

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Seri Lee Kah Choon

Independent Non-Executive Director/Chairman

Ng Sang Beng

Executive Director/Chief Executive Officer

Ch'ng Suat Ping

Independent Non-Executive Director

Tursina Binti Yaacob

Independent Non-Executive Director

Ju Siew Lee

Independent Non-Executive Director

Nomination Committee

Ch'ng Suat Ping (Chairman)
Tursina Binti Yaacob (Member)
Ju Siew Lee (Member)

Audit Committee

Ju Siew Lee (Chairman)
Ch'ng Suat Ping (Member)
Tursina Binti Yaacob (Member)

Risk Committee

Tursina Binti Yaacob (Chairman)
Ch'ng Suat Ping (Member)
Ju Siew Lee (Member)

Remuneration Committee

Ju Siew Lee (Chairman)
Ng Sang Beng (Member)
Ch'ng Suat Ping (Member)

Company Secretaries

Chee Wai Hong (BC/C/1470)
SSM PC No. 202008001804
Tan She Chia (MAICSA 7055087)
SSM PC No. 202008001923

Registered Office

Suite 16.06, MWE Plaza, No. 8,
Lebuh Farquhar, 10200 George
Town, Pulau Pinang, Malaysia.
Tel No. : (604) 226 2188
Email : enquiry@ascendbps.com

Business Address

No. 25, Jalan Sultan Azlan Shah
Zon Perindustrian Bayan Lepas
Phase 1, 11900 Bayan Lepas
Pulau Pinang, Malaysia.
Tel No. : (604) 684 6000
Fax No. : (604) 646 6799

Auditors

Grant Thornton Malaysia PLT
(AF:0737)
Chartered Accountants
Level 5, Menara BHL
51 Jalan Sultan Ahmad Shah
10050 Penang, Malaysia.
Tel No. : (604) 228 7828
Fax No. : (604) 227 9828

Share Registrar

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

Principal Bankers

AmBank (M) Berhad
Bank of Shanghai Co., Ltd.
Bank of Suzhou Co., Ltd.
CIMB Bank Berhad
CIMB Islamic Bank Berhad
Export-Import Bank of Malaysia
Berhad
HSBC Amanah Malaysia Berhad
HSBC Bank Malaysia Berhad
Maybank Islamic Berhad
OCBC Bank (Malaysia) Berhad
Shanghai Pudong Development
Bank
The Shanghai Commercial &
Savings Bank, Ltd.
United Overseas Bank (Malaysia)
Bhd.

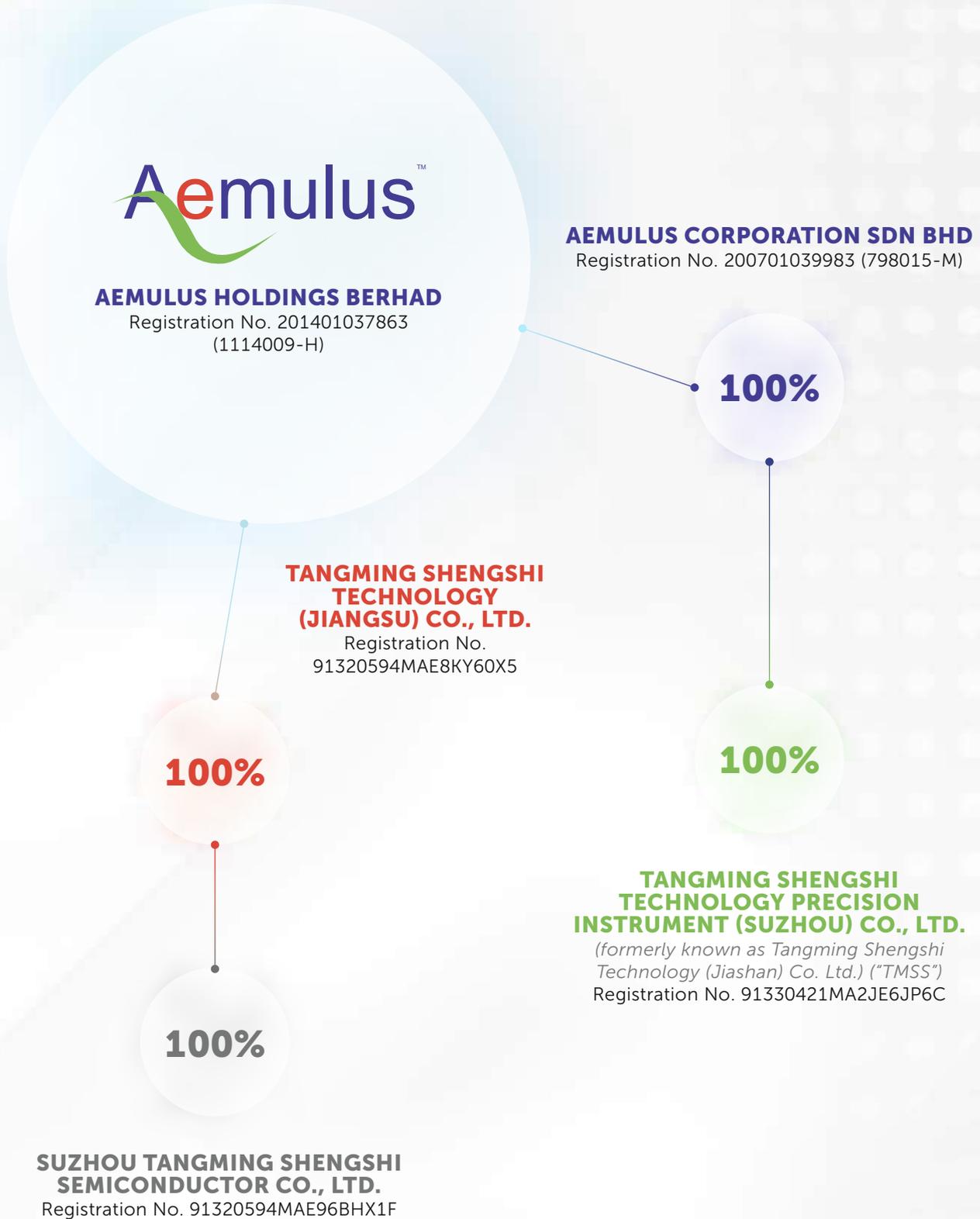
Stock Exchange Listing

ACE Market of Bursa Malaysia
Securities Berhad
Stock Name : AEMULUS
Stock Code : 0181

Company Website

www.aemulus.com

CORPORATE STRUCTURE



PROFILE OF DIRECTORS



Dato' Seri Lee Kah Choon

Independent Non-Executive Director/
Chairman



Gender
Male



Nationality
Malaysian



Age
65



Date of Appointment
9 February 2021

Dato' Seri Lee Kah Choon, Malaysian, male, aged 65, is our Independent Non-Executive Director/Chairman. He was appointed to our Board on 9th February 2021.

He graduated with a LLB (Bachelor of Law) from the Southampton University, United Kingdom ("U.K.") and a MA (Master of Arts) from the City University, London.

He is also the Chairman of Federal Oats Mills and sits on the boards of Natiogate Holdings Berhad and L&P Global Berhad as their Senior Independent Director. He is also an Independent Director of Northeast Group Berhad and Butterfield FB Berhad.

He is also a member of the Investment Committee of Areca Capital, a licensed fund manager for individuals, corporations and institutions.

He had served as a board member of various federal and state government linked companies and corporations; Parliamentary Secretary; Member of Parliament & Municipal Councillor.

He was a practicing lawyer with his own private legal practice from 1987 to 2004, after being called to the Bar of Malaya in 1987 and Bar of England & Wales in 1986.

He is a Barrister at Law (Middle Temple) and a Certified Financial Planner.

He has no family relationship with any Directors or major shareholders of the Company.

PROFILE OF DIRECTORS



Ng Sang Beng

Executive Director/Chief Executive Officer



Gender
Male



Nationality
Malaysian



Age
49



Date of Appointment
8 December 2014

Ng Sang Beng, Malaysian, male, aged 49, is our Executive Director/Chief Executive Officer. He was appointed to the Board on 8th December 2014. He is responsible for the strategic operations, business development activities, and research and development ("R&D") roadmap of the Group.

He graduated with a Bachelor of Electrical Engineering from University of Technology Malaysia in 1999. He began his career with Altera Corporation (M) Sdn Bhd ("Altera") in 2001 as the Test Development Engineer and Component Applications Engineer. He left Altera in 2004 to co-found Aemulus Sdn Bhd with Yeoh Chee Keong in the same year.

He has been involved in the semiconductor industry for more than 20 years and has vast knowledge in the area of design and development of semiconductor tester.

He was recognised as one of the Endeavour Entrepreneurs by Endeavour Global at its 55th international selection panel 2014. He currently sits on the board of several private limited companies.

Mr Ng Sang Beng is a member of the Remuneration Committee. He is the founder, council chairman and beneficiary of Crystal Clear (L) Foundation, which is the major shareholder of the Company, save as disclosed relationship, he has no family relationship with any Directors or major shareholders of the Company.

PROFILE OF DIRECTORS



Ch'ng Suat Ping

Independent Non-Executive Director



Gender
Female



Nationality
Malaysian



Age
49



Date of Appointment
28 April 2022

Ch'ng Suat Ping, Malaysian, female, aged 49, is our Independent Non-Executive Director. She was appointed to our board on 28th April 2022.

She graduated with a Bachelor of Law from the Monash University in Melbourne, Australia.

She worked as a litigation and conveyancing lawyer from year 2001 and is now a Partner with Vello & Associates. Ms Ch'ng is also an Australian lawyer.

She sits on the board of development companies in Australia and is a Director of Ghee Hiang Manufacturing Co Sdn. Bhd.

Ms Ch'ng Suat Ping is the Chairman of the Nomination Committee and a member of the Audit Committee, the Remuneration Committee and the Risk Committee. She has no family relationship with any Directors or major shareholders of the Company.

PROFILE OF DIRECTORS



Tursina Binti Yaacob

Independent Non-Executive Director



Gender
Female



Nationality
Malaysian



Age
53



Date of Appointment
9 May 2023

Tursina Binti Yaacob, Malaysian, female, aged 53, is our Independent Non-Executive Director. She was appointed to our board on 9th May 2023.

She is a long-time investment analyst. She began her career as an analyst in 1997 at a local bank-backed stockbroking arm. Throughout her experience as a sell- and buy-side analyst, she has closely monitored local and international companies in various sectors. Subsequently, Tursina joined as Director at KFH Research Ltd, and produced strategic insights into the global Islamic finance industry for regulators, Kuwait Finance House and corporate clients.

She served Kumpulan Wang Persaraan (Diperbadankan) for ten years in various capacities, as the Head of Research Department in 2012 before rotated as the Head of Human Resources Department in 2020 and Head of Project Management Office – Target Operating Model in the same year. These roles have provided her with strategic and functioning experience in investment management as well as the operations of an organisation.

She holds a Master Degree in Business Administration specializing in Strategic Management from Universiti Teknologi Malaysia. She is a Certified Financial Planner member and an Islamic Financial Planner certificant.

She is currently an Independent Non-Executive Director of PHB Asset Management Berhad and a Member of the Investment Committee at Ficus SEA Sdn. Bhd.

Pn Tursina Binti Yaacob is the Chairman of the Risk Committee and a member of the Nomination Committee and the Audit Committee. She has no family relationship with any Directors or major shareholders of the Company.

PROFILE OF DIRECTORS



Ju Siew Lee

Independent Non-Executive Director



Gender
Female



Nationality
Malaysian



Age
55



Date of Appointment
20 February 2024

Ju Siew Lee (“Ms Ju”), Malaysian, female, aged 55, is our Independent Non-Executive Director. She was appointed to the board on 20th February 2024.

Miss Ju is a qualified management accountant from The Chartered Institute of Management Accountants, United Kingdom (CIMA) and a member of the Malaysian Institute of Accountants (MIA).

Ms Ju is a highly accomplished professional with over 30 years of extensive experience in accounting, auditing, taxation, and corporate finance. Throughout her career, Miss Ju has been attached with reputable firms, where she developed deep expertise across a wide range of financial disciplines. Ms. Ju’s past experience as a senior management professional in several public-listed companies in Malaysia has further strengthened her leadership and strategic financial capabilities.

Currently, she also serves as an Independent Non-Executive Director of NationGate Holdings Berhad and RT Pastry Holdings Berhad, one of which are listed on Bursa Malaysia Securities Berhad.

She is the Chairman of the Audit Committee and the Remuneration Committee and a member of the Risk Committee and Nomination Committee. She has no family relationship with any Directors or major shareholders of the Company.

Notes:

1. All the above Directors do not have any conflict of interest with the Company.
2. Other than traffic offences, none of the Directors of the Company have any convictions of offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.
3. The Directors’ shareholdings are as disclosed in this Annual Report.
4. None of the Directors of the Company hold any Directorships in other public companies and listed issuers, save for Dato’ Seri Lee Kah Choon, Puan Tursina and Ms Ju, details of which are as disclosed in their profiles on pages 014, 017 and 018 of this Annual Report.
5. The details of the number of Board meetings attended by the Directors of the Company for the financial year are disclosed on page 074 of this Annual Report.

PROFILE OF KEY SENIOR MANAGEMENT

Ng Chin Wah

Chief Financial Officer



Gender
Male



Nationality
Malaysian



Age
46



Date of Appointment
1 March 2017

Ng Chin Wah, Malaysian, male, aged 46, is our Chief Financial Officer. He graduated from University of Malaya with a Bachelor Degree in Accountancy (Honours) in 2003. He is a Chartered Accountant and a member of the Malaysian Institute of Accountants.

He started his career in 2003 as an Audit Assistant with Ernst & Young, Penang. In 2009, Mr Ng joined our Group as the Finance Manager. In March 2017, he was appointed as Chief Financial Officer. He is responsible for the overall finance and accounts functions of our Group.

He was awarded “Best Chief Financial Officer for Investor Relations Under SmallCap Companies Category” at the Investor Relations Awards 2018 by Malaysian Investor Relations Association (“MIRA”).

He has no family relationship with any Directors or major shareholders of the Company.

He does not hold any directorships in any other public companies and listed issuers.

Wong Shee Kian

Chief Technology Officer



Gender
Male



Nationality
Malaysian



Age
47



Date of Appointment
1 January 2006

Wong Shee Kian, Malaysian, male, aged 47, is our Chief Technology Officer. He is responsible for overseeing the overall R&D roadmap and R&D activities of the Group. He is the head of all divisions categorised under the Group’s R&D activities.

He graduated with a Master Degree in Engineering (Microelectronics) from Multimedia University in 2009, and a Master Degree in Data Science and Analytics from Universiti Sains Malaysia in 2021. In 2002, he started his career at Altera as a Component Applications Engineer. He has extensive experience in system-level signal integrity simulation and analysis. In 2005, he left Altera to join our Group as the R&D Manager and was promoted to Chief Technology Officer in 2006.

He currently sits on the board of several private limited companies.

He has no family relationship with any Directors or major shareholders of the Company.

He does not hold any directorships in any other public companies and listed issuers.

PROFILE OF KEY SENIOR MANAGEMENT

Ong Chuin Tein

Senior R&D Director



Gender
Male



Nationality
Malaysian



Age
47



Date of Appointment
1 April 2013

Ong Chuin Tein, Malaysian, male, aged 47, was appointed as Senior R&D Director on 1st April 2013. He graduated from University of Malaya with a Bachelor in Electrical Engineering degree in 2002.

In 2005, he joined our Group as a Project Manager and was subsequently promoted to Senior R&D Director. His journey with the Group was described as profoundly challenging and best suited his areas of interest. His extensive knowledge of market intelligence provided him a head start in developing products that are in tune with the market needs; from a wide array of PXIe/AXIe modules to high pin count digital testers.

He has no family relationship with any Directors or major shareholders of the Company.

He does not hold any directorships in any other public companies and listed issuers.

Low Bok Siew

R&D Director



Gender
Male



Nationality
Malaysian



Age
46



Date of Appointment
1 April 2013

Low Bok Siew, Malaysian, male, aged 46, was appointed as R&D Director on 1st April 2013. He graduated from University of Malaya with a Bachelor in Electrical Engineering degree in 2002.

He joined our Group in 2005 as a Project Manager and was promoted to R&D Director in 2013. He has extensive working experience in Analog Mixed Signal, and Switch Mode Power Supply designs.

He has no family relationship with any Directors or major shareholders of the Company.

He does not hold any directorships in any other public companies and listed issuers.

PROFILE OF KEY SENIOR MANAGEMENT

Tan E Chiang

Vice President of Product, Sales & Marketing



Gender
Male



Nationality
Malaysian



Age
48



Date of Appointment
5 March 2018

Tan E Chiang, Malaysian, male, aged 48, was appointed as Senior Marketing Director on 1st April 2010 and subsequently appointed as Vice President of Product, Sales & Marketing on 5th March 2018. He graduated from University of Technology Malaysia with a Bachelor in Electrical Engineering majoring in Telecommunication in 1999.

He joined our Group in 2007 as the Marketing Manager. He was promoted to Senior Marketing Director in 2010 and subsequently appointed as Vice President of Product, Sales & Marketing in 2018. He is adept in long-term marketing strategy including product definition, market segmentation, brand building, and customers retentions. With his well-connected network, he has fortified the Group's brand foundation among the key players in the ATE industry both locally and internationally. He is in charge of his extended team members offshore to cater to the growing international customer base.

He has no family relationship with any Directors or major shareholders of the Company.

He does not hold any directorships in any other public companies and listed issuers.

Moy Shin Fei

Chief Architect of Software & Data Science



Gender
Male



Nationality
Malaysian



Age
46



Date of Appointment
5 March 2018

Moy Shin Fei, Malaysian, male, aged 46, was appointed as Senior Software Director on 1st April 2014 and subsequently appointed as Chief Architect of Software & Data Science on 5th March 2018. He graduated from University Kebangsaan Malaysia with a Bachelor in Electrical, Electronics and System Engineering degree in 2002.

He joined our Group as the R&D Manager in 2005. He was promoted to Senior Software Director in 2014 and subsequently appointed as Chief Architect of Software & Data Science in 2018. He is responsible to define our software roadmap and architecting scalable software.

He has no family relationship with any Directors or major shareholders of the Company.

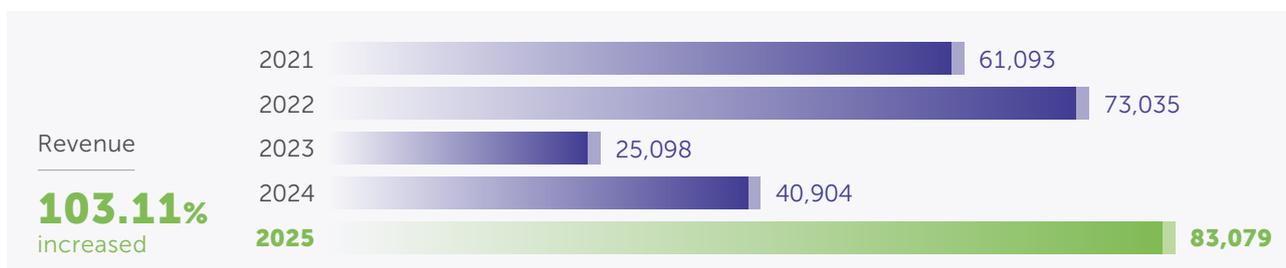
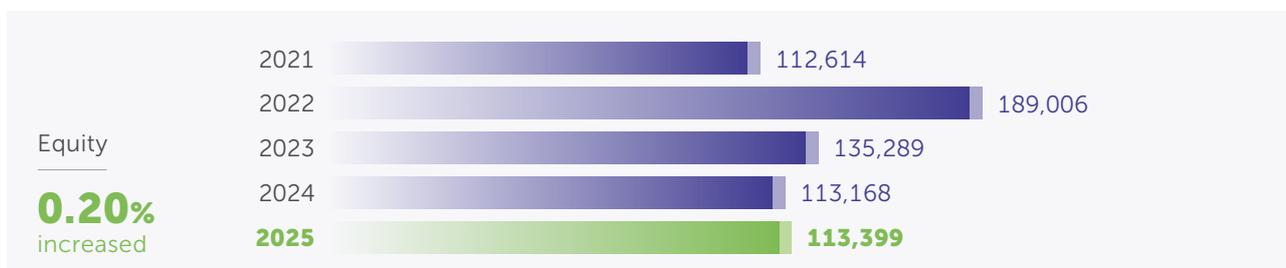
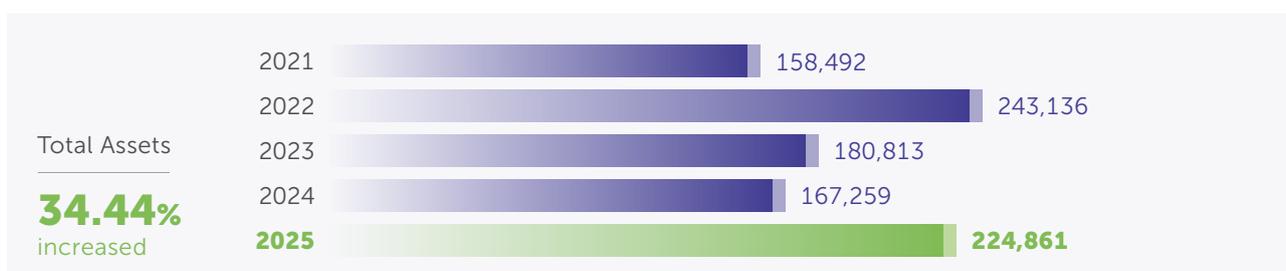
He does not hold any directorships in any other public companies and listed issuers.

Notes:

1. All the above Key Senior Management do not have conflicts of interest with the Company.
2. Other than traffic offences, none of the Key Senior Management of the Company has any convictions for offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

FINANCIAL HIGHLIGHTS

In RM'000	2021	2022	2023	2024	2025
Total Assets	158,492	243,136	180,813	167,259	224,861
Equity	112,614	189,006	135,289	113,168	113,399
Revenue	61,093	73,035	25,098	40,904	83,079
Net (loss)/profit	10,450	12,516	(54,656)	(21,809)	4,036



MANAGEMENT DISCUSSION AND ANALYSIS

Revenue Growth

UP 103%

*China up 111%,
Rest-of-the-World up 97%*

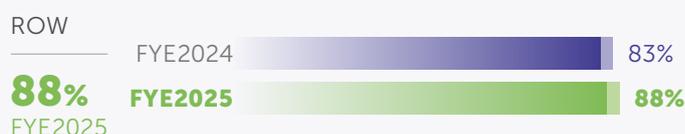
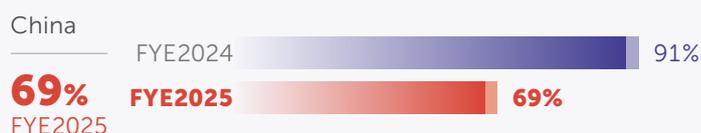
Comparing the revenue between FYE2025 and FYE2024, the Group inked RM83 million in FYE2025, a 103% jump from the recorded RM41 million in FYE2024. As the way the Group classifies the revenue by sales region, which are China sales region ("China") and rest-of-the-world sales region ("ROW"), both China and ROW chalked commendable boosts of 111% and 97% respectively.

The positive growth is fueled by strong market demand and new design wins.

**Top 10 Customers:
90% of revenues***

* Applies to China and ROW

Out of the RM83 million in revenue, approximately 80% of the revenue of each sales region was contributed by their respective top 10 customers. This illustrates a balance in revenue distribution between anchor customers and the remaining strategic customers. For reference, we make a comparison with FYE2024 as follows.



MANAGEMENT DISCUSSION AND ANALYSIS

Revenue Growth (Cont'd)

The top 10 customer list of ROW in FYE2025 differs slightly when compared with FYE2024, attributed by different levels of revenue contribution growth among our customers. We also witnessed significant contributions from customers with new design wins.

ROW covers a wider range of geographical locations and the decision making process differs from one to another. Out of the top 10 customer list, we acquired one new customer. The good thing about this is most of the customers in this list have increased their purchasing value from us. This also implies that they are our anchor customers and the business relationship remains strong.

The landscape in China tells a different story. 5 out of 10 customers in the top 10 customer list are new customers, signifying successes in market reach and in winning new designs. If we dive further into the statistics, the top 3 customers contributed 51% of the total revenue in FYE2025. In FYE2024, the top 3 customers took up 43% of the revenue.

The large contribution not only portrays the voluminous revenue given by our top 3 patrons, it also enunciates the revenue concentration of our anchor customers and our high level of partnership with these customers. This is obvious given the change of within a year is 8%.



CONCENTRATION OF CHINA AND ROW ANCHOR CUSTOMERS



Learning from our experience with regard to the business climate and practices in China, the management shifted the sales policy such that priority is given to customers with fair dealings. We double down on our effort and time with identified customers and specific market segments. At the same time for China, we streamlined our product offerings, targeting high potential and high growth segments. And, the result is positive.

MANAGEMENT DISCUSSION AND ANALYSIS

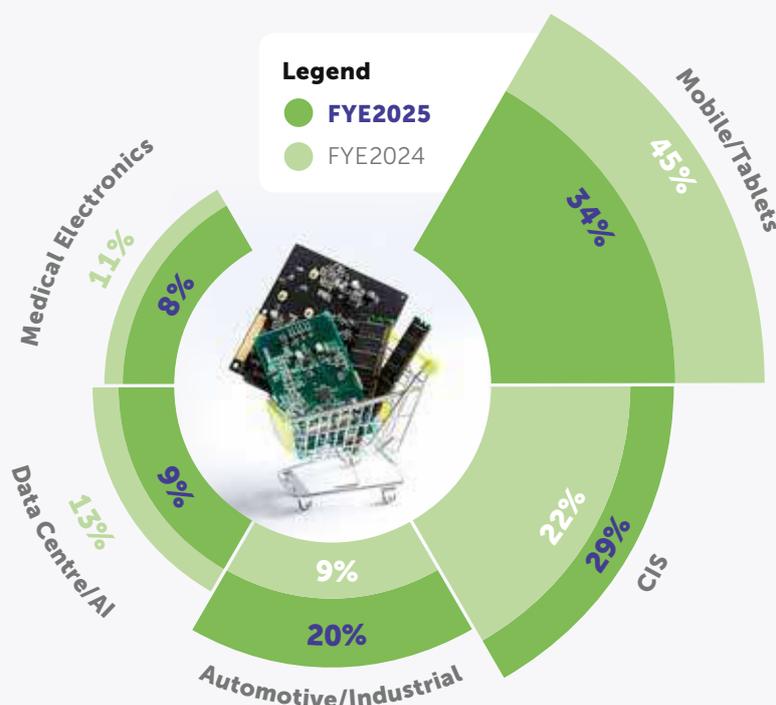
Revenue Growth (Cont'd)

*Radio Frequency, CIS,
Automotive Lead the Way
AI-driven industries follow...*

Over the years, our business which leans heavily towards radio frequency based applications in mobile/tablets has diversified into many other market segments. Our primary market, mobile/tablets market segment ("mobile/tablets") grew by 55%, achieving RM28.1 million in FYE2025. This figure crowns it a champion in terms of revenue contribution, maintaining its position for at least 15 years.

In FYE2024, the contribution by mobile/tablets was 45% of the total revenue. In FYE2025, the position was challenged by the CMOS image sensor market segment ("CIS"), reducing the pie of mobile/tablets to 34%. CIS wise, it poured RM24.2 million into our revenue bag, making the size of its pie 29.2%. In FYE2024, we made RM8.8 million from CIS, equivalent to 22% of our total revenue.

REVENUE DISTRIBUTION BY MARKET SEGMENT



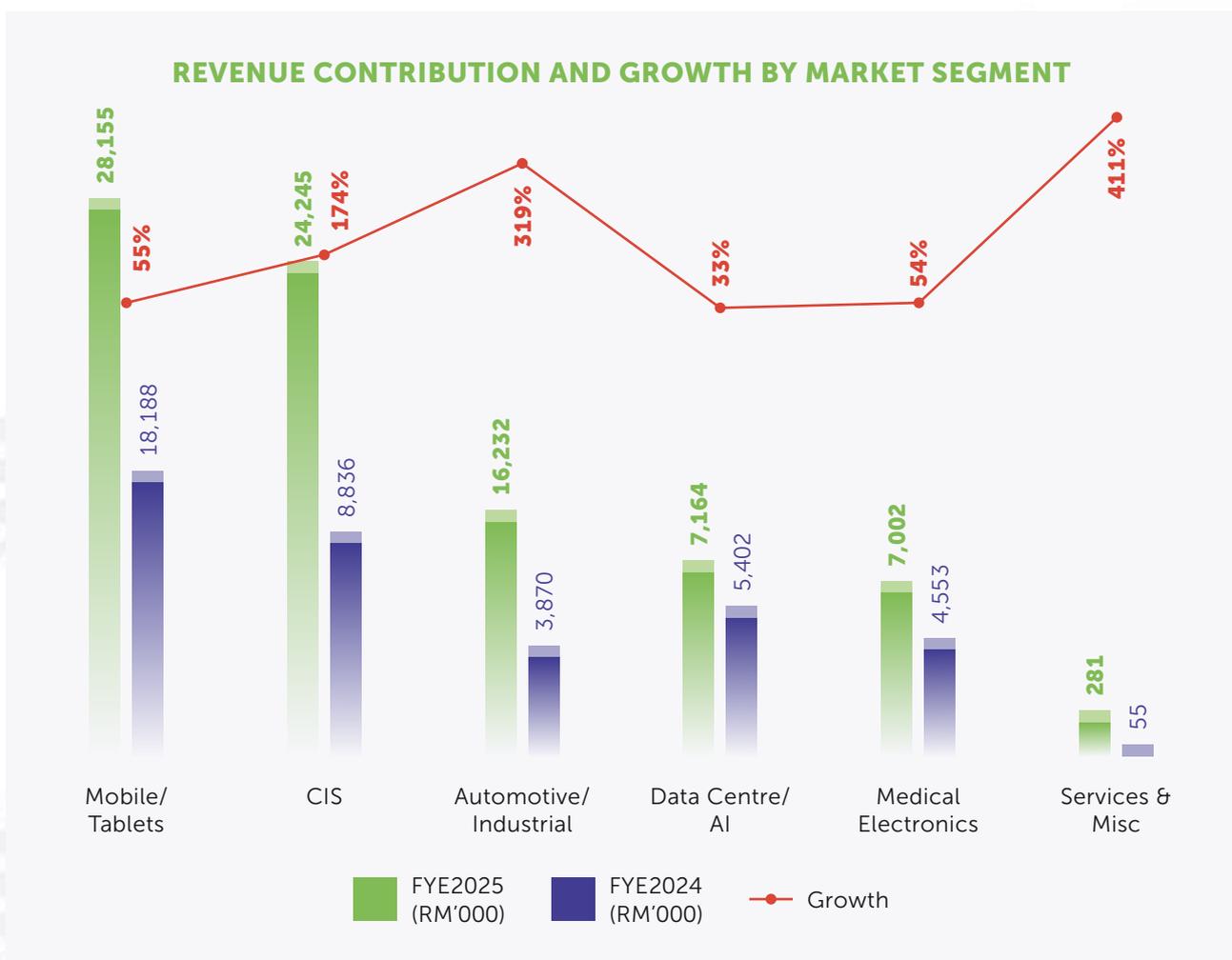
MANAGEMENT DISCUSSION AND ANALYSIS

Revenue Growth (Cont'd)

The automotive and industrial market segment ("automotive/industrial") leaped from 5th place in FYE2024 to 3rd place in FYE2025, bagging RM16.2 million in FYE2025 compared to RM3.9 million in the previous year. With this, the top 3 market segments occupied a pie worth close to 80% of our total revenue. The remaining revenues came from data center/AI market segment ("data centre/AI"), the medical electronics market segment ("medical electronics") and others.

Data centre/AI grew by 33% in FYE2025 to a revenue value of RM7.2 million, buoyed by the demand in artificial-intelligence-related integrated chips and infrastructure. Medical electronics too, grew by 54% in FYE2025, contributing RM7 million in revenue.

Overall, the major 5 market segments grew by at least double digits in percentage terms in FYE2025, as compared to FYE2024. This growth turned the Company around from a loss position to a profitable position. Kindly refer to summary graphs below.



Liquidity and Capital Resources

The Group's total deposit with licensed banks, cash and bank balances and other investments which is money market fund stood at RM34 million as at 30 September 2025. In addition, we have a healthy current ratio of 1.6.

MANAGEMENT DISCUSSION AND ANALYSIS

Market Diversification

Over the years, we strive to diversify our market by strengthening our product offerings and extending our design wins in different market segments. FYE2024 proved laudable successes and FYE2025 claimed a more balanced position. Mobile/Tablets, CIS and automotive/industrial contributed 45%, 22% and 9% respectively to our total revenue in FYE2024 whereas in FYE2025, the composition redistributed to 34%, 29% and 20% correspondingly. When combined, these markets took up 76% of the total revenue in FYE2024 and 83% of the total revenue in FYE2025.

Radio Frequency

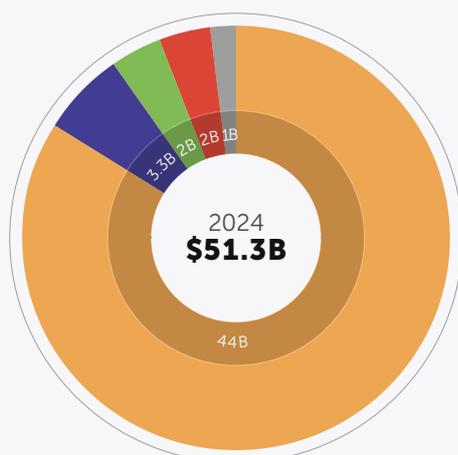
Yole Développement (Yole Group), a France based consulting firm, highlighted the RF market potential of USD 70 billion by 2030, from USD 51 billion in 2024, while expecting a CAGR of 4.5%. Among sub-categories of the global RF market, mobile & consumer market continue to dominate the overall RF front-end market. This is where our AMB7000 series testers come to serve. AMB7000 testers started off back in 2009 and participated in the explosive growth since then.

(<https://www.yolegroup.com/press-release/yole-group-launches-its-first-status-of-the-rf-industry-report-a-70-billion-market-by-2030-in-a-new-era-of-integration-and-global-competition/>)

Due to our long history of research and development investment in RF testers, no new major R&D investment is required to catch this wave of growth, especially when we are already well equipped with test solutions for integrated RF modules, consumer and automotive RF like Wi-Fi and ultra-wideband (UWB).

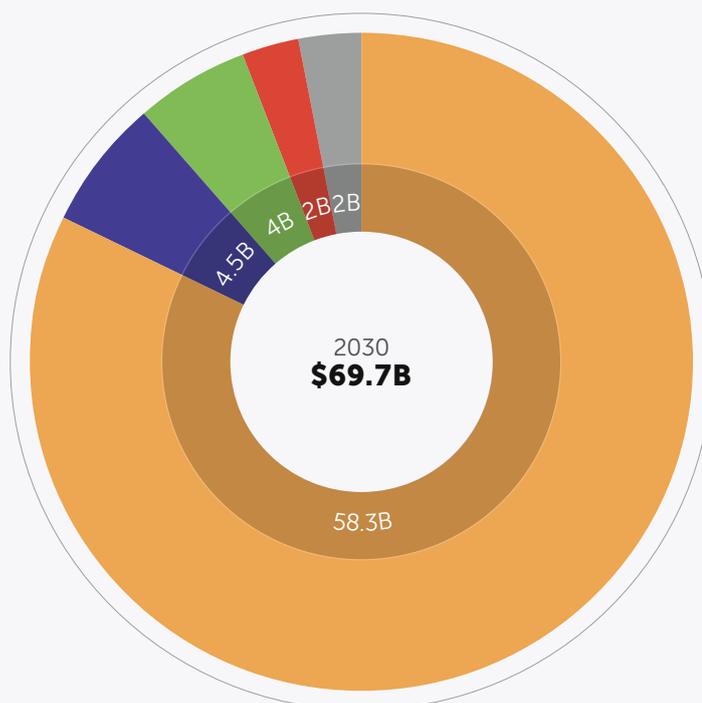
RF FRONT-END DEVICES REVENUE BY MARKET SEGMENT (US\$)

Source: Status of the RF industry 2025 report, Yole Group



CAGR
(2024-2030) **+4.5%**

Includes RF Front-End Modules, RFFE Discrettes, RFICs and RF SoC. RF Modems & other RF passive devices are not included.



MANAGEMENT DISCUSSION AND ANALYSIS

Market Diversification (Cont'd)

CIS

Similar to RF, the CIS market is expected to grow at a pace of 4.4% by CAGR, from USD 23 billion in 2024 to USD 30 billion in 2030. We shall examine CIS from a different perspective, not just taking it as a market tightly associated with consumer electronics. The recent years of regional and global conflicts witnessed the importance and deployment of CIS for national security reasons.

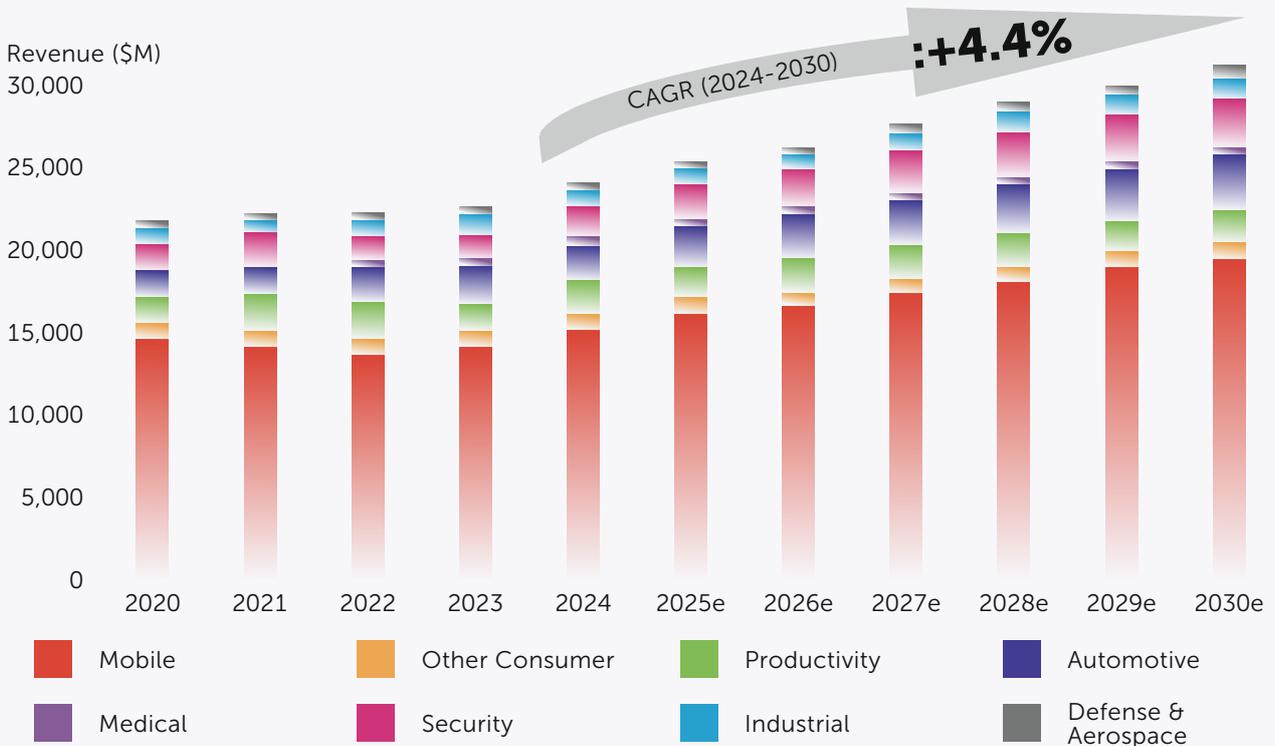
We no longer talk about the brain of a system but the eyes of a system. In this manner, CIS undoubtedly plays the role of visual input for further decision making, be it for peaceful use or for military engagement. CIS creeps into a vast horizon of modern technologies. Due to this particular reason, many countries are investing heavily and independently in CIS, thus spurring further growth from the conventional consumer market.

The acquisition that happened in September 2025 not only marked a new milestone for us to strengthen our position in the global CIS test market but also ultimately allow us to gain direct access to global players in CIS. The move also saw reducing reliance on third-party components used in CIS testers. We offer AMB5000-CIS series testers since 2020.

(<https://themalaysianreserve.com/2024/10/01/aemulus-takes-full-control-of-chinese-semiconductor-unit-seeks-new-investors/#:~:text=AEMULUS%20Holdings%20Bhd%20is%20set,within%2012%20months%20thereafter>)

2020 - 2030 CIS REVENUE FORECAST BY MARKET

Source: Status of the CMOS Image Sensor Industry 2025 report, Yole Group



Source: <https://www.yolegroup.com/press-release/cis-market-to-reach-more-than-30-billion-by-2030-driven-by-mobile-automotive-and-security-applications/>

MANAGEMENT DISCUSSION AND ANALYSIS

Market Diversification (Cont'd)

Automotive/Industrial

The automotive landscape has changed dramatically in recent years. From automotive part shortage conundrum back in 2020 to the latest development whereby the market is defined by intense geopolitical competition. The situation is made worse by significant government intervention in the already cinematic series of events.

Yet, a huge forecasted jump from USD 68 billion in 2024 to USD 132 billion in 2030 for automotive deserves our serious attention and meaningful investment in this market. We are involved in testing components used in automotive through a variety of tester series. From the dealings with customers globally, the vulnerability of the supply chain for automotive can only be mitigated by dual (or more) supply chains.

(<https://www.yolegroup.com/product/report/automotive-semiconductor-trends-2025/>)

This is not easy to come by. Corporate exercises within FYE2024 set a stage for these ideas to be realised. In November 2024, ACSB acquired the remaining 60% of the shares of TMSS, subsequently TMSS became the 100% subsidiary of ACSB. With absolute control over TMSS, we now established two or more supply lines.

This serves our customers well in the midst of global uncertainty in terms of geopolitical tensions and trade war dynamics.

Again, Diversification

The three main markets, RF, CIS and automotive/industrial, are more balanced than ever, each accounting for 20% to 34% of our total revenue in FYE2025 with a combined contribution of 83%.

We believe that such distribution is more sustainable to our financial performance going forward. Mobile/tablets market segment uses AMB7000 series of testers, CIS uses AMB5000-CIS series while automotive/industrial uses AMB5000 and AMB4200 series testers. To a large extent, CIS and automotive/industrial markets which contributed close to 49% of our revenue substantiated the demand for AMB5000 series testers.

This is the result of our strategy from a few years back which aimed to streamline our product offerings while looking out for different applications. There are many commonalities between AMB5000-CIS series and AMB5000 series testers in terms of test resources. This helps in lowering down the cost and improving operational efficiency. Furthermore, most of the CIS tested by AMB5000-CIS testers are for the electrical vehicles, which are generally categorised under the automotive industry.



MANAGEMENT DISCUSSION AND ANALYSIS

Market Diversification (Cont'd)

Semiconductor in AI Industry

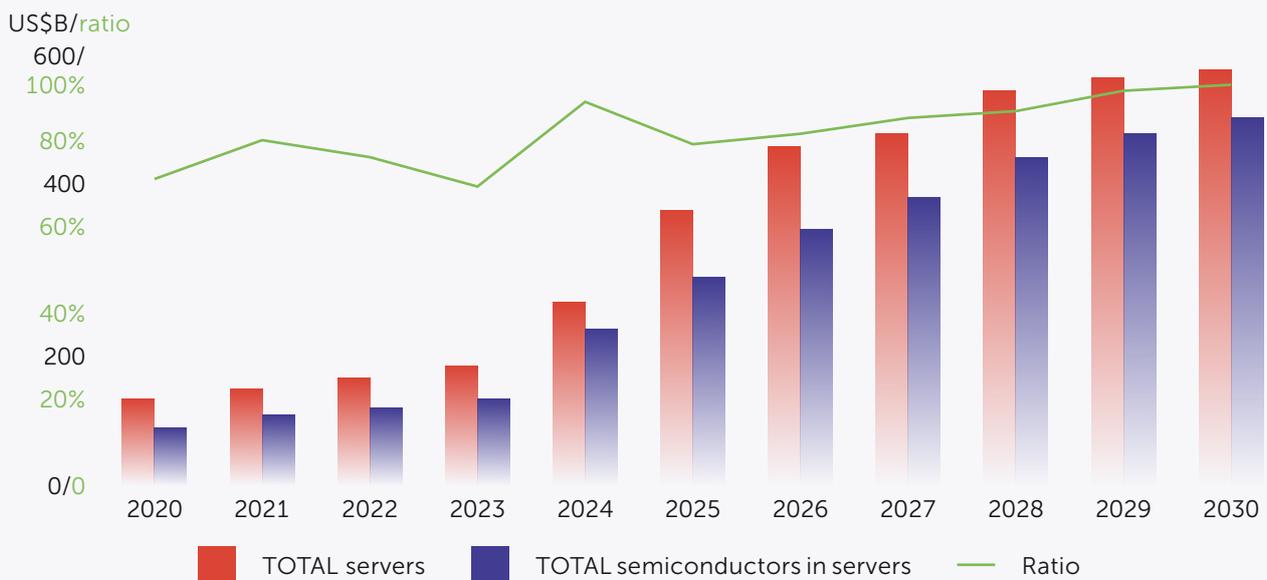
Chips embedded in the backbone...

Data centres used to be associated pretty much with cloud storages and backup. Artificial intelligence (AI) swamped data centres with applications and self-training grounds. The industry not only packed itself with more loads of hard disk drive and solid-state-drive storages, AI has revamped the architecture of data centres.

It started off with demanding more data server management ICs, then it reshapes the computing and memory market used in data centres. The surge in embedding semiconductor elements in data centres came at the back of gigantic demands in generative AI. General purpose processors, network processors, graphic chips and other function-specific digital ICs together with high-bandwidth memory (HBM) are the usual suspects found in modern and newly built data centres. Yole Group predicted the market size to more than double between 2024 and 2030 which sees a jump from USD 209 billion to USD 492 billion.

SEMICONDUCTORS FOR DATA CENTERS - TOTAL FORECAST IN US\$B AND % SHARE, COMPARED TO THE SERVER MARKET

Source: Data Center Semiconductor Trends 2025 report, Yole Group



Source: <https://www.yolegroup.com/press-release/cis-market-to-reach-more-than-30-billion-by-2030-driven-by-mobile-automotive-and-security-applications/>

MANAGEMENT DISCUSSION AND ANALYSIS

Market Diversification (Cont'd)

Semiconductor in AI Industry

A variety of processor types and data-centre-use memories require high-end digital based testers and memory-specific testers. The demand for such testers are naturally buoyed by the tidal growth brought together with those semiconductors.

Our AMB4000 series testers, which are the earlier design and version of AMB5000 series, contributed to the world data centre operation. We tested billions of chips used in data centre grade hard disk drives. AMB1800 series testers were upgraded to chase the AI waves. The first version, AMB1831 was used to verify wafers and assembly processes for different variants of AI-use processors.

The AMB1831 do not specifically test the processors per se, the testers indirectly verify certain processes within the wafer fabrication and assembly production of those ICs. The greatest benefit is to prohibit faulty dice produced during the processes to get into the assembly process, which saves costs. Processors of all types used in data centres are high-pin count ICs, ranging from 2,000 to 6,000 pins per IC.

With new requirements in terms of functionalities and channel count, we are in the midst of qualifying the next generation of AMB1800 series - the AMB1832. The testers offer a greater number of channels, accuracy and functionality, which from paper analysis, answer the wishes from the AI chip design houses and their outsourced partners.

Data centre grew 33% when comparing the revenue from this market in FYE2025 with FYE2024. In FYE2025, data centre took a 9% pie, or RM7.2 million of our total revenue. We look forward to the launch of AMB1832 and its corresponding revenue contributions in FYE2025 and beyond.



The Stubborn High Inventory Value

Beating it is never easy but strategies are in place...

We recorded an inventory value of RM68.5 million, shared by Warehouse A, ACSB (RM31.2 million) and Warehouse B, TMSS (RM37.3 million). The transactions in Warehouse A have a high frequency of raw materials whereas Warehouse B keeps more sub-system or finished systems. The unique characteristic of Warehouse B is it mainly serves the China market. Finished systems correspond with the demand of the market it is in.

MANAGEMENT DISCUSSION AND ANALYSIS

Market Diversification (Cont'd)

The Stubborn High Inventory Value

Here, we analyse the inventory value in warehouse A and it is important to start from here due to the fact that a significant part of the raw material in warehouse A subsequently flows to warehouse B.

In RM'000	FYE2024	FYE2025
Revenue	40,904	83,079
Inventory	33,584	31,189
Purchases	17,338	27,501
Utilisation	(14,950)	(29,116)
Purchases/Revenue %	42%	33%
Inventory/Revenue %	82%	38%
Utilisation/Purchases ratio	0.9	1.1

Reduced Inventory

FYE2025 saw a reduced inventory from RM34 million to RM31 million, or a reduction of 7%. This may look insignificant but when we examine further, improvements are there. First, the ratio of purchases over revenue has reduced to 9% at absolute percentage value, or an improvement of 24%. This implies less aggressive purchasing strategy deployed along FYE2025 and an increase in consumption of existing inventories. This is also helped by reduced pressure coming from long lead-time parts. Long lead-time parts stress our supply chain whereby extra volume is added when purchasing long lead-time parts, a practice to mitigate part shortage risk.

More Sales yet Lesser Inventory

Furthermore, FYE2025 sees double-fold growth in revenue as compared to FYE2024. Yet, the total inventory value did not increase but decreased. We use the inventory/revenue ratio in percentage to gauge the effectiveness of our inventory. In FYE2024, the inventory value in Warehouse A was equivalent to 82% of the total revenue of the year whereas by FYE2025, the ratio reduced to 38%. The improvement is obvious.

MANAGEMENT DISCUSSION AND ANALYSIS

Market Diversification (Cont'd)

Use More and Buy Less

Thirdly, we investigate whether the purchasing and utilisation trend shows signs of overall inventory reduction. We take the total utilisation of inventory divided by total purchases, a value of 1.0 means we consume as much as we purchase. FYE2024 ratio was 0.9 and FYE2025 was 1.1. In FYE2024, we purchased more than we utilised. This can be explained by a better forecast of FYE2025 revenue when making purchasing decisions in FYE2024. In FYE2025, the utilisation rate of our inventory is approximately 10% faster than the purchases. This, although not fast enough, shows improved effectiveness in inventory management.

High Inventory and Cash Flow

High inventory means the cash is stuck in the form of goods and unless the goods are sold and paid, it remains in non-liquid form. However, new orders require fresh cash to fulfill. We have acknowledged the risks associated with high inventory value and low liquidity since many years ago. It was only since FYE2024 that our plans could be put to work, mainly helped by better and substantiated revenue performances. FYE2025 saw better results as explained in previous paragraphs.

The four major plans executed by us include the following:-



We improved purchasing control by adding steps in the request-purchase process. These steps include increasing minimum vendor count for request-for-quotation (RFQ), adding stronger correlations between the probability of deals sealed and requests to build, and increasing the frequency of customer forecast verification. All this, though, increases the period of purchase and build cycle but mitigate the risks of over purchase.

We formed a team to focus on cost reduction as well as disposal of certain categories of inventory. The process requires detailed analysis of when the next time we need those parts and the price difference between when we bought them and now. Lead time information of those parts are also critical to make sure that when we sell off those parts, we will still be able to fulfil shipments to customers by buying the same parts when needed.

The cost-down activity started some time ago and shall continue with newly launched products. Here, we see room for significant improvement. We shall further leverage on the dual supply chains whereby we have more options when procuring goods. The last initiative involves giving steep discounts to our customers for finished systems in our inventory.

Some of these initiatives may cause a small financial impact but after weighing the benefits and disadvantages, the management agreed the benefits outweigh the disadvantages.

Dividend Policy

We do not have an explicit dividend policy.

MANAGEMENT DISCUSSION AND ANALYSIS



FYE2025 was a good year for us. We see many improvements and we are confident that a better FYE2026 is brewing.

Aemulus

SUSTAINABILITY REPORTING

Rewinding, reminiscing and rethinking

Sustainability Statement

Breezily strolling down yet another memory lane, it was nothing short of moments of laughter, joy and fulfillment. Grinding on the environmental, social and governance elements, we strive to have a balance between all three pillars. With its deep interrelation with one another, an equal focus will ensure our sustainability initiatives compliment the Group's business operations whilst putting People, Profit and Planet at the forefront.

This year, some of the highlights we pursued include enhancing our initiatives in the environmental aspect, promoting cross-border technological knowledge exchange, and elevating our internal staff knowledge, to name a few. Our Annual Report 2025 is based on the duration from 1st October 2024 to 30th September 2025.

On a side note, in our progressive steps towards preserving the environment for the betterment of the future, we welcome feedback from our stakeholders and we are accepting it at ir@aemulus.com.

Scope and Basis of Scope

Aemulus Base, situated along the Free Trade Zone area in Bayan Lepas, Penang, Malaysia is the only operating site in Malaysia that directly represents the Group's operating revenue.

All sustainability-related information spelled out in this report is in relevance to activities at Aemulus Base only.

SUSTAINABILITY REPORTING

Managing Material Risks and Opportunities

The Group acknowledges that effective management of material risks and opportunities pertaining to the Group's business operations is integral in ensuring the success of the Group. In terms of the Economical aspect, the cost of raw materials and potential trade restrictions are some of the likely risks to the Group. However, the Group ensures diversification of suppliers and the strengthening of inventory management would mitigate such risks.

Zooming in on the Environmental aspect, we recognise the risk of carbon tax implementation and potential supply chain disruptions due to climate-related occurrences. As such, the Group has undertaken initiatives such as water and waste reduction measures, and the promotion of energy-saving practices among our staff. These not only minimises our carbon footprint but also lowers our operating costs.

Onto the Social aspect, we believe that our staff is the drivers of product excellence and major contributors to the success of the Group. The key risks, though, includes the shortages of skilled engineers and the challenges of employee retention in a high-pressure industry. To shield against such risks, we prioritise training, foster a culture of inclusivity and strive to provide a collaborative and balanced working environment. In contrary, it provided opportunities to the Group - strengthen employee engagement, promote technological exchange between countries, and collaborate with local institutions to nurture a new wave of technically-skilled engineers.

All in all, we stand by the beliefs of ensuring transparency, upholding accountability and strive towards continuous improvement. With the goal of providing our stakeholders with sufficient information on our sustainability efforts, this report will present an in-depth insight into our progress and challenges. These efforts would enable us to build resilience while contributing positively to the broader economy, environment, and society.

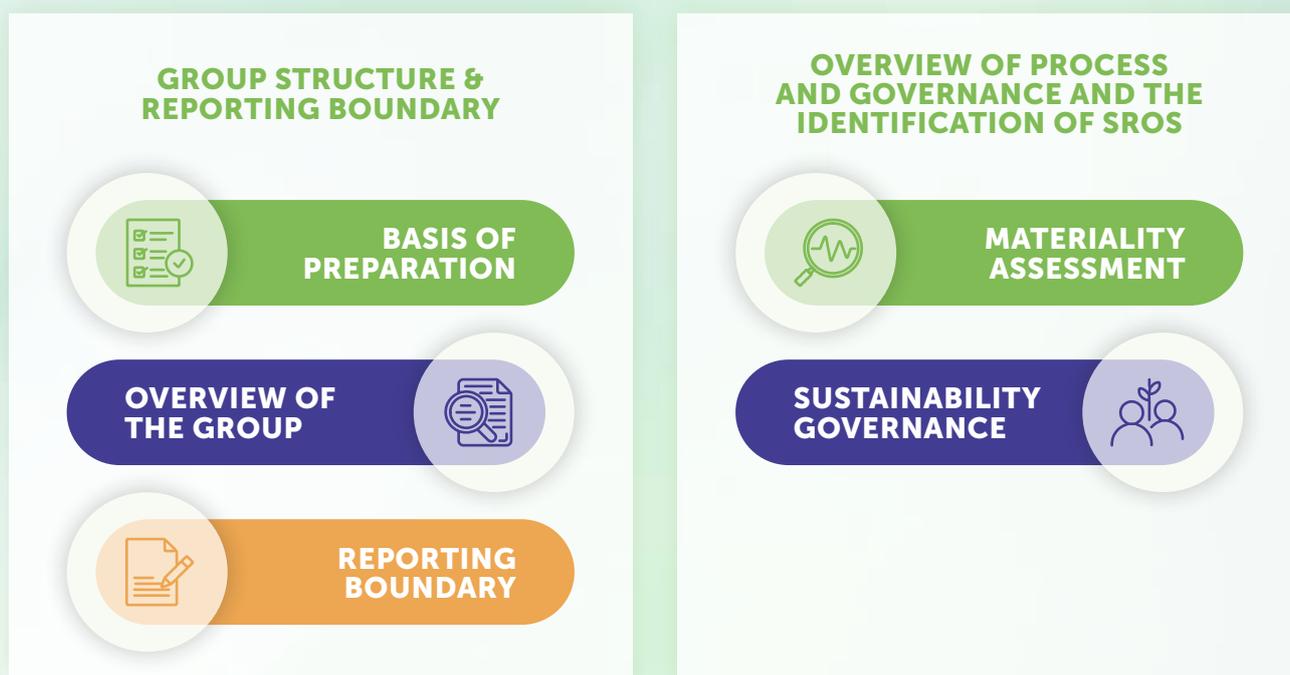


PLAYING TOGETHER AS A TEAM

SUSTAINABILITY REPORTING

At A Glance

The bird's eye view of the Group's sustainability-related risks and opportunities (SROs) also serves as a guidance, with specific indicators laid out besides the SROs and material matters – the detailed disclosures provided in the later sections of this sustainability report.



Risks

<p>Environmental </p>	<p>Social </p>
<p>Carbon taxes: The implementation of carbon taxes planned by the Malaysian government on various sectors (eg. iron, steel and energy) by YR2026. Despite not falling under any of the sectors, the Group is on alert of how it may impact our business.</p>	<p>Health & Well-being: Saturated working hours may potentially affect the health and well-being of employees in the long term. This may adversely impact the work productivity of employees which in turn affect the final output.</p> <p>Community Investment: The lack of community investment towards the underprivileged community may result in lower literacy rate in the long term. This would potentially result in the increase of unemployment rate due to the reduced number of skilled workers to fill the jobs available in the market.</p>
<p>Governance </p>	
<p>Ethics and Corporate Governance: The lack of transparency or unethical practices among suppliers (eg. labour rights violations etc) that are unbeknownst to the Group may possibly affect the Group's reputation.</p>	

SUSTAINABILITY REPORTING

1.0 Laying the Base

1.1 Compliance with IFRS Sustainability Disclosure Standards

This sustainability report has been prepared in accordance with IFRS Sustainability Disclosure Standards. Despite referencing the Sustainability Accounting Standards Board (SASB) standards when drafting the disclosure topics, it is, however, not fully comprehensive as we work towards refining and transitioning towards full compliance.

1.2 Connectivity with Financial Statements

This sustainability report has been prepared and is in connection with the Group's consolidated financial statements prepared in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards. It covers the whole duration of our financial reporting period from 1st October 2024 to 30th September 2025.

To highlight the priorities of the Group and to better anticipate the occurrence likelihood of the sustainability-related risks and opportunities, the timelines were categorised as short term, medium term and long term for convenient mapping purposes. This would also serve as a guideline to the Group and benefit in our decision-making. The duration is as stated:

Short Term (0-12 months)	Medium Term (1 to 5 years)	Long Term (beyond 5 years)
------------------------------------	--------------------------------------	--------------------------------------

The sustainability-related financial disclosures include Aemulus Corporation Sdn. Bhd. only as the main reporting entity whilst the presentation currency stated is in Malaysia Ringgit (RM).

1.3 First-time Adoption of IFRS Sustainability Disclosure Standards

The Group is reporting in compliance with IFRS Sustainability Disclosure Standards for the first time for its annual reporting period between 1st October 2024 to 30th September 2025 whilst applying the following standards:

- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures

The Group has applied the following transition reliefs:

- Relief from the requirement to disclose comparative information in the first annual reporting period

2.0 Overview of the Group

2.1 Overview of the Group

Key Business Activities

The Group's core business activity is designing and developing Automated Test Equipment (ATE) and Test and Measuring Instruments (TMI) for the semiconductor industry.

SUSTAINABILITY REPORTING

2.0 Overview of the Group (Cont'd)

2.1 Overview of the Group (Cont'd)

Key Business Activities (Cont'd)

Aemulus architects and markets Semiconductor Testers and ATE, with a primary focus on CMOS Image Sensor (CIS), Radio Frequency (RF) and Mixed-Signal Semiconductor Test markets, followed by the Automotive and Lighting markets. The Group has further solidified its foothold in the CIS market via the acquisition of Revotronix Technologies' CIS business in August 2025.

Our Strategy and Sustainability-related Goals

The Group will continuously grow and expand its focus in the CIS sector as there's an increasing demand due to its widespread adoption in the automotive industry for autonomous driving, consumer electronics industry for high-resolution cameras, and emerging applications in healthcare, security, and industrial automation industries.

In addition, the Group has also laid out several sustainability-related goals in alignment with the Group's business activities:

Adoption of Solar Energy



The Group plans to install solar panels within our premises as part of the Group's long-term plan to adopt cleaner energy source, improve energy efficiency usage and lower the reliance on purchased electricity in order to reduce our carbon footprint.

Reduce in GHG Emissions



The Group has put in place short-, medium- and long-term targets to reduce carbon emissions and achieve carbon neutral by FYE2050. The detailed plan is mapped out in [Note 7.2.2](#)

3.0 Reporting Boundary

3.1 Reporting Boundary (excluding GHG Emissions)

Reporting Entity

During the current reporting period, the acquisition of Tangming Shengshi Technology Precision Instrument (Suzhou) Co. Ltd. (formerly known as Tangming Shengshi Technology (Jiashan) Co. Ltd.) ("TMSS") and Revotronix Technologies' CIS business took place. However, the reporting only involves data and information of Aemulus Corporation and does not include any other entities.

3.2 Reporting Boundary for GHG Emissions

a. Organisational Boundary

The Group adopts the operational control approach to establish its organisational boundary for the reporting of GHG emissions. The Group believes that the use of the operational control approach will enable a more accurate measurement of the Group's GHG emissions. However, despite having operational control of its subsidiaries, the Group only calculates and reports the GHG emissions of Aemulus Corporation Sdn. Bhd. for the time being. There are plans to include other subsidiaries in our future reporting.

SUSTAINABILITY REPORTING

3.0 Reporting Boundary (Cont'd)

3.2 Reporting Boundary for GHG Emissions (Cont'd)

b. Operational Boundary

The Scope 1 emissions of the Group include emissions of our company's vehicle, electrical blower, for instance. The Scope 2 emissions of the Group include the directly purchased electricity for business operations' usage whilst the Scope 3 emissions of the Group cover three elements which are wastes generated in our operations, employee commuting and the business travels of employees.

4.0 Judgements and Measurement Uncertainties

In preparing this sustainability report, the Management took into consideration several aspects which includes the process of identifying sustainability-related risks and opportunities, and identifying material sustainability matters. Estimates are also used in the calculation process for amounts that cannot be measured directly – this includes calculations involving distance in particular and forward-looking targets/projections.

Management's judgements and the information that are subjected to measurement uncertainty are outlined as below.

4.1 Significant Judgements

a. Materiality Assessment

The Management identifies the material sustainability matters, the risks and opportunities and the possibility of them affecting the Group's prospects/business. The assessment process that the Group utilised is documented in [Note 5.0](#).

b. Organisational Boundary for GHG Emissions

The Group adopts the operational control approach to determine the organisational boundary for the reporting of GHG emissions. The selection of the most relevant approach and the identification of operations for data reporting are determined based on calculated judgement. Refer to [Note 3.2](#).

c. Method of calculation for GHG Emissions

The Group's GHG emissions calculation is in compliance with internationally-recognised emissions factor and are generated using a certified and credible carbon management software. Refer to [Note 7.2](#).

4.2 Measurement Uncertainty

The following items are subjected to a considerable degree of measurement uncertainty:

a. GHG-related metrics

The Group measures its GHG emissions in accordance with the international standards. The disclosed information is based on internationally-recognised emission factors – which may change from time-to-time and the calculations undertaken by the Group is based on the current rate obtained at the time of reporting. Refer to [Note 7.2.1](#).

SUSTAINABILITY REPORTING

4.0 Judgements and Measurement Uncertainties (Cont'd)

4.2 Measurement Uncertainty (Cont'd)

b. Social-related Risks and Opportunities

Literacy Rate – The measurement of literacy rate by the different groups of underprivileged community is calculated based on the school enrollment rate, completion rate, public data from United Nations (UN), Non-Governmental Organisation (NGO) and national surveys.

5.0 Materiality Assessment

We have been documenting the Group's sustainability reporting for the past few years. Going forward, we will be working on transitioning our reporting method progressively to ensure that we adopt the National Sustainability Reporting Framework (NSRF) in alignment with IFRS S1 and S2.

In FYE2025, we have conducted a preliminary round of Materiality Assessment among our employees to determine the material sustainability-related risks and opportunities that are relevant to the Group.

The materiality assessment was conducted by the Sustainability Team with guidance from the Risk Committee and approval from the Board of Directors.

What we did during our materiality assessment process were:



As the Group did not involve other group of stakeholders in this round of materiality assessment, we will continue to refine the materiality process to include other stakeholders that are relevant to our business operations.

SUSTAINABILITY REPORTING

STEP 1 We identify the Sustainability-related Risks and Opportunities!

Executing a systematic approach by referencing the guidelines from IFRS and other reliable external sources, we narrowed down the sustainability-related risks and opportunities of the Group.

The full process is documented as below.

Dwelling into the Group's Operations, Resources and Relationships -

Diving deep into the context of the business activities, geographical locations and key resources that are a major part of our supply chain.

a) Key Locations

The Group's headquarter is based in Bayan Lepas, Penang, Malaysia. However, the Group's suppliers are mostly from China.

b) Key Resources

The Group depends on various resources and these include:

- a. Electronic components including integrated circuits (ICs), semiconductors, connectors, cables, and passive parts that are typically sourced from authorised global distributors.
- b. Mechanical parts such as Test Heads, AXIe and PXIe chassis, and Manipulators that are essential for system integration and tester assembly.
- c. Fundings from bank loans and other sources of financing to fund the Group's business operations.
- d. Talent and employees.

c) Distribution Channels

The Group sells their products in 2 methods -

- i) Direct Sales: Selling straight to customer (example like large manufacturers, end user and key accounts).
- ii) Through distributor agents: Authorised intermediaries who help promote, sell, and distribute products in certain regions or markets.

This dual-channel approach allows the company to reach a broader customer base, manage regional sales efficiently, and provide local support through distributors.

In terms of transportation and logistics, for both incoming materials and outgoing goods (finished testers, modules, or systems), the Group relies on third-party logistics providers.

These logistics partners handle transportation via multiple modes:

- o Sea freight for bulk or non-urgent shipments.
- o Air freight for most of the Group shipments.
- o Land transport (trucks, vans) for regional deliveries and local distribution.

This ensures flexibility in supply-chain management — balancing cost, speed, and reliability depending on delivery urgency and destination.

SUSTAINABILITY REPORTING

STEP 1 We identify the Sustainability-related Risks and Opportunities! (Cont'd)

Identifying the Risks and Opportunities -

In order to identify the Group's risks and opportunities, we ensured a thorough understanding on the inside out of the Group's operations and value chain. The Group took into consideration on how the value chain, sustainability-related risks and opportunities correlates, and its potential impact on the Group's cash flows.

To identify if there are any additional risks and opportunities, the Group also referred other sources of information and references including the following:

- Educational materials issued by the IFRS Foundation related to IFRS S1 and IFRS S2
- Sustainability-related risks and opportunities identified by entities of the same industry as the Group
- Direct engagement with our employees

Assess whether the Risks and Opportunities could affect the Group's prospects

The sustainability-related risks and opportunities that may potentially impact the Group's financial performance are disclosed in this report. The Group took into consideration on:

- the likelihood of the event occurring, and
- the magnitude of the impact on the Group's financial prospects if the event did occur.

A list of possible outcomes has been established and the degree of its occurrence likelihood has been assigned to that range. For events that have occurred in the past, a higher likelihood of occurring in the future was assumed.

The assessment was conducted among our employees and no other stakeholders were included in the current assessment.

Approval of Sustainability-related Risks and Opportunities

The sustainability-related risks and opportunities identified were reviewed and approved by the Board of Directors. The risks and opportunities are mapped out in the table below.



SUSTAINABILITY REPORTING

STEP 2 We identify the material matters!

After the identification of the sustainability-related risks and opportunities, material information is determined. This process will be reassessed at each reporting date.

The table below illustrates the risks and opportunities with in-depth information detailed under the reference.

Risks Identified	Summary of Management Approach	Affected Component of the Reporting Boundary	Note Reference
Environmental			
<p>Carbon tax: Carbon taxes imposed by the Government on various sectors that are planned for YR2026 may potentially cause a hike to our Groups' electricity bills.</p>	<ul style="list-style-type: none"> Conversion to green energy such as the installation of solar panels. 	Risk identified for own operations.	Note 7.1
Social			
<p>Health & Well-being: Saturated working hours may potentially affect the health and well-being of employees in the long term. This may adversely impact the work productivity of employees.</p>	<ul style="list-style-type: none"> Implementation of tailored-working hours for individuals (according to their work requirements). Annual recreational claim entitlements to all employees. Monthly in-house events to strike a balance between workload and recreation. Internal sports clubs (eg. badminton/basketball) were introduced to encourage employees to incorporate sports into their daily lifestyle. 	Risk identified for own operations.	Note 8.1.1

SUSTAINABILITY REPORTING

STEP 2 We identify the material matters! (Cont'd)

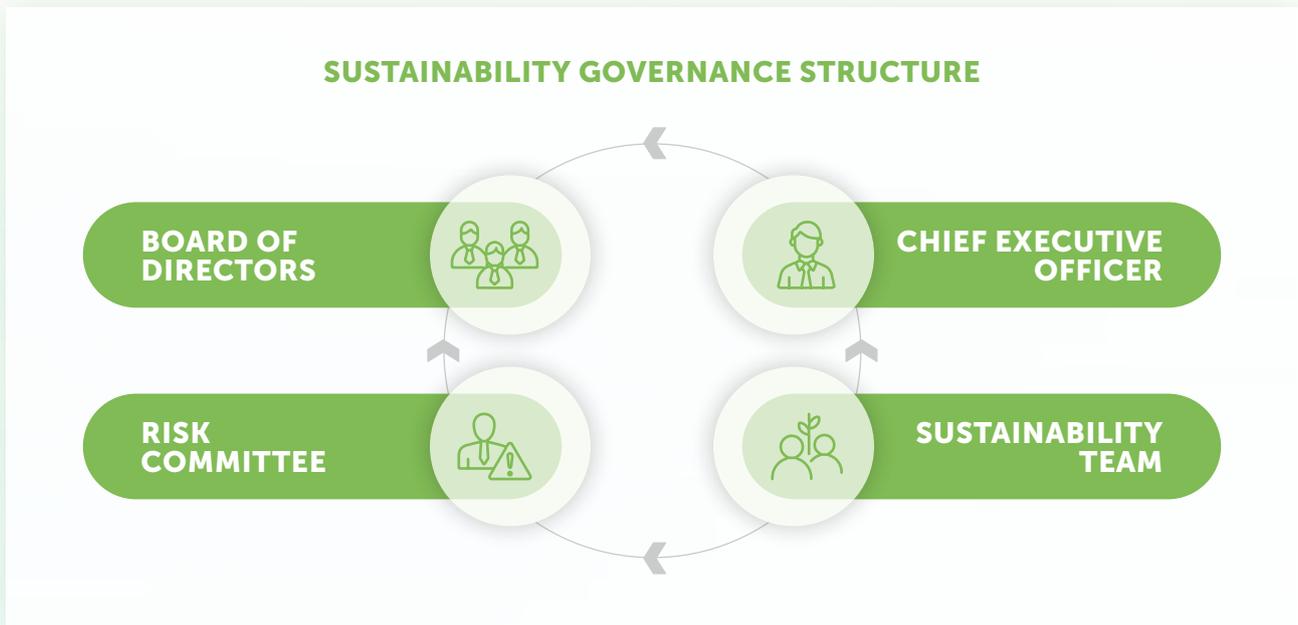
Risks Identified	Summary of Management Approach	Affected Component of the Reporting Boundary	Note Reference
Social (Cont'd)			
<p>Community Investment: The lack of community investment towards the underprivileged community - in terms of education – may result in lower literacy rate in the long term. This would potentially result in the increase of unemployment rate due to the reduced number of skilled workers to fill the jobs available in the market. And with the shortage of technically-skilled workers, this may likely impede the growth of the Group in terms of technological innovation or advancement as hiring skilled workers become tougher and competition among organisations become steeper.</p>	<ul style="list-style-type: none"> • Continuous sponsorship/donation to the underprivileged community especially in terms of education. • Establishment of Aemulus Int'l School's Faculty Exchange Program to bridge the technological knowledge exchange between countries. • Collaborate long-term with various local universities and get involved with their tech-related programs for undergraduates. 	Risk identified for own operations.	Note 8.1.2
Governance			
<p>Ethics and Corporate Governance: The lack of transparency or unethical practices among suppliers (eg. labour rights violations etc) that are unbeknownst to the Group may possibly affect the Group's reputation.</p>	<ul style="list-style-type: none"> • To mandate our long-term suppliers to declare in a set of mandated questionnaire to ensure suppliers have a clean record and is not involved in any violation of law/unethical practices. 	Risk identified for own operations and suppliers.	Note 9.1

SUSTAINABILITY REPORTING

6.0 Sustainability Governance

6.1 Structure Defined

To assure that the Group’s Sustainability Pledge is carried out systematically and in a structured manner, the following sustainability governance structure is laid out as below.



6.2 Leadership and Accountability

The Board of Director oversees the Group’s sustainability strategy and activities, including oversight of climate-related issues. The Board takes the responsibility for the effectiveness of the monitoring of risks relating to climate and sustainability, which are embedded into the Group’s risk management framework and reviewed by the Risk Committee. The Risk Committee deliberates sustainability and climate-related risks as and when required and includes considerations of the broader sustainability strategy.

The CEO is responsible for sustainability and climate change actions, with day-to-day management delegated to the business and function heads.



SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.2 Leadership and Accountability (Cont'd)

The Sustainability Team is primarily responsible to:



SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.3 Roundtable Meetings

To monitor continuous progress, the Sustainability Team documents our sustainability meet-ups to keep track of progress. This ensures defined directions, systematic execution and solidify the attainment of sustainability goals set.

Meetings documented below is not exhaustive and excludes many smaller discussions that were carried out in the background.

Date

4 October 2024

Attendance

Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) To set up battery disposal boxes in the pantries.
- 2) Follow up on the (a) hand dryers, (b) energy saving device and (c) tree planting initiatives.
- 3) To conduct a trial run on the materiality assessment with TOD & Sales Ees.
- 4) Kick start our internal ESG Quiz in December.

Date

8 November 2024

Attendance

Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) Discussed about a campsite building idea.
- 2) Shared updates regarding the results of the installation of water-saving thimbles within our premises.
- 3) Calculated the carbon emissions per person.
- 4) Brainstormed and discussed on our upcoming ESG plans.

Date

25 November 2024

Attendance

Cheenie & Hazel

Topic of Discussion

- 1) Taking into considerations employees who may be facing a high degree of stress, we had discussions to address this issue and to share Befrienders etc contact details with all staff.
- 2) Discussed on how we can reduce our Scope 2 carbon emissions.
- 3) Get at least 70% of our employees to complete the Materiality Assessment in January'25.
- 4) Conduct case study/research on other companies eg. How much carbon companies of similar industry emit a year?
- 5) Installation of hand dryers within our premises progressively.
- 6) Get Facilities team to calculate how many kW we use for the frontyard garden, rooftop garden during the nighttime. Might consider replacing it with solar panels.
- 7) To install the water-saving thimbles in all pantries as well.

SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.3 Roundtable Meetings (Cont'd)

Date

13 January 2025

Attendance

Cheenie, Hazel & Jesslyn (online)

Topic of Discussion

- 1) No further action is required for the installation of solar lighting in the front yard or car park as it does not show a significant impact.
- 2) Installed water-saving thimbles in the Balconie.
- 3) Work on rolling out biweekly sustainability posters, can start off with encouraging carpooling habits among employees.
- 4) Short-Term Goal: Waste management improvement.
Long-Term Goal: Implementation of solar energy initiatives.

Date

3 March 2025

Attendance

Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) Plan to install two hand dryers on Level 1.
- 2) To set up a tracking sheet to track employees' daily food waste.
- 3) To calculate the percentage of employees using reusable towels vs single-use tissue papers.
- 4) Coordinate with Garen to help deliver pre-loved clothes to the charity home at least once every quarter.
- 5) To draft an annual budget required for our sustainability initiatives.
- 6) To considering having a pre-loved sales in our Base.

Date

13 March 2025

Attendance

Syafizal (Cenviro), Hazel, Jesslyn & Han Way

Topic of Discussion

- 1) Cenviro gave a detailed explanation on the waste collection and disposal process.
- 2) Cenviro also provided us with disposal costs for each wastes category.

SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.3 Roundtable Meetings (Cont'd)

Date

19 March 2025

Attendance

Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) To consider purchasing household-use food waste composting machine.
- 2) Discussed the low carbon transition plan.
- 3) To start tracking employees' food waste starting from April 2025.
- 4) To reduce plastic usage further in all of our GPTW event.

Date

26 March 2025

Attendance

Sang Beng, Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) Revise the low carbon transition plan to 3 years instead of 5 years.
- 2) To consider the installation of solar panels in YR2027.
- 3) Provide quantifiable ESG Impact.
- 4) To conduct ESG education and awareness to all employees.

Date

24 April 2025

Attendance

Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) Energy Transfer & Carbon Calculation.
- 2) In-house Interactive Sustainability Training to kickstart by the end of this year/beginning of next year (starting from the Management team).
- 3) To clarify with our internal auditor regarding the Statement of Assurance for reporting purposes
- 4) To present the Low Carbon Transition Plan in alignment with Bursa requirements to the Board of Directors.

Date

28 April 2025

Attendance

Hazel, Jesslyn, Ivan, Garen & EV Charger Vendor

Topic of Discussion

- 1) Our EV Charger vendor presented the details on how to use the installed chargers in our premises. Some of the details include:
 - > the features of the apps.
 - > the usage of the apps to activate the chargers.
 - > the usage of the admin dashboard.

SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.3 Roundtable Meetings (Cont'd)

Date

28 April 2025

Attendance

Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) Draft a timeline for the materiality assessment process.
- 2) Seek CEO's approval for the installation of hand dryer at L1.
- 3) Kickstart the Interactive Sustainability Training with a 30-minute overview to introduce our sustainability goals and how employees can contribute to achieving them.

Date

28 July 2025

Attendance

Sang Beng, Hazel, Jesslyn & Ashlyn

Topic of Discussion

- 1) Faculty Exchange Program – Follow up with UM regarding the next session in Vietnam.
- 2) To conduct case studies by reading sustainability reports from Main Market-listed companies and identify best practices that we can adopt/learn from.
- 3) To reward employees who burn the most calories to promote regular exercise and healthy lifestyles (A-Spartan Initiative).
- 4) To follow up with solar energy vendors on their quotation/proposal.
- 5) To bring forward the Solar Panel Installation to YR2026 – Explore leasing options or Zero-Capex package.
- 6) Source suitable hand dryers and to install it progressively.
- 7) To brainstorm on more interactive Food Waste Reduction Initiative – Assign each department to monitor another department's food waste to encourage accountability and improvement.

SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.3 Roundtable Meetings (Cont'd)

Date

8 August 2025

Attendance

Hazel, Jesslyn, Ivan, Garen & Solar Energy Vendor (online)

Topic of Discussion

- 1) The vendor provided a detailed explanation of the differences between the Zero Capex plan and the Outright Purchase plan, including the potential cost savings associated with each option.
- 2) The solar installation can be completed within six months from the commencement date.
- 3) The vendor can help us in applying for the relevant government grants.

Date

9 August 2025

Attendance

Cheenie, Hazel & Jesslyn

Topic of Discussion

- 1) Discussed on our upcoming sustainability plans and updates, with prioritisation on getting the Hall of Fame and the basketball/pickleball court up by the end of this year.
- 2) To gather users' feedback on our indoor gym equipment.
- 3) To discuss our carbon emission data in the next meeting.

6.4 Impact of Sustainability on Remuneration Policies

Although this is a dedicated Board-level Remuneration Committee which is responsible for the development and implementation of the Remuneration Policy, the Group has not implemented any attainable sustainability-related targets to determine employees' remuneration (eg. bonus/promotion).

6.5 Risk Management

The processes and policies followed by the Group to identify and assess sustainability-related risks are set out in Note 5.1 of this report. The risk assessment includes both qualitative and quantitative factors and it takes into consideration the likelihood and magnitude of the potential risks.



AEMULUS BASKETBALL COURT

SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.5 Risk Management (Cont'd)



Going in-depth with the Risk Register Workflow, it outlines the step-by-step process for identifying, assessing, and managing risks across the organisation and ensures that all potential risks are captured systematically, validated by relevant stakeholders, and reviewed by senior management for appropriate action and resource allocation.

The process begins with the Risk Manager or Risk Coordinator, who is responsible for drafting and inputting risks into the risk register. Once drafted, the risk is sent to the relevant Department Manager or Process Owner for validation and further input.

The Department Manager or Process Owner reviews the drafted risk to validate its accuracy and relevance. They then:

- Identify existing controls,
- Assess risk likelihood and impact,
- Propose or refine mitigation plans to reduce risk exposure.

If necessary, the risk owner may further refine mitigation actions to ensure practicality and effectiveness before submitting the finalised input.

SUSTAINABILITY REPORTING

6.0 Sustainability Governance (Cont'd)

6.5 Risk Management (Cont'd)

Once validated and refined, the updated risk register is submitted to the Risk Committee or Senior Management for review, prioritisation, and resource allocation.

At this stage, Management evaluates:

- The overall risk exposure,
- The adequacy of mitigation plans,
- The prioritisation of high-risk areas requiring immediate attention or investment.

After review, the Risk Committee or Senior Management provides feedback and recommendations to the Risk Manager and relevant departments. This creates a feedback loop that enables continuous improvement of mitigation plans, ensuring that the risk register remains dynamic and reflective of current conditions.

In terms of the monitoring of sustainability-related risks and opportunities, the Department Manager/ staff in charge will track the data accordingly – which will be reported periodically to the Sustainability Team. The Sustainability Team is tasked to monitor the metrics and targets from time-to-time and to recommend strategies or approaches if targets are unfulfilled or enhancement is required.

7.0 Environment-related Risks and Opportunities

7.1 Carbon Tax

a. Description

The Malaysian government plans to introduce carbon tax on various sectors (eg. iron, steel and energy) in 2026. Despite not falling under any of the sectors, the Group is on alert on how it may impact our business.

b. Effects on Business Model

As of now, the implementation of carbon tax has yet to kickstart, thus, the impact has not been directly felt by the Group. That being said, based on the considerations of the carbon tax structure, it is anticipated to cause a hike in the Group's electricity bill significantly. As the major contribution of carbon emitted by the Group is derived from the purchase of electricity.

This would, eventually, cause an increase in the Group's annual carbon emissions, potentially resulting in lower credibility among our stakeholders especially investors – as it is a direct reflection of our Sustainability Pledge and our continuous efforts to bring the emissions down.

As such, it is imperative for the Group to implement actions to manage this risk.



SUSTAINABILITY REPORTING

7.0 Environment-related Risks and Opportunities

7.1 Carbon Tax (Cont'd)

c. Mitigating the Risk

To address the potential risk, the Group is considering to implement the following actions:

Installation of solar panels



The Group plans to adopt the usage of solar energy within our premises. This would reduce our reliance on directly purchased electricity and thus, lower the amount of carbon emitted.

Staff engagement



The Group is working on educating our employees to instill habitual electrical usage practices on a daily basis such as switching off/unplugging when not in use and setting an optimum air conditioning temperature in all meeting rooms. Employees are also encouraged to minimise the usage of lights and utilise the natural sunlight harvested through the architectural design of our building.

d. Potential Areas of Uncertainty

Assessing the risk in a long-term prospect, the carbon tax implemented by the Malaysian Government may extend to other sectors/industries that the Group may fall under in the future. The Group will continue to stay abreast on the carbon tax implementation to ensure that we are up-to-date with any new regulations.

e. Capacity to Stay Agile

As the risk identified has no immediate impact to the Group as of yet, the Group's approach is to stay agile and adapt accordingly.

Investment in other energy-saving technology



The Group is currently not exploring any other energy-saving system/equipment as the Group prefers to take a careful step and assess the results arising from the usage of the solar energy first. In the future, the Group will continue to evaluate the needs before considering further green energy technology investments on top of the solar energy.

SUSTAINABILITY REPORTING

7.0 Environment-related Risks and Opportunities (Cont'd)

7.1 Carbon Tax (Cont'd)

7.1.2 Process Flow on Managing the Risks

The whole process involves conducting the materiality assessment, identifying the material sustainability matters, determining the risks posed to our business operations, monitoring and coming up with mitigation plans/strategies and mapping our metrics and targets.

By utilising a similar process flow to determine the opportunities, this allows the Group to explore other sustainable solutions to be integrated into our business operations in the future. This, in turn, would be beneficial to the Group as it opens up potential doors to sustaining resources instead of depleting it, gradually.

7.1.3 Metrics and Targets

The Group has determined planned targets on the reduction of electricity usage for the short, medium and long term. However, as the Group has not adopted solar energy in our premises, we will not be mapping out the metrics and targets yet as it will be irrelevant to document it at this point in time.

That being said, the Group's current plan is to keep the electricity usage under control via internal energy-saving practices whilst we work on future plans to incorporate solar energy.

7.2 Greenhouse Gas (GHG) Emissions

7.2.1 Summary of GHG Emissions

The table below states the total amount of GHG emissions generated for FYE2025.

Scope 1 Emissions (MTCO₂e)	2024	2025
Mobile Combustion	9.97	4.34
Stationary Combustion	0.06	0.06
Scope 1 Subtotal	10.03	4.40
Scope 2 Emissions (MTCO₂e)	2024	2025
Electricity	645.33	716.59
Scope 2 Subtotal	645.33	716.59
Total	655.36	720.99

SUSTAINABILITY REPORTING

7.0 Environment-related Risks and Opportunities (Cont'd)

7.2 Greenhouse Gas (GHG) Emissions (Cont'd)

7.2.1 Summary of GHG Emissions (Cont'd)

Scope 3 Emissions (MTCO ₂ e)	2024	2025
Waste Generated in Operations		
Emissions Factor*		
Commercial and industrial waste disposal - landfill	0.92	55.29
Grass - landfilled	0.39	24.73
Food waste - landfilled	0.24	13.96
Mixed plastics - recycled	0.02	9.61
Mixed paper (general) - recycled	0.01	4.67
Others	0.02	3.61
Total Emissions	1.60	111.87
Business Travel		
Emissions Factor*		
Air travel - medium haul (>=300 miles < 2300 miles) - rf effect unknown	34.86	3.16
Motor gasoline	18.93	0.92
Railway transportation services	16.39	0.64
Taxi service	13.53	0.02
Air travel - long haul (>= 2300 miles) - rf effect unknown	13.28	0.02
Others	5.11	0.02
Total Emissions	102.10	4.77
Employee Commuting		
Emissions Factor*		
Petrol passenger car small	137.14	114.40
Petrol passenger car medium	55.09	52.31
Motorcycle	17.32	49.19
Petrol passenger car large	4.92	0.95
Petrol hybrid vehicle (1350-1600 cc) post-2015	1.27	0.77
Others	1.57	1.19
Total Emissions	217.31	218.81
Total	321.02	335.45

SUSTAINABILITY REPORTING

7.0 Environment-related Risks and Opportunities (Cont'd)

7.2 Greenhouse Gas (GHG) Emissions (Cont'd)

7.2.1 Summary of GHG Emissions (Cont'd)

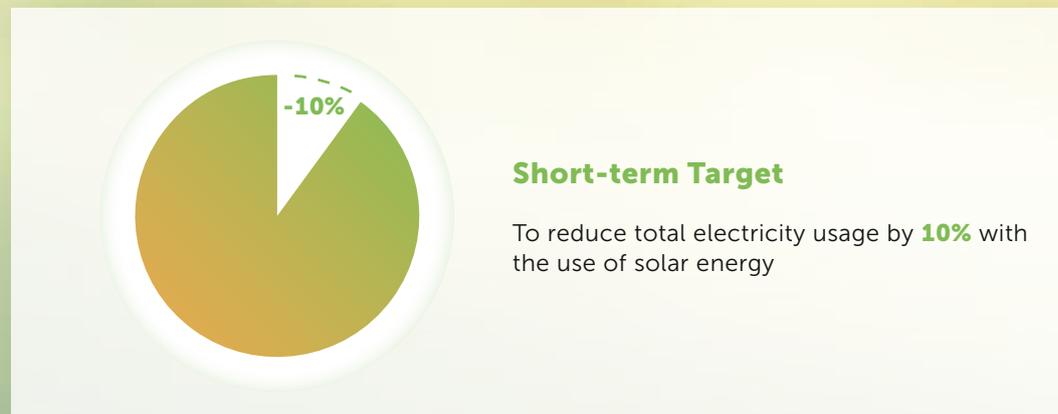
The Group does not include/calculate other categories of Scope 3 GHG Emissions for the current year, except for Category 5, 6 and 7 as stated in the table above. However, the Group plans to expand the data collection and calculation in the near future.

When measuring the emissions, the Group uses the following activity data:

Scope 1 GHG Emissions	Scope 2 GHG Emissions	Scope 3 GHG Emissions
The volume of litres of petrol used are tracked based on the monthly petrol receipts gathered.	Quantities of purchased electricity consumed based on invoices received from Tenaga Nasional Berhad (TNB).	The Group's Scope 3 GHG emissions are based on activity data tracked internally by the Sustainability Team and are calculated by a certified carbon management software vendor based on internationally-recognised standards.

7.2.2 Metrics and Targets

To progressively work towards the goal of achieving carbon neutral, the Group has established targets - after assessing our current operations and our abilities - to reduce our GHG emissions in the short-, medium- and long-term. The targets have been laid out as follows.



SUSTAINABILITY REPORTING

7.0 Environment-related Risks and Opportunities (Cont'd)

7.2 Greenhouse Gas (GHG) Emissions (Cont'd)

7.2.2 Metrics and Targets (Cont'd)



The targets spelled out will be reviewed every five years to ensure that it is in alignment with our annual progress and is in consistent with any governmental policies, laws and regulations that may be implemented. Targets will be redefined when significant changes occur that could compromise the existing targets.

The Group will continue to explore other ways/methods to lower our GHG emissions. At this juncture, the Group has not considered the purchase of carbon credits to offset our carbon emissions.

	Scope 1 Carbon Emissions	Scope 2 Carbon Emissions	Scope 3 Carbon Emissions Wastes Generated, Business Travel & Employee Commuting
Base Year 2024	10.03	645.33	321.01
2025	9.50	613.06	304.96
2026	9.00	580.80	288.91
2027	8.50	548.53	272.86
Projected 2028	8.00	516.26	256.81
2029	7.50	484.00	240.76
2030	7.00	451.73	224.71

SUSTAINABILITY REPORTING

7.0 Environment-related Risks and Opportunities (Cont'd)

7.2 Greenhouse Gas (GHG) Emissions (Cont'd)

7.2.3 Performance against the GHG Emissions Targets

The Group has determined FYE2024 to be the base year. The metrics used to set targets, as well as the metrics used to monitor performance against the targets, are displayed below.

	Base Year 2024	2025
Metrics Used to Set Targets		
Scope 1 GHG Emissions	10.03	4.40
Scope 2 GHG Emissions	645.33	716.59
Scope 3 GHG Emissions	321.01	335.45
Metrics Used to Monitor Progress Towards The Targets		
The proportion of company's vehicles that is an electric vehicle (%)	0%	50%
Self-generated electricity using solar energy against the total electricity usage (%)	100%	100%
Amount of wastes diverted from the landfill (kg)	886.60	1312.70
Amount of wastes disposed to the landfill (kg)	3561.90*	9090.50

* This amount recorded is not a direct representation of FYE2024 emissions because the tracking only started during the second half of FYE2024.

The Group's Scope 1 GHG emissions decreased by 56% as compared to FYE2024. The decrease was mainly attributed to the conversion of one of our company's vehicles to EV.

The Group's Scope 2 GHG emissions have increased by 11% as compared to FYE2024. The increase was mainly because the Group ramped up its production to meet the demands from our customers.

The Group's Scope 3 GHG emissions have increased by 4% as compared to FYE2024. This is due to the slight increase of business travel by our employees to meet business demands and an increase in the wastes generated in our business operations.



AEMULUS PRODUCTION FACILITY

SUSTAINABILITY REPORTING

8.0 Social-related Risks and Opportunities

8.1.1 Health and Well-being Risk

a. Description

Saturated working hours may potentially affect the health and well-being of employees in the long term. This may adversely impact the work productivity of employees which in turn affect the final output.

b. Effects on Business Model

The occasional long working hours of employees may potentially affect the Group's business in various ways such as:

Staff Retention

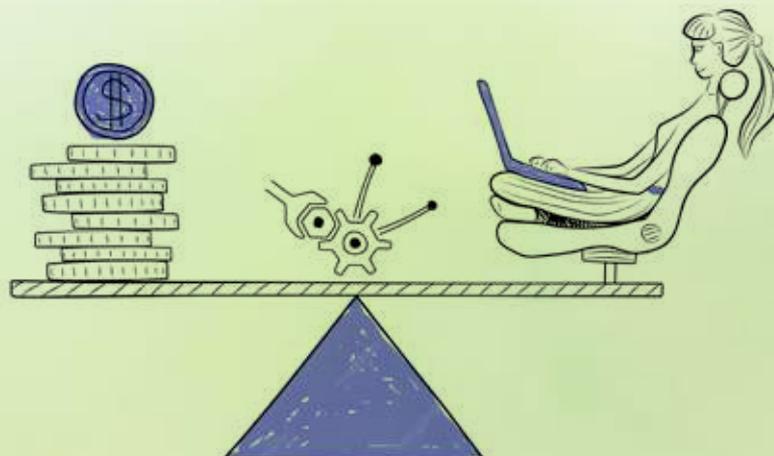


It is important to note that longer working hours does not indefinitely apply to all staff within the Group. It varies across departments and it is highly dependent on the job scope of each individual and the urgency of output delivery. Those employees that are directly involved in the process of churning out products to meet customers' orders may succumb to longer working hours when there's a high volume of delivery to meet. As such, this may cause burnout and may lead to higher turnover rate during certain periods of the year. The departure of skilled employees may impact the timeline of existing projects and limit the Group's growth.

Potential impact on the Group's image



Potential employees might reconsider their job applications to the Group as they would be afraid of the lack of balance between their work and personal life due to the longer working hours. This may eventually enhance the difficulty of hiring skilled workers to join our team, which in turn result in the Group being unable to maximise our ability to generate more revenue.



SUSTAINABILITY REPORTING

8.0 Social-related Risks and Opportunities (Cont'd)

8.1.1 Health and Well-being Risk (Cont'd)

c. Mitigating the Risk

To address the said risk, the Group has implemented:

Tailored-Working Hours for Different Roles



Based on the employees' work requirements and the business needs, superiors will workaroud and provide more flexibility to employees during the off-peak period to compensate their extended working hours during the high delivery period.

Annual Recreational Claim Entitlement



All employees of all levels are entitled to an annual recreational claim and it was intended as a reward to allow employees to rejuvenate.

Establishment of A-Spartan



The Group also stands by the beliefs that monthly internal activities for employees offer a balance between leisure and work. It offers the sense of excitement, anticipation and active participation which sets a less-stressful tone in their working environment. In addition, the Group has also been actively promoting the A-Spartan's initiative, not only as a part of our mandated training but as part of a physical training – encouraging employees to be a part of it.

8.1.2 Process Flow on Managing the Risks

The overall process of assessing, determining, prioritising and monitoring social-related risks and opportunities entails the general process spelled out in note 6.4.

The Group studies the data obtained on the reason employees resign from the Group – with the percentage that makes up "long working hours" as the main factor specially highlighted and monitored.

The Group uses this data to identify if "long working hours" is the major contributor to the risk. The Group calculates it against the turnover rate of the Group to determine the ratio and the degree of interrelation between the risk and the Group's turnover rate.

The Group does not rule out a strong correlation between both subject matters in the current year.



A-SPARTAN TEAM ORGANIZING BLOOD DONATION DRIVE

SUSTAINABILITY REPORTING

8.0 Social-related Risks and Opportunities (Cont'd)

8.1.3 Metrics and Targets

The Group has set targets over the short, medium and long term in relation to the risk mentioned.

Social-related Risks and Opportunities	Long working hours may have a direct correlation with employees resigning		
Methodology to Calculate Metric	Percentage of employees resigning due to long working hours divided by the total number of employees resigning annually		
Measuring Unit	% of employees resigned due to long working hours		
Actual Metric (FYE2025)	14%		
Targets	Short Term	Medium Term	Long Term
	12%	10%	8%

The metrics and targets stated above were developed by the Group to measure and monitor the progress over the short-, medium- and long-term period. The metrics, however, have not received any third-party validation.

As this is the first year the Group has established targets, the baseline of reference would be FYE2025 and its metrics will be used to calculate against future progress.

8.2.1 Community Investment Risk

a. Description

The lack of community investment towards the underprivileged community - in terms of education - may result in lower literacy rate in the long term. This would potentially result in the increase of unemployment rate due to the reduced number of skilled workers to fill the jobs available in the market. And with the shortage of technically-skilled workers, this may likely impede the growth of the Group in terms of technological innovation or advancement as hiring skilled workers become tougher and competition among organisations become steeper.

SUSTAINABILITY REPORTING

8.0 Social-related Risks and Opportunities (Cont'd)

8.2.1 Community Investment Risk

b. Effects on Business Model

The lack of community investment may potentially affect the Group's business in various ways such as the following:

Shortage of Technically-skilled Workers



It is common sight that many underprivileged communities are often raised without proper education. The lack of education impairs a nation's economic growth by hindering productivity, stifling innovation, and perpetuating poverty. This also directly translates to organisations' growth as a less-capable workforce/the lack of technically-skilled workers will impede technological innovation, resulting in the Group being unable to scale greater heights.

Reduced Stakeholder's Value and Trust



Stakeholders have a higher tendency to trust organisations that show commitment towards sustainability and corporate social responsibility. The lack of community investment may significantly reduce stakeholders' trust and value, thus, damaging the Group's reputation, and affecting its financial performance in the long term. The lack of transparency about social responsibility may also potentially cause a dent to the Group's brand image and jeopardising our credibility as well.

c. Mitigating the Risk

In order to address the risk, the Group sets aside a notable amount of funds dedicated to our sustainability initiatives, to ensure that our commitment remains intact and in alignment with our Sustainability Pledge. The Group has been providing sponsorships/donations to the underprivileged community especially in terms of financial assistance that aids with the education of the children.

The Group has actively promoted outside-the-classroom education with sponsored visits to Entopia, Tech Dome Penang, Glass Museum and many more for the underprivileged children. Co-curricular activities such as dance classes, art classes, ping pong classes were also extended to the little ones – in hopes to foster their creativity, self-expression, problem solving skills, improve their physical health, just to name a few. Donations such as back-to-school supplies, educational books were also provided to the indigenous community via Suka Society. The donation of TV, tables and chairs for the children of Sunshine Learning Centre was to support and encourage education among the refugee children in Penang, Malaysia.

Additionally, the Group also introduced Aemulus Int'l School's Faculty Exchange Program (AISFEP) to bridge the technological knowledge exchange between countries – with the objective of boosting technological advancement, talent expansion and fostering economic growth in the longer term. Taking a step at a time, the Group kickstarted the exchange between Ho Chi Minh City University of Technology and Education (HCMUTE), Universiti Malaya (UM) and Universiti Teknologi MARA (UiTM).

SUSTAINABILITY REPORTING

8.0 Social-related Risks and Opportunities (Cont'd)

8.2.1 Community Investment Risk (Cont'd)

c. Mitigating the Risk (Cont'd)



FACULTY EXCHANGE PROGRAM WITH

Ho Chi Minh City University
of Technology and Education
(HCMUTE), Universiti Malaya
(UM) and Universiti Teknologi
MARA (UiTM)



Locally, the Group has also ensured continuous collaboration with various local universities, with direct involvement in their tech-related programs for undergraduates. This would potentially increase the number of undergraduates who are more technologically-ready when entering the workforce upon graduation.

All in all, the Group will continue to further enhance the current strategies of mitigating the risk and is confident that these efforts will place the Group in the right direction.

8.2.2 Process Flow on Managing the Risks

The overall process of assessing, determining, prioritising and monitoring social-related risks and opportunities entails the general process spelled out in note 6.4.

However, the Group is unable to track any quantitative data as yet as the current efforts is to lay the foundation for the future. Thus, the effects are not able to be determined within the short term. In terms of the qualitative perspective, the Group believes that the strategies used to mitigate the risk will create a ripple effect that is beneficial to the community.

In the long term, the data collected will be the year-on-year comparison of the literacy rate among the underprivileged communities in Malaysia (eg. the refugees, indigenous community, the B40 income group). As there are insufficient public data released, the school enrolment rate may be used to replace the literacy rate of these groups of people.

SUSTAINABILITY REPORTING

8.0 Social-related Risks and Opportunities (Cont'd)

8.2.3 Metrics and Targets

Social-related Risks and Opportunities	Lack of community investment		
	% of literacy rate		
Measuring Unit	Indigenous community	B40 households	Refugees
Estimated Metric (FYE2025)	79%	94.5%	56%
Targets			
Short Term	80%	95%	57%
Medium Term	82%	96%	59%
Long Term	85%	97%	62%

* Literacy rate stated is an estimated rate gathered from public data.
 * Targets stated in the short-, medium-, long-term serves as a guideline and is not a direct "cause and effect results" from the Group's community investment.

The Group has set targets over the short, medium and long term in relation to the risk mentioned.

The targets stated above were developed by the Group to measure and monitor the progress over the short-, medium- and long-term period. The targets, however, have not received any third-party validation.

It is also important to note that due to the insufficient data of literacy rate breakdown of these groups of community, the metrics stated are the estimated figures based on the enrolment rate and other factors.

As this is the first year the Group has established the targets, the baseline of reference would be FYE2025 and its metrics will be used to calculate against future progress.

SUSTAINABILITY REPORTING

9.0 Governance-related Risks and Opportunities

9.1 Unethical Practices by Suppliers Risk

a. Description

The lack of transparency or unethical practices among suppliers, such as labour rights violations, corruption and fraud, lack of ESG compliance etc - that are unbeknownst to the Group may possibly affect the Group's reputation and brand image. In addition, it may also potentially result in major financial losses to the Group due to being associated with unethical suppliers.

b. Effects on Business Model

The unethical practices by suppliers may potentially impact the Group in various ways such as:

Reputational and brand damage



If suppliers are exposed by the regulator and media about their unethical practices, this would lead to a backlash from consumers/investors as they would withdraw business deals with the Group due to the close linkage of the Group with the suppliers. As such, the Group will potentially face a significant decrease in revenue and brand trust.

Financial losses



Financial losses may arise due to the close buyer-supplier relationship as consumers/investors may view it as the Group condoning/supporting such unethical practices by the suppliers. As such, the Group's revenue will take a huge dip and may also potentially result in the loss of jobs by employees.

c. Mitigating the Risk

To address the risk, the Group plans to mandate all suppliers to declare and confirm that they are not involved in any unethical practices nor have any legal actions taken against them due to violations of any sort. This will also indirectly encourage our current and future suppliers to embrace ethical practices in their business dealings.

Apart from that, the Procurement team will also be tasked to run through a background check based on public information available before engaging in business deals with new suppliers. Higher prioritisation will be given to suppliers who display stronger sustainability commitments.



SUSTAINABILITY REPORTING

9.0 Governance-related Risks and Opportunities (Cont'd)

9.1 Unethical Practices by Suppliers Risk (Cont'd)

The Group believes that this would ensure that in cases that such risk occurs, the Group may be cushioned from the impact that arises from it.

9.2 Process Flow on Managing the Risks

The overall process of assessing, determining, prioritising and monitoring governance-related risks and opportunities entails the general process spelled out in note 6.4.

However, the Group does not have any historical data as such incident has not occurred in the past. Despite that, the Group identifies it as a potential risk that may result in a significant impact to the Group shall it occur in the future.

9.3 Metrics and Targets

The Group has set targets over the short-, medium-, long-term in relation to the risk mentioned.

Governance-related Risks	Risk of brand's reputation due to unethical practices by suppliers		
Metrics Description	To ensure that all suppliers engaged will complete a declaration to verify that they are not involved in any unethical practices/ violations of law		
Metrics Calculation Methodology	Total number of engaged suppliers who completed the declaration process		
Measuring Unit	Total percentage of suppliers completed		
Targets	Short Term	Medium Term	Long Term
	10%	30%	50%

The metrics and targets stated are established by the Group to measure the progress of mitigating the risk identified over the short-, medium- and long-term. The metrics have not been validated by a third party.

AEMULUS' CHRONOLOGICAL SUMMARY OF 2025 EVENTS

The gloominess dissipated...peeking from the clouds' shadows, it unveiled a distinct rainbow.

Its colours were striking - impossible to overlook.

A stunning sight indeed, much like the year we've just experienced: fulfilling, uplifting, and full of promise.

Onto the environment, we explore. Across the wetlands, we thrive. Above the waters, we emerge.

As we navigate through the year with focused business goals, we also made sure to embrace joy and celebration along the way.



AEMULUS' CHRONOLOGICAL SUMMARY OF 2025 EVENTS



Frosting D'Xmas Vibes and Slithering into Chinese New Year (CNY) were our event highlights annually and this time, with a new twist – we set up carnival-like game booths for our staff to immerse themselves in the merriment. Letting loose in the midday chaos (*in a positive way*), it was an entertainment of its own.



Fast forward to April, our Faculty Exchange Program (*under our Aemulus' Int'l School initiative*) has officially kickstarted! In our concerted effort to boost the semiconductor industry and spark a new wave of technological knowledge exchange between Malaysia and Vietnam, we rolled out our first Lecturer-exchange between Ho Chi Minh University of Technology and Education (HCMUTE) and Universiti Malaya (UM) as well as Universiti Teknologi Mara (UiTM). It serves as a catalyst for ideation, industry insight, and mentorship – empowering both lecturers and engineering students with valuable cross-border exposure and collaborative learning.



AEMULUS' CHRONOLOGICAL SUMMARY OF 2025 EVENTS

Stressing on a healthier, more active lifestyle among our staff, we rolled out our long-awaited sports clubs - the **IA'm Smasher Badminton Club** and the **Ammo Ballers Basketball Club!**

The official names of both clubs were proudly unveiled during their respective opening ceremonies. With tournaments held internally on D-Day and easy-to-pickup lessons for novice players, it was a crash course for them to get straight into the battlefield. Nonetheless, it isn't a mere physical workout, it shapes stronger minds, gives a boost to our physiques and tighten the bonds of our staff.



As the months progressed, we curated a series of sustainability-related challenges for our staff to elevate their knowledge in the sustainability aspect – part of what we keep striving for – to equip them with the awareness of being a green citizen. General waste reduction, food waste reduction, segregation of recyclable wastes, just to name a few. We want to trigger and highlight the significance - keeping them on their toes and up-to-date on the pressing sustainability issues that are plaguing our society, our living environment and potentially, our future. These efforts aim not only to educate but to inspire - ensuring that each of us plays a role in shaping a greener, more resilient future.

And so, as we close another remarkable chapter in our journey, a new page awaits a new stroke of fresh ink. Penning down the goals with determination-, hopefulness- and confidence-filled grip, we anticipate yet another exciting year ahead!