
Financial assets at amortised cost	**62,278**	51,110	**45,144**	48,135
Financial liabilities				
Financial liabilities at amortised cost	**54,697**	60,733	**555**	1,492

b) Financial risk management

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include foreign currency risk, interest rate risk, credit risk and liquidity risk. The policies for managing each of these risks are summarised below. The directors review and agree policies and procedures for the management of these risks.

There has been no change to the Group's and the Company's exposure to these financial risks or the manner in which the Group and the Company manage and measure financial risks.

Foreign currency risk

The Group and the Company have currency exposures arising from transactions, assets and liabilities that are denominated in currencies other than their respective functional currencies of entities in the Group. The foreign currencies giving rise to this risk are primarily the United States Dollar ("USD"), Indonesian Rupiah ("IDR"), Singapore Dollar ("SGD"), British Pound Sterling ("GBP"), Chinese Yuan Renminbi ("RMB") and Indian Rupee ("INR").

There is no formal hedging policy with respect to foreign currency exposure. Exposure to foreign currency risk is monitored on an ongoing basis and the Group endeavours to keep the net exposure at a level that is deemed acceptable by management.

NOTES TO THE FINANCIAL STATEMENTS

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Foreign currency risk (cont'd)

At the end of the reporting period, the Group and the Company have the following financial assets and financial liabilities denominated in foreign currencies based on information provided to key management:

	Trade and other receivables RM'000	Cash and cash equivalents RM'000	Trade and other payables RM'000	Intragroup receivables RM'000	Intragroup payables RM'000	Net financial assets/ (liabilities) denominated in foreign currencies RM'000
Group						
2026						
Denominated in:						
USD	**256**	**2,848**	**(56)**	**13,303**	**(5,925)**	**10,426**
SGD	**–**	**5,293**	**(541)**	**–**	**(6,349)**	**1,597**
GBP	**–**	**167**	**–**	**–**	**–**	**167**
RMB	**–**	**540**	**(613)**	**–**	**–**	**(73)**
IDR	**9,223**	**–**	**–**	**–**	**–**	**9,223**
RM	**–**	**–**	**–**	**–**	**(13,840)**	**(13,840)**
2025						
Denominated in:						
USD	281	1,818	(20)	7,839	(5,360)	4,558
SGD	–	158	(1,499)	8,588	(8,588)	(1,341)
GBP	48	126	–	–	–	174
RMB	–	428	(303)	–	–	125
IDR	12,140	–	–	–	–	12,140
INR	–	–	–	182	–	182
RM	–	–	–	–	(12,510)	(12,510)

NOTES TO THE FINANCIAL STATEMENTS

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Foreign currency risk (cont'd)

	USD RM'000	SGD RM'000	IDR RM'000
Company			
2026			
Financial assets			
Cash and bank balances	22	5,102	–
Financial liabilities			
Trade and other payables	(2,131)	(6,879)	–
Net financial assets denominated in foreign currencies	**2,109**	**1,777**	**–**
2025			
Financial assets			
Trade and other receivables	–	8,588	–
Cash and bank balances	–	55	–
	–	8,643	–
Financial liabilities			
Trade and other payables	(2,131)	(1,492)	–
Net financial (liabilities)/assets denominated in foreign currencies	(2,131)	7,151	–

The following table demonstrates the sensitivity to a reasonably possible change in the USD, SGD, IDR and RM exchange rates against the respective functional currencies of the Group's entities, with all other variables held constant, of the Group's profit/(loss) after tax:

	Group	
	Increase/ (decrease) in profit after tax 2026 RM'000	Increase/ (decrease) in loss after tax 2025 RM'000
USD/RM		
- strengthened 10% (2025: 10%)	**1,265**	(783)
- weakened 10% (2025: 10%)	**(1,265)**	783
SGD/RM		
- strengthened 10% (2025: 10%)	**(145)**	55
- weakened 10% (2025: 10%)	**145**	(55)

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

The following table demonstrates the sensitivity to a reasonably possible change in the USD, SGD, IDR and RM exchange rates against the respective functional currencies of the Group's entities, with all other variables held constant, of the Group's profit/(loss) after tax (cont'd):

	Group	
	Increase/ (decrease) in profit after tax 2026 RM'000	Increase/ (decrease) in loss after tax 2025 RM'000
IDR/RM		
- strengthened 10% (2025: 10%)	–	(470)
- weakened 10% (2025: 10%)	–	470
IDR/USD		
- strengthened 10% (2025: 10%)	**766**	(495)
- weakened 10% (2025: 10%)	**(766)**	495
RM/USD		
- strengthened 10% (2025: 10%)	**(1,033)**	951
- weakened 10% (2025: 10%)	**1,033**	(951)
RM/IDR		
- strengthened 10% (2025: 10%)	**(46)**	25
- weakened 10% (2025: 10%)	**46**	(25)
USD/INR		
- strengthened 10% (2025: 10%)	**(481)**	446
- weakened 10% (2025: 10%)	**481**	(446)

The sensitivity analysis for GBP, RMB, INR and SGD against the respective functional currencies of the Group's entities is not disclosed as the impact on the Group's profit after tax (2025: loss after tax) is not significant.

Company

The sensitivity analysis for USD and SGD against its functional currency is not disclosed as the impact on the Company's profit after tax is not significant.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from their borrowings placed with the financial institutions at variable rates. Borrowings at variable rates expose the Group and the Company to cash flow interest rate risk (i.e. the risk that the future cash flows of a financial instrument will fluctuate due to changes in market interest rates). The Group and the Company do not utilise derivatives to mitigate its interest rate risk.

The sensitivity analysis below have been determined based on the exposure to interest rates for borrowings at the reporting date and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period in the case of borrowings that have floating rates.

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Interest rate risk (cont'd)

The Group's borrowings at variable rates on which effective hedges have not been entered into, are denominated mainly in RM. If the RM interest rates increase/decrease by 50 (2025: 50) basis points with all other variables including tax rate being held constant, the effect to the loss/profit after tax of the Group as a result of higher/lower interest expense on the bank borrowings is minimal.

Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group has credit policies in place and the exposure to credit risk is monitored on an on-going basis by the management. The Group's exposure to credit risk arises primarily from trade and other receivables. Cash and bank balances are placed with banks with high credit-ratings.

The Group does not have significant credit risk except that the Group's trade receivables comprise 4 debtors (2025: 4 debtors) that collectively represented 88% (2025: 96%) of the trade receivables. The Company has no significant concentration of credit risks except for the amount due from subsidiaries as disclosed in Note 16.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk is the carrying amount of each class of financial instruments presented on the statements of financial position, and the amount of RM32,243,000 (2025: RM42,002,000) relating to corporate guarantees given by the Company to financial institutions for the subsidiary's borrowings.

The following sets out the Group's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	**Basis for recognition and measurement of ECL**
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Debts that are more than 120 days past due or where there has been a significant increase in credit risk since initial recognition. The presumption of significant increase in credit risk after 30 days past due is not suitable for application in the industries that the Group operates in	Lifetime ECL – not credit-impaired
Contractual payments are more than 180 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Group has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Significant increase in credit risk

In assessing whether the credit risk on a financial asset has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial asset as at the reporting date with the risk of a default occurring on the financial asset as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information, such as future economic and industry outlook that is available without undue cost or effort.

In particular, the Group considers the following information when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the operating results/key financial performance ratios of the debtor; and

- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

The Group also assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial asset is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if it has an internal or external credit rating of "investment grade" as per globally understood definition, or the financial asset has a low risk of default; the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

Definition of default

The Group has determined the default events on a financial asset to be when there is evidence that the borrower is experiencing liquidity issues or when there is a breach of contract, such as a default of payment.

The Group considers the above as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable.

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 180 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

NOTES TO THE FINANCIAL STATEMENTS

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred such as evidence that the borrower is in significant financial difficulty, there is a breach of contract such as default or past due event; there is information that it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; the disappearance of an active market for that financial asset because of financial difficulties; or the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

Estimation techniques and significant assumptions

There has been no change in the estimation techniques or significant assumptions made during the current financial year for recognition and measurement of credit loss allowances.

	Amount due from subsidiaries RM'000
Company	
Balance at 1 April 2024	9,776
Loss allowance measured:	
Lifetime ECL	
- Credit-impaired	1,793
Balance at 31 March 2025 and 31 March 2026	**11,569**

Trade receivables

The Group applies the simplified approach to measure the expected credit loss ("ECL") allowance for trade receivables.

The Group determined the lifetime ECL of trade receivables by performing an ECL assessment for each debtor by considering the effects of the macroeconomic uncertainties, historical loss rate, recent payments, ongoing business relationship, creditworthiness of each debtor and their ability to repay. Management assessed that there is immaterial loss allowance relating to trade receivables.

NOTES TO THE FINANCIAL STATEMENTS

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Financial assets at amortised cost

2026 Group	12-month or lifetime ECL	Gross carrying amount RM'000	Loss allowance RM'000	Net carrying amount RM'000
Trade receivables	Lifetime ECL	**12,109**	–	**12,109**
Deposits	12-month ECL	**1,574**	–	**1,574**
Cash and bank balances	Not applicable (Exposure limited)	**48,595**	–	**48,595**
2026 Company				
Amount due from subsidiaries	12-month ECL	**38,042**	–	**38,042**
Amount due from subsidiaries	Lifetime ECL	**13,547**	**(11,569)**	**1,978**
Cash and bank balances	Not applicable (Exposure limited)	**5,124**	–	**5,124**

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Financial assets at amortised cost (cont'd)

2025 **Group**	**12-month or lifetime ECL**	**Gross carrying amount RM'000**	**Loss allowance RM'000**	**Net carrying amount RM'000**
Trade receivables	Lifetime ECL	13,920	–	13,920
Deposits	12-month ECL	1,362	–	1,362
Cash and bank balances	Not applicable (Exposure limited)	35,828	–	35,828
2025 **Company**				
Amount due from subsidiaries	12-month ECL	48,019	–	48,019
Amount due from subsidiaries	Lifetime ECL	11,630	(11,569)	61
Cash and bank balances	Not applicable (Exposure limited)	55	–	55

Amount due from subsidiaries

For the amount due from subsidiaries where impairment loss allowance is measured using 12-month ECL, the Company assessed the latest performance and financial position of the respective counterparties and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Company measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant at the end of the reporting period.

For amount due from subsidiaries where impairment loss allowance is measured at lifetime ECL as at 31 March 2026 and 31 March 2025, the Company assessed the latest performance and financial position of the subsidiary and concluded that the measurement of the impairment loss allowance using lifetime ECL is appropriate.

Financial guarantee

The Company has issued financial guarantees of RM70,031,000 (2025: RM69,731,000) to banks for bank borrowings of RM32,243,000 (2025: RM42,002,000) drawn down by its subsidiary at the end of reporting period. These guarantees are subject to the impairment requirements of SFRS(I) 9 *Financial Instruments*. The Company has assessed that its subsidiary has strong financial capacity to meet the contractual cash flow obligations and does not expect significant credit losses arising from these guarantees.

25 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities. The Group and the Company manage the liquidity risk by maintaining sufficient cash to enable them to meet their normal operating commitments and having an adequate amount of committed credit facilities (Note 18).

The table below shows the contractual expiry by the maturity of the Group's and the Company's financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations:

	Repayable on demand or within 1 year RM'000	Within 2 to 5 years RM'000	Over 5 years RM'000	Total RM'000
Group				
2026				
Trade and other payables	**20,020**	–	–	**20,020**
Borrowings	**13,044**	**10,069**	**15,719**	**38,832**
Lease liabilities	**1,105**	**1,395**	**487**	**2,987**
	34,169	**11,464**	**16,206**	**61,839**
2025				
Trade and other payables	16,699	–	–	16,699
Borrowings	21,583	7,197	16,251	45,031
Lease liabilities	1,145	971	52	2,168
	39,427	8,168	16,303	63,898
Company				
2026				
Trade and other payables	**555**	–	–	**555**
Financial guarantee contracts*	**32,243**	–	–	**32,243**
	32,798	–	–	**32,798**
2025				
Trade and other payables	1,492	–	–	1,492
Financial guarantee contracts*	42,002	–	–	42,002
	43,494	–	–	43,494

* At the end of the reporting period, the maximum exposure of the Company in respect of the intragroup financial guarantee (Note 24) based on facilities drawn down by the subsidiary is RM32,243,000 (2025: RM42,002,000). The Company does not consider it probable that a claim will be made against the Company under intragroup financial guarantee.

NOTES TO THE FINANCIAL STATEMENTS

26 Fair values of assets and liabilities

Fair value hierarchy

The tables below analyse the fair value measurements by the levels in the fair value hierarchy based on the inputs to the valuation techniques. The different levels are defined as follows:

(i) Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities;
(ii) Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (i.e. derived from prices); and
(iii) Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

There has been no transfer between Level 1, Level 2 and Level 3 during the financial years ended 31 March 2026 and 31 March 2025.

The carrying amounts of financial assets and liabilities (except for lease liabilities) are reasonable approximation of fair values as they are short-term in nature and market interest rate instruments.

At the end of the reporting period, the Group and the Company do not have any financial instruments carried at fair value.

27 Segment information

For management purposes, the Group is organised into business units based on its products, and have three operating segments as follows:

(a) The paint - standard segment includes standard colour aerosol spray paint products.
(b) The paint - premium segment includes fluorescent, candy and metallic colour aerosol spray paint products, high temperature aerosol spray paint products, primer products, epoxy products, 2K products and multi-colour one aerosol spray paint.
(c) The maintenance and others segment includes cosmetic products such as metal and paint polish and maintenance products such as engine degreaser, chain oil, carburetor and gasket cleaner.

Management monitors the operating results of its business units separately for making decisions about allocation of resources and assessment of performances for each segment.

NOTES TO THE FINANCIAL STATEMENTS

27 Segment information (cont'd)

The segment information provided to management for the reportable segments are as follows:

	Paint - Standard RM'000	Paint - Premium RM'000	Maintenance and others RM'000	Group RM'000
2026				
Segment revenue				
Sales to external customers	48,628	32,909	666	82,203
Segment profit	13,504	11,515	456	25,475
Other segment information				
Depreciation of property, plant and equipment	3,251	1,840	29	5,120
Amortisation of intangible assets	280	190	4	474
Inventories written off	375	253	5	633
Segment assets	66,962	45,317	916	113,195
Unallocated assets				
- Deferred tax assets				63
- Fixed deposits				28,813
- Tax receivable				292
Total assets				142,363
Segment assets include:				
Additions to non-current assets	5,265	3,564	72	8,901
Segment liabilities	13,467	9,114	184	22,765
Unallocated liabilities				
- Deferred tax liabilities				1,411
- Borrowings (excluding lease liabilities)				32,243
- Tax payable				3,682
Total liabilities				60,101

27 Segment information (cont'd)

The segment information provided to management for the reportable segments are as follows (cont'd):

	Paint - Standard RM'000	Paint - Premium RM'000	Maintenance and others RM'000	Group RM'000
2025				
Segment revenue				
Sales to external customers	40,435	40,051	727	81,213
Segment (loss)/profit	(6,544)	27	230	(6,287)
Other segment information				
Depreciation of property, plant and equipment	3,294	1,571	24	4,889
Amortisation of intangible assets	194	121	2	317
Inventories written off	9,850	3,654	45	13,549
Property, plant and equipment written off	2,538	942	12	3,492
Intangible asset written off	3	–	–	3
Segment assets	63,335	39,551	718	103,604
Unallocated assets				
- Deferred tax assets				71
- Fixed deposits				22,163
- Tax receivable				7,431
Total assets				133,269
Segment assets include:				
Additions to non-current assets	4,312	2,693	48	7,053
Segment liabilities	11,655	7,279	132	19,066
Unallocated liabilities				
- Deferred tax liabilities				1,375
- Borrowings (excluding lease liabilities)				42,002
- Tax payable				1,225
Total liabilities				63,668

Segment results

Performance of each segment is evaluated based on segment profit or loss which is measured differently from the net profit or loss before tax in the consolidated statement of profit or loss and other comprehensive income. Interest income and finance costs are not allocated to segments as Group's financing is managed on a Group basis.

27 Segment information (cont'd)

Segment results (cont'd)

A reconciliation of segment profit to the consolidated profit/(loss) before tax is as follows:

	Group	
	2026	2025
	RM'000	RM'000
Segment profit/(loss)	**25,475**	(6,287)
Interest income	**1,057**	836
Finance costs	**(1,891)**	(1,871)
Profit/(loss) before tax	**24,641**	(7,322)

Segment assets

The amounts provided to the management with respect to total assets are measured in a manner consistent with that of the consolidated financial statements. Management monitors the assets attributable to each segment for the purposes of monitoring segment performance and for allocating resources between segments. All assets are allocated to reportable segments other than deferred tax assets, tax receivable and fixed deposits which are classified as unallocated assets.

Segment liabilities

The amounts provided to management with respect to total liabilities are measured in a manner consistent with that of the consolidated financial statements. All liabilities are allocated to the reportable segments based on the operations of the segments other than deferred tax liabilities, tax payable and borrowings (excluding lease liabilities). These liabilities are classified as unallocated liabilities.

Geographical information

Revenue and non-current assets (excluding deferred tax assets) information based on the geographical location of customers and assets respectively are as follows:

	Group			
	Sales to external customers		Non-current assets	
	2026	2025	**2026**	2025
	RM'000	RM'000	**RM'000**	RM'000
Malaysia	**31,444**	30,853	**59,456**	54,952
Indonesia	**17,294**	22,988	**77**	95
India	**3,376**	3,529	**264**	305
Philippines	**14,698**	9,056	**–**	–
Others*	**15,391**	14,787	**56**	46
	82,203	81,213	**59,853**	55,398

* Others include countries such as Thailand, Vietnam, UK, Singapore, Cambodia and USA.

Non-current assets information presented above are non-current assets as presented on the consolidated statement of financial position excluding deferred tax assets.

27 Segment information (cont'd)

Information about major customers

Revenue from 2 (2025: 2) customers who individually contributed 10% or more of the Group's revenue which are attributable to the paint-standard and paint-premium are as detailed below:

	Group	
	2026	2025
	RM'000	RM'000
Customer 1 (Paint-Standard and Paint-Premium)	**28,223**	22,421
Customer 2 (Paint-Standard and Paint-Premium)	**13,150**	13,170

28 Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholders' value. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, return capital to shareholders, issue new shares, buy-back issued shares, obtain new borrowings or sell assets to reduce borrowings.

The capital structure of the Group mainly consists of its total equity as presented on statements of financial position and the Group's overall strategy remains unchanged during the financial years ended 31 March 2026 and 31 March 2025.

29 Fire incident

On 27 May 2024, a fire incident occurred at several properties of the Group located in Skudai, Johor Bahru, resulting in significant damages to the facilities. The premises affected consists of a rented warehouse and certain production facilities of the Group. The fire department has concluded its investigation and has determined the cause of the fire incident as an accident. The damages to inventories and property, plant, and equipment recognised by the Group during the financial year ended 31 March 2025 are disclosed in Note 7.

In April 2025, the Group received an offer letter from the insurance company, and on 28 May 2025, the Group announced that the Group have agreed to the insurance claim. The agreed insurance claim, on an indemnity basis, amounted to approximately RM8,184,000 and RM7,873,000 for property, plant and equipment and inventories, respectively, which was received during the financial year and recognised as other income (Note 5).

The Group will be entitled to an additional claim of approximately RM1.79 million in the event the damaged properties are reinstated in compliance with certain conditions and timeline. This amount has not been recognised as a receivable as at 31 March 2026 as receipt of the amount is dependent on the approval of the insurance company, which is expected to occur subsequent to the financial year end.

30 Authorisation of financial statements

The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company for the financial year ended 31 March 2026 were authorised for issue in accordance with a resolution of the directors dated 14 July 2026.

STATISTICS OF SHAREHOLDINGS

AS AT 30 JUNE 2026

NUMBER OF ISSUED SHARES (INCLUDING TREASURY SHARES)	: 334,619,787
NUMBER OF ISSUED SHARES (EXCLUDING TREASURY SHARES)	: 334,564,787
ISSUED AND FULLY PAID-UP CAPITAL	: S$19,732,622
CLASS OF SHARES	: Ordinary Shares
NUMBER / PERCENTAGE OF TREASURY SHARES	: 55,000 (0.0164%)
NUMBER / PERCENTAGE OF SUBSIDIARY HOLDINGS	: Nil
VOTING RIGHTS	: 1 vote for each Ordinary Share held

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	0	0.00	0	0.00
100 - 1,000	12	5.15	5,000	0.00
1,001 - 10,000	27	11.59	158,400	0.05
10,001 - 1,000,000	162	69.53	25,892,185	7.74
1,000,001 AND ABOVE	32	13.73	308,509,202	92.21
TOTAL	**233**	**100.00**	**334,564,787**	**100.00**

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	ONG YOKE EN	139,152,000	41.59
2	LIM LAY YONG	45,000,000	13.45
3	UOB KAY HIAN PRIVATE LIMITED	22,205,200	6.64
4	CHANG CHOR CHOONG	12,750,000	3.81
5	KONG HEE SIONG	7,964,800	2.38
6	CHAI FOOK CHOY	7,410,200	2.21
7	ONG YICK SING	7,344,000	2.20
8	ONG HOW EN	6,024,000	1.80
9	PANG HANG HIN	5,902,100	1.76
10	DBS NOMINEES (PRIVATE) LIMITED	4,773,200	1.43
11	PHILLIP SECURITIES PTE LTD	4,685,500	1.40
12	LEE SIONG KIM	4,276,002	1.28
13	ONG YOKE HOI	3,924,000	1.17
14	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	3,777,900	1.13
15	TAY WUU YEAN	3,167,000	0.95
16	IFAST FINANCIAL PTE. LTD.	3,101,200	0.93
17	TIGER BROKERS (SINGAPORE) PTE. LTD.	3,062,900	0.92
18	BNP PARIBAS NOMINEES SINGAPORE PTE. LTD.	2,976,000	0.89
19	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	2,507,700	0.75
20	CITIBANK NOMINEES SINGAPORE PTE LTD	2,187,000	0.65
	TOTAL	**292,190,702**	**87.34**

STATISTICS OF SHAREHOLDINGS

AS AT 30 JUNE 2026

SUBSTANTIAL SHAREHOLDERS

Substantial Shareholder	Shareholdings registered in the name of the substantial shareholder	Shareholdings in which the substantial shareholder are deemed to be interested	Total	Percentage of issued shares
ONG YOKE EN	139,152,000	-	139,152,000	41.59
LIM LAY YONG	45,000,000	-	45,000,000	13.45

SHAREHOLDINGS HELD IN THE HAND OF PUBLIC

Based on information provided and to the best knowledge of the Directos, approximately 34.36% of the total number of issued shares (excluding treasury shares) in the capital of the Company are held in the hand of the public as at 30 June 2025. Rule 723 of the Catalist Rules has therefore been complied with.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Samurai 2K Aerosol Limited (the "**Company**") will be held physically at Compass Ballroom, Level 2, Raffles Marina, 10 Tuas West Drive, Singapore 638404 on Wednesday, 29 July 2026 at 2.00 p.m. for the purpose of transacting the following businesses:

As Ordinary Business:

1. To receive and adopt the Audited Consolidated Financial Statements of the Company and its subsidiaries together with the Directors' Statement and the Independent Auditors' Report thereon for the financial year ended 31 March 2026. **(Resolution 1)**

2. To declare a final (one-tier tax exempt) dividend of SGD0.00215 per share for the financial year ended 31 March 2026. **(Resolution 2)**

3. To re-elect the following Directors retiring pursuant to the Company's Articles of Association:

   Mr Ong Yoke En (Regulation 98) (**See Explanatory Note 1**) **(Resolution 3)**

   Ms Lim Lay Yong (Regulation 98) (**See Explanatory Note 2**) (**Resolution 4**)

   Dato' Chang Chor Choong (Regulation 98) (**See Explanatory Note 3**) **(Resolution 5)**

4. To note the retirement of Mr Lim Siang Kai as Non-Executive Chairman and Lead Independent Director of the Company upon the conclusion of the AGM. (**See Explanatory Note 4**)

5. To note the retirement of Mr Hau Hock Khun as an Independent Director of the Company upon the conclusion of the AGM. (**See Explanatory Note 5**)

6. To approve the payment of Directors' fees of RM292,014 for the financial year ending 31 March 2027, to be paid quarterly in arrears. **(Resolution 6)**

7. To re-appoint Baker Tilly TFW LLP as the Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 7)**

8. To transact any other ordinary business which may properly be transacted at an annual general meeting.

As Special Business:

To consider and if thought fit, to pass the following resolutions as Ordinary Resolutions, with or without any modifications:

9. **GENERAL MANDATE TO ALLOT AND ISSUE NEW SHARES IN THE CAPITAL OF THE COMPANY**

   "That, pursuant to Section 161 of the Companies Act 1967 of Singapore (the "**Companies Act**") and Rule 806 of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") ("**Catalist Rules**"), authority be and is hereby given to the Directors of the Company to:

   (A) (i) allot and issue shares in the Company ("**Shares**") whether by way of rights, bonus or otherwise; and/or

   (ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares,

   at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company shall in their absolute discretion deem fit; and

   (B) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force, provided that:

   (1) the aggregate number of Shares to be issued pursuant to this Resolution (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) does not exceed one

NOTICE OF ANNUAL GENERAL MEETING

hundred per cent. (100%) of the total number of issued Shares (excluding treasury shares) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares to be issued other than on a pro-rata basis to the existing shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed fifty per cent. (50%) of the total number of issued Shares (excluding treasury shares) in the capital of the Company (as at the time of passing of this Resolution);

(2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (1) above on a pro-rata basis, the percentage of the total number of issued Shares (excluding treasury shares) in the capital of the Company shall be calculated based on the total number of issued Shares (excluding treasury shares) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:

(a) new Shares arising from the conversion or exercise of the Instruments or any convertible securities;

(b) new Shares arising from exercising share options or vesting of share awards which are outstanding or subsisting at the time of the passing of this Resolution, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and

(c) any subsequent bonus issue, consolidation or subdivision of Shares.

(3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules as amended from time to time (unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Act and the Constitution for the time being of the Company; and

(4) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting is required by law to be held, whichever is the earlier."

(See Explanatory Note 6) **(Resolution 8)**

10. RENEWAL OF SHARE PURCHASE MANDATE

That:

(a) for the purposes of the Catalist Rules and Companies Act, the exercise by the Directors of the Company of all the powers of the Company to use Funds (as defined hereinafter) to purchase or otherwise acquire the ordinary shares in the capital of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as defined hereinafter), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as defined hereinafter), whether by way of:

(i) on-market purchases (each an "**Market Purchase**") on the SGX-ST; and/or

(ii) off-market purchases (each an "**Off-Market Purchase**") effected otherwise than on the SGX-ST in accordance with any equal access schemes as may be determined or formulated by the Directors of the Company as they consider fit based on the requirements of Section 76C of the Companies Act,

and in accordance with all other laws and regulations of Singapore and the Catalist Rules as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Purchase Mandate**");

(b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors of the Company at any time and from time to time during the period commencing from the passing of this Resolution and expiring on the earlier of:

(i) the date on which the next annual general meeting of the Company is held or required by the law to be held;
(ii) the date on which the share purchases are carried out to the full extent mandated; or
(iii) the date on which the authority contained in the Share Purchase Mandate is revoked or varied;

NOTICE OF ANNUAL GENERAL MEETING

(c) in this Resolution:

"**Funds**" means internal sources of funds of the Company. Illustrations of the financial impact of the use of Funds are set out in the Appendix;

"**Maximum Limit**" means that number of Shares representing ten per cent. (10%) of the issued ordinary share capital of the Company (excluding treasury shares and subsidiary holdings) as at the date of passing of this Resolution unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period (as defined hereinafter), in which event the issued ordinary share capital of the Company shall be taken to be the amount of the issued ordinary share capital of the Company as altered (excluding any treasury shares and subsidiary holdings that may be held by the Company from time to time);

"**Relevant Period"** means the period commencing from the date on which the last annual general meeting was held and expiring on the date the next annual general meeting is held or is required by law to be held or the date on which the share purchases are carried out to the full extent of the Share Purchase Mandate or the date the said mandate is revoked or varied by the Company in a general meeting, whichever is the earlier, after the date of this Resolution;

"**Maximum Price**", in relation to a Share to be purchased or acquired, means an amount (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

(i) in the case of an Market Purchase: 105% of the Average Closing Price; and

(ii) in the case of an Off-Market Purchase: 120% of the Average Closing Price,

where:

"**Average Closing Price**" means the average of the closing market prices of a share over the last five (5) market days, on which transactions in the Shares were recorded, preceding the day of the Market Purchase, or as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase and deemed to be adjusted for any corporate action that occurs after the relevant five (5) market days period;

"**Date of the making of the offer**" means the date on which the Company announces its intention to make an offer for an Off-Market Purchase, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase; and

(d) the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they may consider expedient or necessary to give effect to the transactions contemplated by this Resolution."

(See Explanatory Note 7) **(Resolution 9)**

By Order of the Board

Ong Yoke En
Executive Director and Chief Executive Officer
Singapore, 14 July 2026

Explanatory Notes:

1. Mr Ong Yoke En, upon re-election as a Director of the Company, will remain as the Executive Director and Chief Executive Officer of the Company.

2. Ms Lim Lay Yong, upon re-election as a Director of the Company, will remain as the Executive Director and Chief Operating Officer of the Company.

NOTICE OF ANNUAL GENERAL MEETING

3. Dato' Chang Chor Choong, upon re-election as a Director of the Company, will remain as the Non-Executive Director of the Company.

4. Mr Lim Siang Kai ("**Mr Lim**") has served as Non-Executive Chairman and Lead Independent Director of the Company for an aggregate period of more than 9 years. As part of the Board renewal process and to comply with Rule 406(3)(d)(iv), Mr. Lim will retire upon the conclusion of the forthcoming annual general meeting, and will relinquish his position as Chairman of Audit and Risk Committee and members of Remuneration Committee and Nominating Committee.

5. Mr Hau Hock Khun ("**Mr Hau**") has served as Independent Director of the Company for an aggregate period of more than 9 years. As part of the Board renewal process and to comply with Rule 406(3)(d)(iv), Mr Hau will retire upon the conclusion of the forthcoming annual general meeting, and will relinquish his position as Chairman of Remuneration Committee and members of Audit and Risk Committee and Nominating Committee.

6. The Ordinary Resolution 8 proposed in item 7 above, if passed, will empower the Directors from the date of this AGM until the date of the next AGM or the date by which the next AGM is required by law to be held or such authority is revoked or varied by the Company in a general meeting, whichever is earlier, to allot and issue Shares and/or convertible securities in the Company. The aggregate number of Shares and/or convertible securities which the Directors may allot and issue under this Resolution shall not exceed one hundred per cent. (100%) of the total issued Shares excluding treasury shares of which the aggregate number of Shares and/or convertible securities to be issued other than on a pro-rata basis to existing shareholders of the Company shall not exceed fifty per cent. (50%) of the total issued Shares excluding treasury shares at the time of passing of this Resolution.

7. The Ordinary Resolution 9 proposed in item 8 above, if passed, will empower the Directors of the Company to make purchases or otherwise acquire the Company's issued shares from time to time subject to and in accordance with the guidelines set out in the "Appendix" section in the Company's Annual Report. The authority will expire on the earlier of (i) the date on which the next annual general meeting of the Company is held or required by the law to be held; (ii) the date on which the share purchases are carried out to the full extent mandated; or (iii) the date on which the authority contained in the Share Purchase Mandate is revoked or varied.

Notes:

(1) The Annual General Meeting (the "**Meeting**" or "**AGM**") will be held physically at venue set out above. There will be no option for shareholders to participate virtually. The Annual Report including the Appendix in relation to the proposed renewal of the Share Purchase Mandate, Notice of AGM and proxy form have been made available on the SGX website at https://www.sgx.com/securities/company-announcements and the Company's website at https://ir.samurai2kaerosol.com/annual-report/. Printed copies of this Notice of AGM and the accompanying Proxy Form will be sent to members via post. Printed copies of the Annual Report will not be sent to members. A member who wishes to obtain a printed copy to the Annual Report should request the same via email to hanifah@samuraipaint.jp no later than 17 July 2026.

(2) Members (including CPF & SRS investors) may participate in the AGM by:

(a) Attending the AGM in person;
(b) Submitting questions to the Chairman of the Meeting in advance of, or at, the AGM; and/or
(c) Voting at the AGM (1) by themselves personally; or (2) through their duly appointed proxy(ies).

(3) Members who are attending the AGM must bring their original NRIC/passport for verification and registration on the day of the AGM.

(4) A member who is not a relevant intermediary (as defined in Section 181 of the Companies Act) is entitled to appoint not more than two proxies to attend, speak and vote on his/her behalf at the AGM. Where a member appoints more than one proxy, the member shall specify the proportion of his/her Shares to be represented by each proxy. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire number of Shares entered against his/her name in the Depository Register and any second named proxy as an alternate to the first named or at the Company's option to treat the instrument of proxy as invalid.

(5) A member who is a relevant intermediary (as defined in Section 181 of the Companies Act) is entitled to appoint more than two proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two proxy, the appointments shall be invalid unless the member specifies the number of shares in relation to which each proxy has been appointed.

(6) A proxy needs not be a member of the Company.

(7) Central Provident Fund ("**CPF**") / Supplementary Retirement Scheme ("**SRS**") Investors who hold Shares through CPF Agent Bank or SRS Operators (as the case may be):

(a) may vote at the AGM if they are appointed as proxies by their respective CPF Agent Bank/SRS Operators, and should contact their respective CPF Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies; or
(b) may appoint the Chairman of the AGM as proxy to vote on their behalf at the AGM, in which case they should approach their CPF Agent Bank/SRS Operators to submit their votes by 2.00 p.m. on 20 July 2026.

(8) The instrument appointing a proxy or proxies must be deposited together with the power of attorney (if any) under which it is signed or a notarially certified copy thereof:

(a) if sent either by post or hand, be received at the office of the Company's Share Registrar in Singapore, Boardroom Corporate & Advisory Pte Ltd, at 1 Harbourfront Avenue, Keppel Bay Tower #14-07, Singapore 098632; or

NOTICE OF ANNUAL GENERAL MEETING

(b) if submitted by email, be received by Samurai 2K Aerosol Limited at srs.proxy@boardroomlimited.com

by 2.00 p.m. on 26 July 2026, being not less than seventy-two (72) hours before the time appointed for the AGM in accordance with the instructions stated herein.

A member who wishes to submit an instrument of proxy must complete and sign the proxy form, before submitting it by post to the address provided above, or before scanning and sending it by email to the email address provided above. The Company shall be entitled to and will treat any valid instrument appointing a proxy as valid instrument for the member's proxy to attend, speak and vote at the AGM.

(9) The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorized in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of an officer or attorney duly authorized. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof shall if required by law, be duly stamped and must be lodged with the instrument.

(10) A member can appoint the Chairman of the AGM as his/her/its proxy but this is not mandatory. If a member wishes to appoint the Chairman of the AGM as proxy, such member (whether individual or corporation) must give specific instructions as to voting for, voting against, or abstentions from voting on, each resolution in the instrument appointing the Chairman of the AGM as proxy. If no specific instruction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the Chairman of the AGM will vote or abstain from voting at his discretion.

(11) A member may ask questions relating to the items on the agenda of the AGM by:

(a) submitting questions via mail to the Company's registered office at 133 North Bridge Road, #08-03 Chinatown Point, Singapore 059413;
(b) email to: agm@samurai2kaerosol.com; or
(c) if a member is attending the AGM in person, live at the AGM.

(12) All questions being submitted ahead of the AGM must be submitted by 2.00 p.m. on 21 July 2026. When submitting the questions via mail or email, please provide the Company with the following details for verification purposes:
(a) Full name;
(b) NRIC number;
(c) Current residential address;
(d) Contact number; and
(e) Number of shares held and the manner in which you hold Shares in the Company (e.g. via CDP or SRS).

Please note that the Company will address substantial and relevant questions relating to the resolutions to be tabled at the AGM by 2.00 p.m. on 24 July 2026. The Company endeavours to address (i) subsequent clarifications sought, (ii) follow-up questions, or (iii) substantial and relevant questions which are received after 2.00 p.m. on 21 July 2026 at the AGM itself. Where substantially similar questions are received, we will consolidate such questions and consequently not all questions may be individually addressed.

The Company will, within one month after the date of the AGM, publish the minutes of the AGM on SGXNet and the minutes will include the responses to the substantial and relevant questions raised during the AGM.

(13) The Company shall be entitled to reject an instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of Shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the member, being the appointor, is not shown to have Shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

(14) The appointment of a proxy or proxies shall not preclude a shareholder from attending and voting in person at the AGM. If a shareholder attends the AGM in person, the appointment of a proxy or proxies shall be deemed to be revoked, and the Company reserves the right to refuse to admit such proxy or proxies to the AGM.

Personal Data Privacy

By submitting a proxy form appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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SAMURAI 2K AEROSOL LIMITED
Company No. 201606168C
(Incorporated in the Republic of Singapore)

ANNUAL GENERAL MEETING PROXY FORM

(Please see notes overleaf before completing this Form)

IMPORTANT:

1. A relevant intermediary may appoint more than two (2) proxies to attend the AGM and vote (please see note 4 for the definition of "**relevant intermediary**").
2. For investors who have used their Central Provident Fund ("**CPF**") and/or Supplementary Retirement Scheme ("**SRS**") monies to buy shares in the Company, this Proxy Form is not valid for use and shall be ineffective for all intents and purposes if used or is purported to be used by them. CPFIS and SRS investors should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies. CPFIS and SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 2.00 p.m on 20 July 2026.
3. Please read the notes to this Proxy Form.

I/We, ______________________________(Name) NRIC/Passport No.________________

of ____(Address)

being a member/members of SAMURAI 2K AEROSOL LIMITED (the "**Company**"), hereby appoint:

Name	Address	NRIC/Passport No.	Proportion of Shareholdings	
			No. of Shares	%

and/or (delete as appropriate)

Name	Address	NRIC/Passport No.	Proportion of Shareholdings	
			No. of Shares	%

or failing him/her, the Chairman of the Meeting as *my/our proxy/proxies to vote for *me/us on my/our behalf at the Annual General Meeting ("**AGM**") of the Company to be held on Wednesday, 29 July 2026 at 2.00 p.m at Compass Ballroom, Level 2, Raffles Marina, 10 Tuas West Drive, Singapore 638404 and at any adjournment thereof. *I/We direct *my/our proxy/proxies to vote on the business before the AGM as indicated hereunder. If no specific direction as to voting is given, the *proxy/proxies will vote or abstain from voting at *his/her/their discretion, as *he/she/they will on any other matter arising at the AGM and at any adjournment thereof. All resolutions put to vote at the AGM shall be decided by poll.

Note: Please indicate with an "X" or number of votes in the space provided whether you wish your vote(s) to be cast for or against the resolutions as set out in the Notice of AGM. In the absence of specific directions or in the event of any item arising not summarized below, the proxy/proxies may vote or abstain as *he/she may think fit.

No.	Resolutions relating to:	For	Against	Abstain
1.	Adoption of the Audited Consolidated Financial Statements of the Company and its subsidiaries for the financial year ended 31 March 2026 together with the Directors' Statement and Independent Auditors' Report			
2.	Approval of the payment of final (one-tier tax exempt) dividend of S$0.00215 per share for the financial year ended 31 March 2026			
3.	Re-election of Mr Ong Yoke En as a Director			
4.	Re-election of Ms Lim Lay Yong as a Director			
5.	Re-election of Dato Chang Chor Choong as a Director			
6.	Approval of the payment of Directors' fees of RM292,014 for the financial year ending 31 March 2027.			
7.	Re-appointment of Baker Tilly TFW LLP as Auditors			
8.	Authority to allot and issue new shares			
9.	Renewal of Share Purchase Mandate			

Dated this ________day of ____________2026

____

Signature(s) of Shareholder(s) or
Common Seal of Corporate Shareholder
IMPORTANT: PLEASE READ NOTES OVERLEAF

TOTAL NUMBER OF SHARES IN:	
(a) CDP Register	
(b) Register of Members	

Notes:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of Securities and Futures Act 2001 of Singapore or any statutory modification thereof, as the case may be), you should insert that number of shares. If you have shares registered in your name in the Register of Members, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the shares held by you.

2. A member who is not a relevant intermediary may appoint not more than two proxies to attend, speak and vote on his/her behalf at the AGM. Where a member appoints more than one proxy, he/she shall specify the proportion of his/her shareholding to be represented by each proxy in the proxy form. If not proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire number of Shares entered against his/her name in the Depository Register and any second named proxy as an alternate to the first named or at the Company's option to treat the instrument of proxy as invalid. A proxy needs not be a member of the Company.

3. A member can appoint the Chairman of the AGM as his/her proxy but this is not mandatory. If a member wishes to appoint the Chairman of the AGM as proxy, such member (whether individual or corporation) must give specific instructions as to voting for, voting against, or abstentions from voting on, each resolution in the instrument appointing the Chairman of the AGM as proxy. If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the Chairman of the AGM will vote or abstain from voting at his discretion.

4. Pursuant to Section 181 of the Companies Act 1967, any member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Relevant intermediary is either:

   (i) a banking corporation licensed under the Banking Act 1970 or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
   (ii) a capital market service license holder which provides custodial services for securities under the Securities and Futures Act 2001 of Singapore and holds shares in that capacity; or
   (iii) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased on behalf of CPF investors.

5. The duly completed instrument appointing a proxy or proxies together with the letter of power of attorney, if any, under which it is signed or a duly certified copy thereof, must be

   (a) deposited at the office of the Company's Share Registrar in Singapore, Boardroom Corporate & Advisory Services Pte Ltd, either by hand or by post at 1 Harbourfront Avenue Keppel Bay Tower #14-07 Singapore 098632; or
   (b) if submitted by email, be received by Samurai 2K Aerosol Limited at srs.proxy@boardroomlimited.com

   not less than seventy-two (72) hours before the time appointed for the AGM in accordance with the instructions stated herein.

6. Please indicate with an "X" in the spaces provided whether you wish your vote(s) to be for or against the Resolutions as set out in the Notice of AGM. In the absence of specific directions, the proxy/proxies will vote or abstain as he/she/they may think fit, as he/she/they will on any other matter arising at the AGM.

7. Where an instrument appointing a proxy is signed on behalf of the appointor by an attorney, the letter of power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy; failing which the instrument may be treated as invalid.

8. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies.

9. In the case of a member whose shares are entered against his/her name in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the member, being the appointor, is not shown to have shares entered against his/her name in the Depository Register seventy-two (72) hours before the time appointed for holding the AGM, as certified by the Central Depository (Pte) Limited to the Company.

10. The appointment of a proxy or proxies shall not preclude a shareholder from attending and voting in person at the AGM. If a shareholder attends the AGM in person, the appointment of a proxy or proxies shall be deemed to be revoked, and the Company reserves the right to refuse to admit such proxy or proxies to the AGM.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM.

SUMMARY SHEET FOR SHARE PURCHASE MANDATE ("APPENDIX")

The SGX-ST assume no responsibility for the correctness of any of the statements or opinions made or reports contained in this Appendix. If you are in doubt as to the action that you should take, you should consult your stockbroker or other professional adviser immediately.

Samurai 2K Aerosol Limited (the "**Company**") maintains its accounts and publishes its financial statements in RM. This Appendix contains conversion of certain S$ amounts into RM (or *vice versa*) at specified rates solely for the convenience of the reader. Unless otherwise indicated, the financial figures in this Appendix are converted on the basis of S$1 = RM3.1269. However, such conversion should not be construed as representing that the RM amounts have been or could be converted into S$ amounts, or *vice versa*, at those or any other rates.

1. Shares Purchased in the Previous Twelve Months

The Company has not made any share purchases pursuant to the share purchase mandate adopted at the extraordinary general meeting on 29 July 2026 in the last 12 months immediately preceding 18 June 2026 (the "**Latest Practicable Date**").

2. Proposed Renewal of the Share Purchase Mandate

This ordinary resolution if passed at the forthcoming annual general meeting of the Company ("**2026 AGM**"), will renew the share purchase mandate (the "**Share Purchase Mandate**") approved by the shareholders of the Company from the date of the 2026 AGM and expiring on the earliest of the date the next annual general meeting of the Company is held or is required by law to be held, the date on which the share purchases are carried out to the full extent of the Share Purchase Mandate or the date the said mandate is revoked or varied by the Company in a general meeting (the "**Relevant Period**") .

3. Rationale for the Share Purchase Mandate

The Share Purchase Mandate authorising the Company to purchase or acquire its ordinary shares in the capital of the Company ("**Shares**") would give the Company the flexibility to undertake share purchases or acquisitions up to the limit described in Section 4 below at any time, subject to market conditions, during the period when the Share Purchase Mandate is in force.

The rationale for the Share Purchase Mandate includes the following:

(a) The Share Purchase Mandate would provide the Company with a mechanism to facilitate the return of surplus cash over and above its ordinary capital requirements and investment needs to its Shareholders in an expedient and cost-efficient manner.

(b) The purchase or acquisition of Shares under the Share Purchase Mandate is one of the ways in which the return on equity of the Company may be enhanced, thereby increasing Shareholders' value.

(c) The Share Purchase Mandate will allow the Directors to exercise greater control over the Company's share capital structure, dividend policy and cash reserves, with a view to enhancing the net tangible assets and/or earnings per Share.

(d) The purchase or acquisition of Shares under the Share Purchase Mandate will help to mitigate short-term share price volatility by stabilising the supply and demand of issued Shares and offset the effects of short-term share price speculation, thereby supporting the fundamental value of the issued Shares and bolstering Shareholders' confidence.

(e) The Share Purchase Mandate will allow the Directors to effectively manage and minimise any dilution impact associated with any share-based incentive scheme of the Company.

The purchase or acquisition of Shares will only be undertaken if the Directors believe that it can benefit the Company and Shareholders. Shareholders should note that purchases or acquisitions of Shares pursuant to the Share Purchase Mandate may not be carried out to the full 10% limit as authorised. No purchase or acquisition of Shares will be made in circumstances which would have or may have a material adverse effect on the liquidity of Shares or the financial position of the Company and the Group or result in the Company being delisted. The Directors will use their best efforts to ensure that after a purchase or acquisition of Shares pursuant to the Share Purchase Mandate, the number of Shares remaining in the hands of the public will not fall to such a level as to cause market illiquidity or adversely affect the orderly trading and listing status of the Shares on the SGX-ST.

4. Authority and Limits of the Share Purchase Mandate

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the Share Purchase Mandate, are summarised below:

(a) Maximum Number of Shares

The Company may purchase only Shares which are issued and fully paid-up. The total number of Shares that may be purchased or acquired by the Company is limited to that number of Shares representing not more than 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the date of the annual general meeting ("**AGM**") at which the resolution authorising the Share Purchase Mandate is passed (the "**Approval Date**"), unless the Company has thereafter, at any time during the Relevant Period, reduced its share capital in accordance with the applicable provisions of the Companies Act, in which event the total number of issued Shares of the Company shall be taken to be the total number of issued Shares as altered (excluding treasury shares and subsidiary holdings).

For illustrative purposes only, based on the issued share capital of the Company as at the Latest Practicable Date of 334,564,787 Shares (excluding treasury shares or subsidiary holdings), and assuming that no new Shares are issued on or prior to the date of the AGM, not more than 33,456,478 Shares, representing 10% of the issued Shares as at that date, may be purchased or acquired by the Company pursuant to the Share Purchase Mandate.

While the Share Purchase Mandate would authorise the purchase or acquisition of Shares up to the 10% limit, Shareholders should note that purchases or acquisitions of Shares pursuant to the Share Purchase Mandate may not be carried out up to the full 10% limit as authorised, or at all. In particular, no purchase or acquisition of Shares would be made in circumstances which would have or may have a material adverse effect on the float, liquidity or orderly trading of the Shares and/or financial position of the Group.

(b) Duration of Authority

Purchases or acquisitions of Shares may be made, at any time and from time to time, from the Approval Date up to the earliest of:

(i) the date on which the next annual general meeting of the Company is held or is required by law to be held;

(ii) the date on which the purchase or acquisition of Shares have been carried out to the full extent of the Share Purchase Mandate; or

(iii) the date on which the authority conferred by the Share Purchase Mandate is varied or revoked by an ordinary resolution of Shareholders in a general meeting.

The authority conferred on the Directors by the Share Purchase Mandate to purchase or acquire Shares may be renewed at the next annual general meeting or at an extraordinary general meeting of the Company to be convened immediately after the conclusion or adjournment of the next annual general meeting. When seeking the approval of the Shareholders for the renewal of the Share Purchase Mandate, the Company is required to disclose details pertaining to purchases or acquisitions of Shares made pursuant to the Share Purchase Mandate during the previous 12 months, including the total number of Shares purchased, the purchase price per Share or the highest and lowest prices paid for such purchases of Shares, where relevant, and the total consideration paid for such purchases or acquisitions.

(c) Manner of Purchase or Acquisition of Shares

Purchases or acquisitions of Shares may be made on the SGX-ST ("**Market Purchases**") and/or otherwise than on the SGX-ST, in accordance with an equal access scheme (as defined in Section 76C(6) of the Companies Act) ("**Off-Market Purchases**").

Market Purchases refer to purchases or acquisitions of Shares by the Company effected through the SGX-ST's trading system, through one or more duly licensed stockbrokers appointed by the Company for the purpose.

Off-Market Purchases refer to purchases or acquisitions of Shares by the Company made under an equal access scheme or schemes for the purchase or acquisitions of Shares from Shareholders. The Directors may impose such terms and conditions, which are not inconsistent with the Share Purchase Mandate, the Catalist Rules and the Companies Act, as they consider fit in the interests of the Company in connection with or in relation to an equal access scheme or schemes. Under the Companies Act, an equal access scheme must satisfy all the following conditions:

(i) offers for the purchase or acquisition of issued shares shall be made to every person who holds issued shares to purchase or acquire the same percentage of their issued shares;

(ii) all of those persons shall be given a reasonable opportunity to accept the offers made; and

(iii) the terms of all the offers are the same, except that there shall be disregarded:

(aa) differences in consideration attributable to the fact that offers may relate to shares with different accrued dividend entitlements;

(bb) (if applicable) differences in consideration attributable to the fact that offers relate to shares with different amounts remaining unpaid; and

(cc) differences in the offers introduced solely to ensure that each person is left with a whole number of shares.

In addition, the Catalist Rules provide that, in making an Off-Market Purchase in accordance with an equal access scheme, the Company must issue an offer document to all Shareholders, which must contain at least the following information:

(i) the terms and conditions of the offer;

(ii) the period and procedures for acceptances;

(iii) the reasons for the proposed share purchase or acquisition;

(iv) the consequences, if any, of share purchases or acquisitions by the Company that will arise under the Take-over Code or other applicable take-over rules;

(v) whether the share purchase or acquisition, if made, could affect the listing of the Shares on the SGX-ST;

(vi) details of any share purchases made by the Company in the previous 12 months (whether Market Purchases or Off-Market Purchases), giving the total number of Shares purchased, the purchase price per Share or the highest and lowest prices paid for the purchases, where relevant, and the total consideration paid for the purchases or acquisitions; and

(vii) whether the Shares purchased by the Company will be cancelled or kept as treasury shares.

(d) Maximum Purchase Price

The purchase price (excluding brokerage, stamp duties, commissions, applicable goods and services tax and other related expenses) to be paid for the Shares will be determined by the Directors.

However, the purchase price to be paid for the Shares must not exceed:

(i) in the case of a Market Purchase, 105% of the Average Closing Price (as defined below); and

(ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price (as defined below),

(the "**Maximum Price**") in either case, excluding related expenses of the purchase.

For the above purposes:

"**Average Closing Price**" means the average of the closing market prices of a Share over the last five Market Days on which transactions in Shares were recorded, immediately preceding the day of the Market Purchase by the Company or, as the case may be, the day of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs after such five-market day period; and

"**day of the making of the offer**" means the day on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from Shareholders, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

5. Status of Purchased or Acquired Shares

Any Share which is purchased or acquired by the Company is deemed cancelled immediately on purchase or acquisition (and all rights and privileges attached to that Share will expire on such cancellation), unless such Share is held by the Company as a treasury share. At the time of each purchase or acquisition of Shares by the Company, the Directors will decide whether the Shares purchased or acquired will be cancelled or kept as treasury shares, or partly cancelled and partly kept as treasury shares, as the Directors deem fit in the interests of the Company at that time.

(a) Cancelled Shares

Shares which are cancelled will be automatically delisted by the SGX-ST, and certificates in respect thereof will be cancelled and destroyed by the Company as soon as reasonably practicable following the settlement of such purchased Shares. The total number of issued Shares will be diminished by the number of Shares purchased or acquired by the Company which are cancelled and not held as treasury shares.

(b) Treasury Shares

Under the Companies Act, Shares purchased or acquired by the Company may be held or dealt with as treasury shares. Some of the key provisions on treasury shares under the Companies Act are summarised below:

(i) Maximum Holdings

The aggregate number of Shares held as treasury shares cannot at any time exceed 10% of the total number of issued Shares. Any Shares in excess of this limit shall be disposed of or cancelled in accordance with the applicable provisions of the Companies Act before the end of the period of six months beginning with the day on which that contravention occurs, or such further period as the Registrar may allow.

(ii) Voting and Other Rights

The Company shall not exercise any right in respect of the treasury shares and any purported exercise of such a right is void. In particular, the Company will not have the right to attend or vote at meetings and for the purposes of the Companies Act, the Company shall be treated as having no right to vote and the treasury shares shall be treated as having no voting rights.

In addition, no dividend may be paid, and no other distribution (whether in cash or otherwise) of the Company's assets may be made, to the Company in respect of the treasury shares. However, the allotment of shares as fully paid bonus shares in respect of the treasury shares is allowed. Also, a subdivision or consolidation of any treasury share into treasury shares of a greater or smaller number is allowed, so long as the total value of the treasury shares after the subdivision or consolidation is the same as before.

(iii) Disposal and Cancellation

Where Shares are held as treasury shares, the Company may at any time (but subject always to the Take-over Code):

(aa) sell the treasury shares for cash;

(bb) transfer the treasury shares for the purposes of or pursuant to any share scheme, whether for employees, directors or other persons;

(cc) transfer the treasury shares as consideration for the acquisition of shares in or assets of another company or assets of a person;

(dd) cancel the treasury shares; or

(ee) sell, transfer or otherwise use the treasury shares for such other purposes as may be prescribed by the Minister for Finance.

Under Rule 704(31) of the Catalist Rules, an immediate announcement must be made of any sale, transfer, cancellation and/or use of treasury shares (in each case, the "**usage**"). Such announcement must include details such as the date of the usage, the purpose of the usage, the number of treasury shares comprised in the usage, the number of treasury shares before and after the usage, the percentage of the number of treasury shares comprised in the usage against the total number of issued shares (of the same class as the treasury shares) which are listed on the Catalist before and after the usage, and the value of the treasury shares if they are used for a sale or transfer or cancelled.

6. Source of Funds

The Companies Act permits the Company to purchase or acquire its Shares out of capital or distributable profits so long as the Company is solvent. For this purpose, the Company is solvent if at the date of payment for the Shares purchased or acquired, the following conditions are satisfied:

(a) there is no ground on which the Company could be found to be unable to pay its debts;

(b) if:

(i) it is intended to commence winding up of the Company within the period of 12 months immediately after the date of the payment, the Company will be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; or

(ii) it is not intended so to commence winding up, the Company will be able to pay its debts as they fall due during the period of 12 months immediately after the date of the payment; and

(c) the value of the Company's assets is not less than the value of its liabilities (including) contingent liabilities) and will not, after the purchase or acquisition of Shares, become less than the value of its liabilities (including contingent liabilities).

The Company intends to use internal sources of funds or external borrowings, or a combination of internal resources and external borrowings, to finance the purchase or acquisition of Shares pursuant to the Share Purchase Mandate. However, in considering the option of external borrowing, the Directors will consider particularly the prevailing gearing level of the Company and the costs of such financing.

7. Financial Effects

It is not possible for the Company to realistically calculate or quantify the impact of purchases that may be made pursuant to the Share Purchase Mandate on the net tangible asset value or earnings per Share as the resultant effect would depend on factors such as the aggregate numbers of Shares purchased, the purchase prices paid at the relevant times, whether the Shares purchased or acquired are held in treasury or immediately cancelled on purchase or acquisition, how the Shares held in treasury are subsequently dealt with by the Company in accordance with Section 76K of the Companies Act, and the amounts (if any) borrowed by the Company to fund the purchases.

Where the purchase of Shares is made out of distributable profits, such purchase (including costs incidental to the purchase) will correspondingly reduce the amount available for the distribution of cash dividends by the Company. Where the purchase of Shares is made out of capital, the amount available for the distribution of cash dividends by the Company will not be reduced.

Where the purchase of Shares is financed through internal resources, it will reduce the cash reserves of the Group and the Company, and thus the current assets and shareholders' funds of the Group and the Company. This will result in an increase in the gearing ratios of the Group and the Company and a decline in the current ratios of the Group and the Company. The actual impact on the gearing and current ratios will depend on the number of Shares purchased or acquired and the prices at which the Shares are purchased or acquired.

Where the purchase or acquisition of Shares is financed through external borrowings or financing, there would be an increase in the gearing ratios of the Group and the Company, and a decline in the current ratios and shareholders' funds of the Group and the Company, with the actual impact dependent on the number of Shares purchased or acquired and the prices at which the Shares are purchased or acquired.

For illustrative purposes only and on the basis of the following assumptions:

(a) that the purchase or acquisition by the Company of Shares was made on 1 April 2025;

(b) that (i) in the case of the purchase or acquisition of Shares made entirely out of capital, the Company purchased or acquired 16,728,239 Shares, representing 5% of its issued Shares (excluding treasury shares and subsidiary holdings) as at 31 March 2026, and (ii) in the case of the purchase or acquisition of Shares made entirely out of profits, the Company purchased or acquired 1,672,823 Shares, representing 0.50% of its issued Shares (excluding treasury shares and subsidiary holdings) as at 31 March 2026;

(c) that (i) in the case of Market Purchases, the Company purchased or acquired Shares at the Maximum Price of S$0.13377 for each Share (being 105% of the Average Closing Price of the Shares for the five Market Days on which transactions in the Shares were recorded immediately preceding the Latest Practicable Date), and (ii) in the case of Off-Market Purchases, the Company purchased or acquired Shares at the Maximum Price of S$0.15288 for each Share (being 120% of the Average Closing Price of the Shares for the five Market Days on which transactions in the Shares were recorded immediately preceding the Latest Practicable Date);

(d) that the purchase or acquisition of Shares by the Company was financed entirely using its internal sources of funds and required funds amounting to:

   (i) in the case of Market Purchases made entirely out of capital, S$2,237,736.58 (equivalent to RM6,997,178.51);

   (ii) in the case of Off-Market Purchases made entirely out of capital, S$2,557,413.23 (equivalent to RM7,996,775.43);

   (iii) in the case of Market Purchases made entirely out of profits, S$223,773.66 (equivalent to RM699,717.85);

   (iii) in the case of Off-Market Purchases made entirely out of profits, S$255,741.32 (equivalent to RM799,677.54); and

(e) the transaction costs incurred for the purchase or acquisition of Shares pursuant to the Share Purchase Mandate are insignificant and have not been taken into account in computing the financial effects,

the financial effects of Share purchases by the Company pursuant to the Share Purchase Mandate on the audited consolidated financial statements of the Group for FY2026, are set out below.

Scenario 1

Purchase or acquisition of 16,728,239 Shares by the Company pursuant to the Share Purchase Mandate made entirely out of capital and held as treasury shares

	Group			Company		
	Before Share Purchase	After Share Purchase		Before Share Purchase	After Share Purchase	
		Market Purchase	Off-Market Purchase		Market Purchase	Off-Market Purchase
As at 31 March 2026	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Share capital	57,165	57,165	57,165	57,165	57,165	57,165
Reserves	-7,658	-7,658	-7,658	688	688	688
Retained earnings	33,011	33,011	33,011	3,699	3,699	3,699
Treasury shares	-64	-7,061	-8,061	-64	-7,061	-8,061
Non-controlling interest	-192	-192	-192	-	-	-
Total shareholders' equity	82,262	75,265	74,265	61,488	54,491	53,491
Net tangible assets	79,149	72,152	71,152	61,488	54,491	53,491
Current assets	82,447	75,450	74,450	45,285	38,288	37,288
Current liabilities	37,237	37,237	37,237	1,450	1,450	1,450
Total borrowings	34,912	34,912	34,912	-	-	-
Number of Shares[(1)] ('000)	334,565	317,837	317,837	334,565	317,837	317,837
Weighted average number of Shares [(1)] ('000)	334,565	317,837	317,837	334,565	317,837	317,837
Financial Ratios						
Net tangible assets per Share[(2)] (sen)	23.66	22.70	22.39	18.38	17.14	16.83
Earnings per Share (sen)	5.21	5.48	5.48	1.06	1.12	1.12
Gearing ratio[(3)] (times)	0.42	0.46	0.47	-	-	-
Current ratio[(4)] (times)	2.21	2.03	2.00	31.23	26.41	25.72

Notes:

(1) Excluding treasury shares.

(2) Net tangible assets per Share is computed based on total net assets less intangible assets, divided by the number of issued Shares (excluding treasury shares).

(3) Gearing ratio equals total borrowings divided by shareholders' funds (excluding non-controlling interest).

(4) Current ratio equals current assets divided by current liabilities.

Scenario 2

Purchase or acquisition of 1,672,823 Shares by the Company pursuant to the Share Purchase Mandate made entirely out of profits and held as treasury shares

	Group			Company		
	Before Share Purchase	After Share Purchase		Before Share Purchase	After Share Purchase	
		Market Purchase	Off-Market Purchase		Market Purchase	Off-Market Purchase
As at 31 March 2026	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Share capital	57,165	57,165	57,165	57,165	57,165	57,165
Reserves	-7,658	-7,658	-7,658	688	688	688
Retained earnings	33,011	33,011	33,011	3,699	3,699	3,699
Treasury shares	-64	-764	-864	-64	-764	-864
Non-controlling interest	-192	-192	-192	-	-	-
Total shareholders' equity	82,262	81,562	81,462	61,488	60,788	60,688
Net tangible assets	79,149	78,449	78,349	61,488	60,788	60,688
Current assets	82,447	81,747	81,647	45,285	44,585	44,485
Current liabilities	37,237	37,237	37,237	1,450	1,450	1,450
Total borrowings	34,912	34,912	34,912	-	-	-
Number of Shares(1) ('000)	334,565	332,892	332,892	334,565	332,892	332,892
Weighted average number of Shares(1) ('000)	334,565	332,892	332,892	334,565	332,892	332,892
Financial Ratios						
Net tangible assets per Share(2) (sen)	23.66	23.57	23.54	18.38	18.26	18.23
Earnings per Share (sen)	5.21	5.23	5.23	1.06	1.06	1.06
Gearing ratio(3) (times)	0.42	0.43	0.43	-	-	-
Current ratio(4) (times)	2.21	2.20	2.19	31.23	30.75	30.68

Notes:

(1) Excluding treasury shares.

(2) Net tangible assets per Share is computed based on total net assets less intangible assets, divided by the number of issued Shares (excluding treasury shares).

(3) Gearing ratio equals total borrowings divided by shareholders' funds (excluding non-controlling interest).

(4) Current ratio equals current assets divided by current liabilities.

Scenario 3

Purchase or acquisition of 16,728,239 Shares by the Company pursuant to the Share Purchase Mandate made entirely out of capital and cancelled

	Group			Company		
	Before Share Purchase	After Share Purchase		Before Share Purchase	After Share Purchase	
		Market Purchase	Off-Market Purchase		Market Purchase	Off-Market Purchase
As at 31 March 2026	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Share capital	57,165	50,168	49,168	57,165	50,168	49,168
Reserves	-7,658	-7,658	-7,658	688	688	688
Retained earnings	33,011	33,011	33,011	3,699	3,699	3,699
Treasury shares	-64	-64	-64	-64	-64	-64
Non-controlling interest	-192	-192	-192	-	-	-
Total shareholders' equity	82,262	75,265	74,265	61,488	54,491	53,491
Net tangible assets	79,149	72,152	71,152	61,488	54,491	53,491
Current assets	82,447	75,450	74,450	45,285	38,288	37,288
Current liabilities	37,237	37,237	37,237	1,450	1,450	1,450
Total borrowings	34,912	34,912	34,912	-	-	-
Number of Shares(1) ('000)	334,565	317,837	317,837	334,565	317,837	317,837
Weighted average number of Shares(1) ('000)	334,565	317,837	317,837	334,565	317,837	317,837
Financial Ratios						
Net tangible assets per Share(2) (sen)	23.66	22.70	22.39	18.38	17.14	16.83
Earnings per Shares (sen)	5.21	5.48	5.48	1.06	1.12	1.12
Gearing ratio(3) (times)	0.42	0.46	0.47	-	-	-
Current ratio(4) (times)	2.21	2.03	2.00	31.23	26.41	25.72

Notes:

(1) Excluding treasury shares.

(2) Net tangible assets per Share is computed based on total net assets less intangible assets, divided by the number of issued Shares (excluding treasury shares).

(3) Gearing ratio equals total borrowings divided by shareholders' funds (excluding non-controlling interest).

(4) Current ratio equals current assets divided by current liabilities.

Scenario 4

Purchase or acquisition of 1,672,823 Shares by the Company pursuant to the Share Purchase Mandate made entirely out of profits and cancelled

	Group			Company		
	Before Share Purchase	After Share Purchase		Before Share Purchase	After Share Purchase	
		Market Purchase	Off-Market Purchase		Market Purchase	Off-Market Purchase
As at 31 March 2026	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Share capital	57,165	57,165	57,165	57,165	57,165	57,165
Reserves	-7,658	-7,658	-7,658	688	688	688
Retained earnings	33,011	32,311	32,211	3,699	2,999	2,899
Treasury shares	-64	-64	-64	-64	-64	-64
Non-controlling interest	-192	-192	-192	-	-	-
Total shareholders' equity	82,262	81,562	81,462	61,488	60,788	60,688
Net tangible assets	79,149	78,449	78,349	61,488	60,788	60,688
Current assets	82,447	81,747	81,647	45,285	44,585	44,485
Current liabilities	37,237	37,237	37,237	1,450	1,450	1,450
Total borrowings	34,912	34,912	34,912	-	-	-
Number of Shares[(1)] ('000)	334,565	332,892	332,892	334,565	332,892	332,892
Weighted average number of Shares[(1)] ('000)	334,565	332,892	332,892	334,565	332,892	332,892
Financial Ratios						
Net tangible assets per Share[(2)] (sen)	23.66	23.57	23.54	18.38	18.26	18.23
Earnings per Share (sen)	5.21	5.23	5.23	1.06	1.06	1.06
Gearing ratio[(3)] (times)	0.42	0.43	0.43	-	-	-
Current ratio[(4)] (times)	2.21	2.20	2.19	31.23	30.75	30.68

Notes:

(1) Excluding treasury shares.

(2) Net tangible assets per Share is computed based on total net assets less intangible assets, divided by the number of issued Shares (excluding treasury shares).

(3) Gearing ratio equals total borrowings divided by shareholders' funds (excluding non-controlling interest).

(4) Current ratio equals current assets divided by current liabilities.

APPENDIX

Shareholders should note that the financial effects set out above are purely for illustrative purposes only. In particular, it is important to note that the above analysis is based on historical FY2026 audited numbers and is not necessarily reflective of the future financial performance of the Company and the Group. Although the Share Purchase Mandate would authorise the Company to purchase or acquire up to 10% of the issued Shares (excluding treasury shares and subsidiary holdings), the Company may not purchase or acquire or be able to purchase or acquire 10% of the issued Shares in full. In addition, the Company may cancel all or part of the Shares purchased, or hold all or part of the Shares purchased in treasury.

8. **Catalist Rules**

Under the Catalist Rules, a listed company may purchase shares by way of Market Purchases at a price per share which is not more than 5% above the average of the closing market prices of the shares over the last five Market Days, on which transactions in the shares were recorded, before the day on which the purchases were made and deemed to be adjusted for any corporate action that occurs after the relevant five-day period. The Maximum Price for a Share in relation to Market Purchases by the Company, referred to in Section 4(d) of this Circular, conforms to this restriction.

The Catalist Rules specify that a listed company shall report all purchases or acquisitions of its shares to the SGX-ST not later than 9.00 a.m. (a) in the case of a Market Purchase, on the Market Day following the day of purchase or acquisition of any of its shares and (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptances of the offer. Such announcement must include details of the date of the purchases of the shares, the total number of shares purchased, the number of shares cancelled, the number of shares held as treasury shares, the purchase price per share or the highest and lowest prices paid for such shares (as applicable), the total consideration (including stamp duties and clearing charges) paid or payable for the shares, and the cumulative number of shares purchased. Such announcement will be made in the form prescribed by the Catalist Rules.

While the Catalist Rules do not expressly prohibit any purchase of shares by a listed company during any particular time or times, because the listed company would be regarded as an "insider" in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the proposed Share Purchase Mandate at any time after a price sensitive development has occurred or has been the subject of a decision until the price sensitive information has been publicly announced. In particular, in observing the best practices recommended in the Catalist Rules on securities dealings, the Company will not purchase or acquire any Shares through Market Purchases during the period of one month before the announcement of the Company's half-year and full-year financial statements.

9. **Listing Status on the SGX-ST**

The Company is required under Rule 723 of the Catalist Rules to ensure that at least 10% of its issued Shares (excluding preference shares, convertible equity securities and treasury shares) are in the hands of the public. The "**public**", as defined in the Catalist Rules, are persons other than the Directors, Chief Executive Officer, substantial shareholders and controlling shareholders of the Company and its subsidiaries, as well as the associates (as defined in the Catalist Rules) of such persons.

As at the Latest Practicable Date, there were approximately 114,964,787 issued Shares in the hands of the public (as defined above), representing approximately 34.36% of the total number of issued Shares of the Company. Assuming that the Company purchases its Shares through Market Purchases up to the full 10% limit pursuant to the Share Purchase Mandate and holds the purchased Shares as treasury shares, the number of issued Shares in the hands of the public would be reduced to 81,508,309 Shares, representing approximately 27.07% of the total number of issued Shares (excluding treasury shares) of the Company. As at the Latest Practicable Date, the Company has 55,000 treasury shares and did not have any preference shares. As at the Latest Practicable Date, the Company has granted 168,000 and 1,275,000 employees share options ("**ESOS**") expiring on 2 June 2029 and 30 May 2031 respectively to selected employees which will entitle them to subscribe for a total of 1,443,000 new shares of the Company.

In view of the foregoing, the Company is of the view that there is, at present, a sufficient number of Shares in public hands that would permit the Company to potentially undertake purchases of its Shares through Market Purchases up to the full 10% limit pursuant to the Share Purchase Mandate without:

(a) affecting adversely the listing status of the Shares on the SGX-ST;

(b) causing market illiquidity; or

(c) affecting adversely the orderly trading of Shares.

10. Tax Implications

When a company purchases its own shares using its distributed profits or contributed capital, it will be regarded as any other disposal of shares by the shareholders from whom the shares are acquired.

For income tax purposes, whether or not the proceeds received by the Shareholders are taxable in the hands of the Shareholders who sell their Shares to the Company for which the purchases were made out of distributed profits or contributed capital will depend on whether such proceeds are receipts of an income or capital nature.

Shareholders should note that the foregoing is not to be regarded as advice on the tax position of any Shareholder. Shareholders who are in doubt as to their respective tax positions or the tax implications of Share purchases by the Company, or, who may be subject to tax whether in or outside Singapore, should consult their own professional advisers.

11. Implications of Take-over Code

11.1 Obligation to Make a Take-over Offer

If as a result of any purchase or acquisition by the Company of its Shares, a Shareholder's proportionate interest in the voting capital of the Company increases, such increase will be treated as an acquisition for the purposes of the Take-over Code. If such increase results in a change in control, or as a result of such increase a Shareholder or group of Shareholders acting in concert obtain or consolidate control, it may in certain circumstances give rise to an obligation on the part of such Shareholder or Shareholders to make a take-over offer under Rule 14 of the Take-over Code.

The circumstances under which Shareholders, including Directors and persons acting in concert with them respectively will incur an obligation to make a take-over offer under Rule 14 after a purchase of Shares by the Company are set out in Appendix 2 ("**TOC Appendix 2**") of the Take-over Code.

In relation to Directors and persons acting in concert with them, Rule 14 provides that unless exempted (or if exempted, such exemption is subsequently revoked), Directors and persons acting in concert with them will incur an obligation to make a take-over offer if, as a result of a purchase of Shares by the Company:

(a) the percentage of voting rights held by such Directors and their concert parties in the Company increases to 30% or more; or

(b) if they together hold between 30% and 50% of the Company's voting rights, their voting rights increase by more than 1% in any period of six months.

Under TOC Appendix 2, a Shareholder not acting in concert with the Directors will not be required to make a take-over offer under Rule 14 if, as a result of the Company purchasing its Shares, the voting rights of such Shareholder would increase to 30% or more, or, if such Shareholder holds between 30% and 50% of the Company's voting rights, the voting rights of such Shareholder would increase by more than 1% in any period of six months. Such Shareholder need not abstain from voting in respect of the resolution authorising the Share Purchase Mandate.

11.2 Persons Acting in Concert

Under the Take-over Code, persons acting in concert comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal) co-operate, through the acquisition by any of them of shares in a company to obtain or consolidate control of that company. Unless the contrary is established, the following persons will, *inter alia*, be presumed to be acting in concert: (i) a company with any of its directors, together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts; and (ii) a company, its parent company, subsidiaries and fellow subsidiaries, and their associated companies, and companies of which such companies are associated companies, all with each other. For this purpose, ownership or control of at least 20% but not more than 50% of the voting rights of a company will be regarded as the test of associated company status.

11.3 Effect of Rule 14 and Appendix 2 of the Take-over Code

As at the Latest Practicable Date, Mr Ong Yoke En (Executive Director and Chief Executive Officer of the Company), Ms Lim Lay Yong (Executive Director and Chief Operating Officer of the Company, and wife of Mr Ong Yoke En), Mr Ong How En (brother of Mr Ong Yoke En) and Ms Ong Yoke Hoi (sister of Mr Ong Yoke En), who are deemed to be acting in concert with each other, collectively held 58.01% of the issued Shares. They would not be obliged to make a take-over offer under Rule 14 of the Take-over Code as a result of any purchase or acquisition of Shares by the Company pursuant to the Share Purchase Mandate.

Shareholders who are in any doubt as to whether they would incur any obligation to make a take-over offer as a result of any purchase of Shares by the Company pursuant to the Share Purchase Mandate are advised to consult their professional advisers and/or the SIC and/or other relevant authorities at the earliest opportunity before they acquire any Shares during the period when the Share Purchase Mandate is in force.

12. **Reporting Requirements**

Within 30 days of the passing of the Shareholders' resolution to approve the Share Purchase Mandate, the Directors shall lodge a copy of such resolution with the Registrar.

The Directors shall lodge with the Registrar a notice of Share purchase within 30 days of a Share purchase. Such notification shall include the date of the purchase, the number of Shares purchased by the Company, the number of Shares cancelled, the number of Shares held as treasury shares, the Company's issued share capital before and after the purchase, the amount of consideration paid by the Company for the purchase, whether the Shares were purchased out of the profit or the capital of the Company, and such other particulars as may be required in the prescribed form.

Within 30 days of the cancellation or disposal of treasury shares in accordance with the provisions of the Companies Act, the Directors shall lodge with the Registrar the notice of cancellation or disposal of treasury shares in the prescribed form.

13. **DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS**

The interests of the Directors and substantial Shareholders in the share capital of the Company as at the Latest Practicable Date, as recorded in the Register of Directors' Shareholdings and Register of Substantial Shareholders, are as follows:

	Direct Interest		Deemed Interest	
	Number of Shares	% of Issued Share Capital (1)	Number of Shares	% of Issued Share Capital (1)
Directors				
Ong Yoke En	139,152,000	41.59	–	–
Lim Lay Yong	45,000,000	13.45	–	–
Dato' Chang Chor Choong	12,750,000	3.81	–	–
Dato' Loh Shin Siong (2)	–	–	12,750,000	3.81
Lim Siang Kai	–	–	–	–
Hau Hock Khun	–	–	–	–
Lim Chong Huat	–	–	–	–
Substantial Shareholders (other than Directors)	–	–	–	–
None				

Note:

(1) Based on the total number of issued Shares as at the Latest Practicable Date, comprising 334,564,787 Shares (excluding treasury shares and subsidiary holdings).

(2) Dato' Loh Shin Siong is deemed to be interested in 12,750,000 Shares which are registered in the name of UOB Kay Hian Private Limited.

14. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Appendix and confirm after making all reasonable enquiries that, to the best of their knowledge and belief, this Appendix constitutes full and true disclosure of all material facts about the Share Purchase Mandate, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Appendix misleading. Where information in this Appendix has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Appendix in its proper form and context.

15. DOCUMENTS AVAILABLE FOR INSPECTION

Copies of the following documents may be inspected at the registered office of the Company at 133 North Bridge Road, #08-03 Chinatown Point, Singapore 059413, during normal business hours from the date of this Appendix up to and including the date of the AGM:

(a) the Constitution of the Company; and

(b) the Annual Report of the Company for FY2026.

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SAMURAI®
くろぶし黒武士

SAMURAI 2K AEROSOL LIMITED
(Company Registration No. 201606168C)

133, North Bridge Road,
#08-03 Chinatown Point,
Singapore 059413
Tel: (65) 62732711
Email: ir@samurai2kaerosol.com

www.samurai2kaerosol.com

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