Lingkaran Trans Kota Holdings Berhad

199501006186 (335382-V)
(Incorporated in Malaysia)

Directors' Report and Audited Financial Statements
31 March 2025

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Lingkaran Trans Kota Holdings Berhad
(Incorporated in Malaysia)

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Lingkaran Trans Kota Holdings Berhad
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Directors' report

The directors hereby present their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 March 2025.

Principal activities

The principal activities of the Company are investment holding and the provision of management services to the subsidiaries.

Following the completion of the disposal of its subsidiary, Lingkaran Trans Kota Sdn. Bhd. ("LITRAK"), on 13 October 2022, the Company has ceased its principal activities and remained dormant thereafter.

During the financial year, the following changes occurred in the Group's structure:

- Litrak Sdn Bhd ("LSB"), a subsidiary of the Company, was struck off from the register of the Companies Commission Malaysia on 23 July 2024 pursuant to the Government Gazette in accordance with Section 551(3) of the Companies Act 2016. Accordingly, LSB was legally dissolved on that date and ceased to be a subsidiary of the Company with effect from 23 July 2024;

- ETC Links Sdn Bhd, a subsidiary of the Company, commenced members' voluntary winding-up pursuant to Section 439 of the Companies Act 2016 with the appointment of a liquidator on 11 March 2025.

Other information relating to the subsidiaries are disclosed in Note 12 to the financial statements.

Results

	Group/Company RM'000
Profit for the year	999

There was no material transfer to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

Dividends

No dividend has been paid or declared by the Company since the end of the previous financial year. The directors do not recommend any dividend in respect of the current financial year.

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Directors

The name of the directors of the Company in office since the beginning of the financial year to the date of this report are:

Tan Sri Dato' Setia Haji Ambrin bin Buang
Ir Haji Yusoff bin Daud*

* The director is also a director of the Company's subsidiaries.

The name of the directors of the Company's subsidiaries in office since the beginning of the financial year to the end of the financial year or the date of cessation of the subsidiary (not including those directors listed above) are:

Chua Kheng Sun	(Appointed on 8 November 2024)
En Sazally bin Saidi	(Resigned on 8 November 2024)

Directors' benefits

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

	Group/Company RM'000
Salaries and other emoluments	337
Fees	90
	427

Directors' and officers' indemnity

The Company maintains a liability insurance for the directors and officers of the Company and its subsidiaries throughout the financial year, which provides insurance cover of RM20,000,000. The amount of insurance premium paid by the Company for the year ended 31 March 2025 was RM33,868.

Directors' interests

According to the register of directors' shareholdings, the interests of directors in office at the end of the financial year in the shares in the Company during the financial year were as follows:

	Number of ordinary shares			
	1 April 2024	**Bought**	**Sold**	**31 March 2025**
The Company				
Indirect Interest				
Director of the Company				
Ir Haji Yusoff bin Daud °	328,499	-	-	328,499

° Deemed interest through Irama Duta Sdn. Bhd.

Other statutory information

(a) Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps:

  (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no known bad debts and that no provision for doubtful debts was necessary; and

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

(b) At the date of this report, the directors are not aware of any circumstances which would render:

  (i) it necessary to write off any bad debts or to make any provision for doubtful debts in respect of the financial statements of the Group and of the Company; and

  (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

(c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

(d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

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Other statutory information (cont'd.)

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

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

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

(f) In the opinion of the directors:

(i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and

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

Auditors

	Group RM'000	Company RM'000
Auditors' remuneration	15	8

To the extent permitted by law, the Group and the Company have agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit for an unspecified amount. No payment has been made to indemnify Ernst & Young PLT during the financial year nor since the end of the financial year.

Signed on behalf of the Board in accordance with a resolution of the directors dated 15 July 2025.

Tan Sri Dato' Setia Haji Ambrin bin Buang
Chairman

Ir Haji Yusoff bin Daud
Executive Director

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

We, Tan Sri Dato' Setia Haji Ambrin bin Buang and Ir Haji Yusoff bin Daud, being the directors of Lingkaran Trans Kota Holdings Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 10 to 38 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and the Company as at 31 March 2025 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 15 July 2025.

Tan Sri Dato' Setia Haji Ambrin bin Buang
Chairman

Ir Haji Yusoff bin Daud
Executive Director

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

I, Chua Kheng Sun, being the officer primarily responsible for the financial management of Lingkaran Trans Kota Holdings Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 10 to 38 are in my opinion correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the
abovenamed Chua Kheng Sun
at Petaling Jaya in the State of Selangor
Darul Ehsan on 15 July 2025.

Chua Kheng Sun
MIA CA 15847

Before me,

PESURUHJAYA SUMPAH
B 449
CHIN CHIA MAN
01.01.2025 - 31.12.2027
MALAYSIA

No. 61B, Jalan SS21/60
Damansara Utama
47400 Petaling Jaya
Selangor Darul Ehsan.

Shape the future
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Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
SST ID: W10-2002-32000062
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**Independent auditors' report to the members of
Lingkaran Trans Kota Holdings Berhad
(Incorporated in Malaysia)**

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Lingkaran Trans Kota Holdings Berhad, which comprise the statements of financial position as at 31 March 2025 of the Group and of the Company, and statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 10 to 38.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025, and of their financial performance and cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Emphasis of matter - financial statements prepared on a basis other than that of a going concern

We draw attention to Note 2.1 to the financial statements. Accordingly, the going concern assumption is not appropriate and the financial statements have been prepared on a basis other than that of a going concern. Our opinion is not modified in respect of this matter.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Malaysia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Independent auditors' report to the members of
Lingkaran Trans Kota Holdings Berhad (cont'd.)
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Information other than the financial statements and auditors' report thereon

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

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

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

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

Responsibilities of the directors for the financial statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Company, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so. As described in Note 2.1 to the financial statements, the financial statements have been prepared on a basis other than that of a going concern.

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Independent auditors' report to the members of
Lingkaran Trans Kota Holdings Berhad (cont'd.)
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Auditors' responsibilities for the audit of the financial statements

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

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

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

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

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting. When such use is inappropriate and management uses an alternative basis of accounting, we conclude on the appropriateness of management's use of the alternative basis of accounting. We also evaluate the adequacy of the disclosures describing the alternative basis of accounting and reasons for its use. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report.

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**Independent auditors' report to the members of
Lingkaran Trans Kota Holdings Berhad (cont'd.)
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Auditors' responsibilities for the audit of the financial statements (cont'd.)

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

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

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

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

Other matters
This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Ng Wai San
No. 03514/08/2026 J
Chartered Accountant

Kuala Lumpur, Malaysia
15 July 2025

Lingkaran Trans Kota Holdings Berhad
(Incorporated in Malaysia)

Statements of comprehensive income
For the year ended 31 March 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM'000	RM'000	RM'000	RM'000
Revenue	4	2,350	-	2,350	-
Employee benefits expenses	5	(1,679)	(2,134)	(1,679)	(2,134)
Other expenses		(272)	(1,460)	(272)	(1,529)
		(1,951)	(3,594)	(1,951)	(3,663)
		399	(3,594)	399	(3,663)
Other income	6	751	4,208	751	4,208
Profit before tax	8	1,150	614	1,150	545
Income tax expense	9	(151)	(769)	(151)	(769)
Profit/(loss) for the year, representing total comprehensive income/(loss) for the year		999	(155)	999	(224)

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

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Lingkaran Trans Kota Holdings Berhad
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Statements of financial position
As at 31 March 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM'000	RM'000	RM'000	RM'000
Assets					
Current assets					
Sundry receivables	10	8,500	10,733	8,500	10,733
Tax recoverable		-	687	-	687
Cash and bank balances	11	22,626	18,882	22,626	18,506
Assets held for sale/distribution	12	8	8	8	384
Total assets		31,134	30,310	31,134	30,310
Equity and liabilities					
Equity attributable to equity holders of the Company					
Share capital	13	17,046	17,046	17,046	17,046
Retained earnings	15	5,292	4,293	5,292	4,293
Total equity		22,338	21,339	22,338	21,339
Liabilities					
Current liabilities					
Provision of compensated absences	16	20	31	20	31
Retirement benefit obligations	17	-	122	-	122
Sundry payables	18	8,724	8,818	8,724	8,818
Tax payable		52	-	52	-
Total liabilities		8,796	8,971	8,796	8,971
Total equity and liabilities		31,134	30,310	31,134	30,310

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

Lingkaran Trans Kota Holdings Berhad
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Consolidated statement of changes in equity
For the year ended 31 March 2025

	Note	← Non-distributable Share capital (Note 13) RM'000	→ Other reserve (Note 14) RM'000	Distributable Retained earnings (Note 15) RM'000	Total equity RM'000
Group					
At 1 April 2024		17,046	-	4,293	21,339
Total comprehensive income		-	-	999	999
At 31 March 2025		17,046	-	5,292	22,338
At 1 April 2023		289,645	4,921	1,433	295,999
Total comprehensive loss		-	-	(155)	(155)
Transactions with owners					
Issuance of ordinary shares pursuant to ESOS	13	1,275	-	-	1,275
Share options exercised	13 and 14	1,906	(1,906)	-	-
Share options forfeited	14	-	(3,015)	3,015	-
Capital repayment to shareholders		(275,780)	-	-	(275,780)
Total transactions with owners		(272,599)	(4,921)	3,015	(274,505)
At 31 March 2024		17,046	-	4,293	21,339

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

Lingkaran Trans Kota Holdings Berhad
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Statement of changes in equity
For the year ended 31 March 2025

		← Non-distributable	→	Distributable	
	Note	Share capital (Note 13) RM'000	Other reserve (Note 14) RM'000	Retained earnings (Note 15) RM'000	Total equity RM'000
Company					
At 1 April 2024		17,046	-	4,293	21,339
Total comprehensive income		-	-	999	999
At 31 March 2025		17,046	-	5,292	22,338
At 1 April 2023		289,645	4,921	1,502	296,068
Total comprehensive loss		-	-	(224)	(224)
Transactions with owners					
Issuance of ordinary shares pursuant to ESOS	13	1,275	-	-	1,275
Share options exercised	13 and 14	1,906	(1,906)	-	-
Share options forfeited	14	-	(3,015)	3,015	-
Capital repayment to shareholders		(275,780)	-	-	(275,780)
Total transactions with owners		(272,599)	(4,921)	3,015	(274,505)
At 31 March 2024		17,046	-	4,293	21,339

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

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Lingkaran Trans Kota Holdings Berhad
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Statements of cash flows
For the year ended 31 March 2025

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Cash flows from operating activities				
Profit before tax	1,150	614	1,150	545
Adjustments for:				
Interest income from fixed deposits	(33)	(926)	(33)	(926)
Distribution from investment securities	-	(28)	-	(28)
Profit on Islamic investment	(718)	(3,254)	(718)	(3,254)
Increase/(decrease) in provision for short term accumulating compensated absences	1	(35)	1	(35)
Provision for retirement benefits	3	5	3	5
Bad debts written off	-	105	-	206
Impairment loss on assets held for sale/distribution	-	-	-	84
Operating profit/(loss) before working capital changes	403	(3,519)	403	(3,403)
Changes in receivables	2,248	58,289	2,248	58,264
Changes in payables	(94)	(503)	(94)	(559)
Cash generated from operations	2,557	54,267	2,557	54,302
Income tax refunded/(paid)	588	(1,561)	588	(1,561)
Retirement benefits paid	(125)	(12)	(125)	(12)
Unutilised leave paid	(12)	-	(12)	-
Net cash generated from operating activities	3,008	52,694	3,008	52,729
Cash flows from investing activities				
Interest income received from fixed deposits	33	1,099	33	1,099
Profit received from Islamic investment	703	3,463	703	3,463
Distribution received from investment securities	-	28	-	28
Disposal of investment securities	-	2,133	-	2,133
Return of capital invested in a subsidiary	-	-	376	-
Net cash generated from investing activities	736	6,723	1,112	6,723
Cash flows from financing activities				
Proceeds from issuance of ordinary shares from exercise of ESOS options	-	1,275	-	1,275
Capital repayment to shareholders	-	(275,780)	-	(275,780)
Net cash used in financing activities	-	(274,505)	-	(274,505)

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Statements of cash flows
For the year ended 31 March 2025 (cont'd.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net changes in cash and cash equivalents	3,744	(215,088)	4,120	(215,053)
Cash and cash equivalents at beginning of the year	18,882	233,970	18,506	233,559
Cash and cash equivalents at end of the year (Note 11)	22,626	18,882	22,626	18,506

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

Notes to the financial statements - 31 March 2025

1. Corporate information

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office and principal place of business of the Company are located at Level 1, 53-61, Jalan SS 22/23, Damansara Jaya, 47400 Petaling Jaya, Selangor.

The principal activities of the Company are investment holding and the provision of management services to the subsidiaries.

The Company has remained dormant since the completion of the disposal of its subsidiary, Lingkaran Trans Kota Sdn. Bhd. ("LITRAK"), to Amanat Lebuhraya Rakyat Berhad on 13 October 2022.

Other information relating to the subsidiaries are disclosed in Note 12 to the financial statements.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 15 July 2025.

2. Material accounting policy information

2.1 Basis of preparation

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

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

As detailed in the circular to shareholders dated 15 May 2023, the Board of Directors intends to voluntarily wind up the Company by way of a special resolution, upon the distribution of any remaining funds to the shareholders.

Accordingly, the financial statements of the Group and the Company have been prepared on a basis other that of a going concern. Where appropriate, the carrying values of the assets are stated at lower of their carrying amount or fair value less cost to sales and liabilities are recorded to the extent that such costs were committed at the end of the financial year. All assets and liabilities of the Company have been classified as current.

2. Material accounting policy information (cont'd.)

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:

On 1 April 2024, the Group and the Company adopted the following new and amended standards mandatory for annual periods beginning on or after 1 January 2024:

Effective for annual periods beginning on or after 1 January 2024:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

The adoption of the above new and amended standards did not have any material impact on the financial statements of the Group and the Company.

2.3 Standards issued but not yet effective

The amended standards that are issued but not yet effective, up to the date of issuance of the financial statements are disclosed below. The Group and the Company intend to adopt these amended standards, if applicable, when they become effective.

Effective for annual periods beginning on or after 1 January 2025:

Amendments to MFRS 121	Lack of exchangeability

Effective for annual periods beginning on or after 1 January 2026:

Amendments to MFRS 9 and MFRS 7	Classification and Measurement of Financial Instruments
Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107	Annual Improvements to MFRS Accounting Standards - Volume 11

Effective for annual periods beginning on or after 1 January 2027:

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19	Subsidiaries without Public Accountability: Disclosures

2. Material accounting policy information (cont'd.)

2.3 Standards issued but not yet effective (cont'd.)

The amended standards that are issued but not yet effective, up to the date of issuance of the financial statements are disclosed below. The Group and the Company intends to adopt these amended standards, if applicable, when they become effective. (cont'd.)

Effective date deferred indefinitely:

Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The adoption of the above amended standards will not have material impact on the financial statements of the Group and the Company in the period of initial application.

2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the financial year end.

The financial statements of the subsidiaries are prepared for the same reporting period as the Group, using consistent accounting policies. In preparing consolidated financial statements, all intercompany balances, transactions, unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are all entities over which the Group has control. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- exposure, or rights, to variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether the Group has power over an investee, including:

- the contractual arrangement with the other vote holders of the investee;
- rights arising from other contractual arrangements; and
- the Group's voting rights and potential voting rights.

2. Material accounting policy information (cont'd.)

2.4 Basis of consolidation (cont'd.)

The Group re-assessed whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group losses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Acquisitions of subsidiaries are accounted for using the acquisition method of accounting. The identifiable assets acquired and the liabilities assumed are measured at their fair values at the acquisition date. Acquisition costs incurred are expensed and included in administrative expenses. The difference between these fair values and the fair value of the consideration (including the fair value of any pre-existing investment in the acquiree) is goodwill or a discount on acquisition.

Changes in the Group's equity interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their respective interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in shareholders' equity.

If the Group loses control over a subsidiary, it:

- derecognises the assets (including goodwill) and liabilities of the subsidiary
- derecognises the carrying amount of any non-controlling interests
- derecognises the cumulative translation differences recorded in equity
- recognises the fair value of the consideration received
- recognises the fair value of any investment retained
- recognises any surplus or deficit in profit or loss
- reclassifies the parent's share of components previously recognised in other comprehensive income ("OCI") to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment loss, if any. Dividends received from subsidiaries are recorded as a component of revenue in the Company's separate statement of comprehensive income.

2. Material accounting policy information (cont'd.)

2.5 Income tax

Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current tax is recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

2.6 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to the Group and to the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

2. Material accounting policy information (cont'd.)

2.6 Fair value measurement (cont'd.)

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

(i) Level 1 - unadjusted quoted market prices in active markets for identical assets or liabilities

(ii) Level 2 - inputs other than quoted market prices that are observable either directly or indirectly

(iii) Level 3 - input that is significant to the fair value measurement is unobservable

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

2.7 Other income

Other income is recognised to the extent that it is probable that the economic benefits will flow to the Group and to the Company and the amount can be reliably measured. Other income is measured at the fair value of consideration received or receivable.

Interest income

Interest income is recognised over time proportion that reflects the effective yield on the asset.

2.8 Impairment of non-financial assets

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

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

2. Material accounting policy information (cont'd.)

2.8 Impairment of non-financial assets (cont'd.)

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

Impairment loss is recognised in profit or loss in the period in which it arises.

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

2.9 Financial assets

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

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

The Group and the Company determine the classification of their financial assets at initial recognition, and the categories include financial assets at fair value through profit or loss and financial assets at amortised cost.

(a) Financial assets at fair value through profit or loss

Financial assets are classified as financial assets at fair value through profit or loss if they are held for trading or are designated as such upon initial recognition. Financial assets held for trading are financial assets acquired principally for the purpose of selling in the near term.

2. Material accounting policy information (cont'd.)

2.9 Financial assets (cont'd.)

(a) Financial assets at fair value through profit or loss (cont'd.)

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value are recognised in profit or loss. Net gains or net losses on financial assets at fair value through profit or loss do not include exchange differences, interest and dividend income. Exchange differences, interest and dividend income on financial assets at fair value through profit or loss are recognised separately in profit or loss as part of other losses or other income.

Financial assets at fair value through profit or loss could be represented as current or non-current. Financial assets that are held primarily for trading purposes are presented as current whereas financial assets that are not held primarily for trading purposes are presented as current or non-current based on the settlement date.

(b) Financial assets at amortised cost

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- The financial assets are held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

- The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are measured using the effective interest method. Gains and losses are recognised in profit or loss when the financial assets at amortised cost are derecognised or impaired, and through the amortisation process.

Financial assets at amortised cost are classified as current assets, except for those having maturity dates later than 12 months after the reporting date which are classified as non-current.

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired or the Group and the Company transfer substantially all the risk, reward and control of the assets. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in profit or loss.

2. Material accounting policy information (cont'd.)

2.10 Impairment of financial assets at amortised cost

The Group and the Company assess at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Group and the Company consider factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

The carrying amount of the financial asset is reduced by the impairment loss except for receivables, where the carrying amount is reduced through the use of an allowance account. When a receivable becomes uncollectible, it is written off against the allowance account.

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

If in subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in profit or loss.

2. Material accounting policy information (cont'd.)

2.11 Financial liabilities

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

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

The Group and the Company's financial liabilities include sundry payables.

Financial liabilities are recognised initially at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

2.12 Employee benefits

(a) Short term benefits

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

(b) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of Malaysia. The Group makes contributions to the Employees Provident Fund in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

2. Material accounting policy information (cont'd.)

2.12 Employee benefits (cont'd.)

(c) Defined benefit plans

The Group operates an unfunded Retirement Benefit Scheme (the "Scheme") for eligible employees. The cost of providing benefits under the Scheme is determined using the projected unit credit cost method.

Re-measurements, comprising actuarial gains and losses, are recognised immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

The Group and the Company recognise service costs comprising current service costs, past service costs and gains or losses on curtailments, non-routine settlements and net interest expense or income in profit or loss.

2.13 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank, cash on hand, demand deposits with a maturity of three months or less and short term, highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

2.14 Share capital and share issuance expenses

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

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

2.15 Non-current assets held for sale and discontinued operations

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense.

2. Material accounting policy information (cont'd.)

2.15 Non-current assets held for sale and discontinued operations (cont'd.)

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset or disposal group is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification.

Property, plant and equipment is not depreciated or amortised once classified as held for sale.

Assets and liabilities classified as held for sale are presented separately as current items in the statement of financial position.

3. Significant accounting judgements and estimates

The preparation of the Group's and Company's financial statements require management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

There is no significant estimate or judgement made by management in the application of the accounting policies of the Group and of the Company that have material impact on the financial statements of the Group and of the Company.

4. Revenue

	Group and Company	
	2025	2024
	RM'000	RM'000
Dividend income	2,350	-

5. Employee benefits expenses

	Group and Company	
	2025	2024
	RM'000	RM'000
Salaries	1,420	1,868
Increase/(decrease) in provision for short term accumulating compensated absences	1	(35)
Defined contribution plan	152	160
Defined benefit plan	3	5
Social security contributions	5	4
Other benefits	98	132
	1,679	2,134

Included in employee benefits expenses of the Group and of the Company is executive director's remuneration (excluding benefits-in-kind) amounting to RM335,000 (2024: RM327,000) as described further in Note 7 to the financial statements.

6. Other income

	Group and Company	
	2025	2024
	RM'000	RM'000
Interest income from fixed deposits	33	926
Profit on Islamic investment	718	3,254
Distribution from investment securities	-	28
	751	4,208

7. Directors' remuneration

	Group and Company	
	2025	2024
	RM'000	RM'000
Executive:		
Salaries and other emoluments, representing total executive director's remuneration (excluding benefits-in-kind) (Note 5)	335	327
Estimated monetary value of benefits-in-kind	-	2
Total executive director's remuneration (including benefits-in-kind)	335	329

7. Directors' remuneration (cont'd.)

	Group and Company 2025 RM'000	Group and Company 2024 RM'000
Non-executive:		
Fees	90	246
Ex-gratia	-	200
Other emoluments	2	42
Total non-executive directors' remuneration	92	488
Total directors' remuneration	427	817
Analysis excluding estimated value of benefits-in-kind:		
Total executive director's remuneration	335	327
Total non-executive directors' remuneration	92	488
Total directors' remuneration	427	815

The details of the directors' remuneration of the Group and of the Company during the financial years ended 31 March 2025 and 31 March 2024 are as follows:

	Salaries and bonus RM'000	Fees RM'000	Ex-gratia RM'000	Other emoluments* RM'000	Total RM'000
2025					
Executive director:					
Ir Haji Yusoff bin Daud	270	-	-	65	335
Non-executive directors:					
Tan Sri Dato' Setia Haji Ambrin bin Buang	-	90	-	2	92
2024					
Executive director:					
Ir Haji Yusoff bin Daud	260	-	-	69	329
Non-executive directors:					
Tan Sri Dato' Setia Haji Ambrin bin Buang	-	142	-	12	154
Dato' Haji Azmi bin Mat Nor	-	-	-	8	8
Datin Lee Choi Chew	-	53	100	10	163
Puan Nazli binti Mohd Khir Johari	-	51	100	12	163
	-	246	200	42	488

* Included in other emoluments are allowances and benefits-in-kind.

8. Profit before tax

The following amounts have been included in arriving at profit before tax:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Non-executive directors (Note 7)				
- fees	90	246	90	246
- ex-gratia	-	200	-	200
- other emoluments	2	42	2	42
Auditors' remuneration				
- statutory audit				
- current year	15	25	8	21
- under provision in prior year	-	68	-	68
Impairment loss on assets held for sale/distribution (Note 12)	-	-	-	84
Bad debts written off	-	105	-	206

9. Income tax expense

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Malaysian income tax:				
- current income tax	172	474	172	474
- (over)/under provision in prior years	(21)	295	(21)	295
	151	769	151	769
Income tax expense recognised in profit or loss	151	769	151	769

Current income tax was calculated at the statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year.

9. Income tax expense (cont'd.)

Reconciliation of income tax expense applicable to profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before tax	1,150	614	1,150	545
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	276	147	276	131
Income not subject to tax	(564)	(7)	(564)	(7)
Expenses not deductible for tax purposes	460	334	460	350
(Over)/under provision of income tax expense in prior years	(21)	295	(21)	295
Income tax expense recognised in profit or loss	151	769	151	769

10. Sundry receivables

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Prepayments	23	24	23	24
Profit receivable on Islamic investment	72	57	72	57
Retention sum	8,405	8,405	8,405	8,405
Others*	-	2,247	-	2,247
Total sundry receivables	8,500	10,733	8,500	10,733
Financial assets at amortised cost				
Total sundry receivables	8,500	10,733	8,500	10,733
Add: Cash and bank balances (Note 11)	22,626	18,882	22,626	18,506
Less: Prepayments	(23)	(24)	(23)	(24)
Total financial assets	31,103	29,591	31,103	29,215

* Included in others in the prior year was the proceed receivables from Sistem Penyuraian KL Barat Holdings Sdn Bhd, a 50% owned company, in the form of the share in the net assets amounting to RM2,247,000. The amount was received during the financial year ended 31 March 2025.

11. Cash and bank balances

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deposits with licensed banks and financial institutions	21,870	18,182	21,870	18,182
Cash on hand and at banks	756	700	756	324
Cash and cash equivalents	22,626	18,882	22,626	18,506

The weighted average effective interest/profit rates and range of maturities of deposits with licensed banks and financial institutions at the reporting date are as follows:

	Group		Company	
	2025 %	2024 %	2025 %	2024 %
Licensed banks	3.75	3.60	3.75	3.60

	Group		Company	
	2025 Days	2024 Days	2025 Days	2024 Days
Licensed banks	34	32	34	32

12. Assets held for sale/distribution

The property, plant and equipment and investment in subsidiaries of the Group and of the Company are classified as held for sale/distribution as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 April 2024/2023	8	8	384	468
Return of capital invested in a subsidiary	-	-	(376)	-
Impairment loss (Note 8)	-	-	-	(84)
At 31 March	8	8	8	384

12. Assets held for sale/distribution (cont'd.)

Details of the subsidiaries, which are incorporated in Malaysia, are as follows:

Name of company	Principal activities	Equity interest 2025 %	2024 %
ETC Links Sdn. Bhd. [1]	In members' voluntary liquidation	100	100
Litrak Sdn. Bhd. [2]	Dissolved	-	100

All companies are audited by Ernst & Young PLT.

During the financial year, the following changes occurred in the Group's structure:

[1] ETC Links Sdn Bhd, a subsidiary of the Company, commenced members' voluntary winding-up pursuant to Section 439 of the Companies Act 2016 with the appointment of a liquidator on 11 March 2025;

[2] Litrak Sdn Bhd ("LSB"), a subsidiary of the Company, was struck off from the register of the Companies Commission Malaysia on 23 July 2024 pursuant to the Government Gazette in accordance with Section 551(3) of the Companies Act 2016. Accordingly, LSB was legally dissolved on that date and ceased to be a subsidiary of the Company with effect from 23 July 2024.

13. Share capital

	Number of shares 2025 '000	2024 '000	Amount 2025 RM'000	2024 RM'000
Issued and fully paid:				
Ordinary shares, at no par value				
At beginning of the year	544,597	541,619	17,046	289,645
Shares issued pursuant to exercise of ESOS options	-	2,978	-	1,275
Share options exercised	-	-	-	1,906
Capital repayment to shareholders of the Company	-	-	-	(275,780)
At end of the year	544,597	544,597	17,046	17,046

In prior year, on 26 July 2023, the High Court granted the order confirming the reduction of the issued and paid-up share capital of the Company from RM292,826,056 to RM17,046,056 by an amount of RM275,780,000 pursuant to Section 116 of the Companies Act 2016.

13. Share capital (cont'd.)

The credit arising from the capital reduction of RM275,780,000 was repaid to the shareholders by way of a cash distribution of approximately RM0.5063 per ordinary share on 23 August 2023.

Pursuant to the capital repayment above, the Company's shares were withdrawn from the official list of Bursa Malaysia Securities Berhad on 12 September 2023.

14. Other reserve

	Group and Company	
	2025	2024
	RM'000	RM'000
Share option reserve		
At beginning of the year	-	4,921
Share options exercised	-	(1,906)
Share options lapsed/forfeited	-	(3,015)
At end of the year	-	-

The share option reserve represents the equity-settled share options granted to eligible employees and directors. This reserve represents the cumulative value of services received from employees and directors recorded at grant of share options and is non-distributable.

15. Retained earnings

The Company is able to distribute dividends out of its entire retained earnings as at 31 March 2025 and 31 March 2024 under the single-tier system.

16. Provision of compensated absences

	Group and Company	
	2025	2024
	RM'000	RM'000
At 1 April 2024/2023	31	66
Recognised in profit or loss	1	(35)
Unutilised leave paid	(12)	-
At 31 March	20	31

17. Retirement benefit obligations

In prior year, the Group and the Company operated an unfunded Retirement Benefit Scheme (the "Scheme") for eligible employees. Under the Scheme, eligible employees are entitled to retirement benefits of 2.5% on the last drawn monthly basic salary for each completed months of service on attainment of the retirement age of 60.

The amounts recognised in the financial statements are as follows:

	Group and Company	
	2025	2024
	RM'000	RM'000
Statements of financial position		
Present value of unfunded defined benefit obligations, net liability	-	122
Analysed as:		
Current	-	122
Statements of comprehensive income		
Current service cost, included employee benefits expenses (Note 5)	3	5

Movements in the net liability in the current year were as follows:

	Group and Company	
	2025	2024
	RM'000	RM'000
At beginning of the year	122	129
Recognised in profit or loss	3	5
Retirement benefits paid	(125)	(12)
At end of the year	-	122

18. Sundry payables

	Group and Company	
	2025	2024
	RM'000	RM'000
Sundry payables and accruals, representing total financial liabilities carried at amortised costs	8,724	8,818

19. Related party disclosures

(a) Compensation of key management personnel

Key management personnel comprise persons including directors of the Group, having authority and responsibility for planning, directing and controlling the activities of the entities either directly or indirectly.

The aggregate amount of emoluments received/receivable by key management personnel excluding directors of the Group during the financial year is as follows:

	Group and Company	
	2025	2024
	RM'000	RM'000
Salaries and other short-term employee benefit	399	480
Defined contribution plan	48	57
	447	537

The details of directors' remuneration are disclosed in Note 7 to the financial statements.

Directors of the Group and of the Company and other members of key management personnel have been granted the following number of options under ESOS:

	Group and Company	
	2025	2024
	'000	'000
At beginning of the year	-	1,697
Exercised	-	(1,019)
Lapsed	-	(678)
At end of the year	-	-

The share options were granted on the same terms and conditions as those offered to other employees of the Group and of the Company.

20. Fair value of financial instruments

The following methods and assumptions are used to estimate the fair values of the following classes of financial instruments:

(a) Sundry receivables and sundry payables

The carrying amounts approximate fair values due to the relatively short term maturity of these financial instruments.

21. Financial risk management objectives and policies

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk and liquidity risk.

The Board of Directors review and agree policies for managing each of these risks and they are summarised below. It is, and has been throughout the year under review, the Group's policy that no trading in derivative financial instruments shall be undertaken.

The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

The carrying amounts of sundry receivables represent the Group's maximum exposure to credit risk. For other financial assets (including investment securities and cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group and the Company do not have any significant exposure to a single counterparty nor do they have any major concentration of credit risk related to any financial instruments.

(b) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group and the Company manage the debt maturity profile as disclosed in the analysis below, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. As part of its overall liquidity management, the Group and the Company maintain sufficient levels of cash and cash convertible instrument to ensure sufficient cash being kept to meet operating expenses. In addition, the Group and the Company strive to maintain available banking facilities at a reasonable level to its overall debt position.

21. Financial risk management objectives and policies (cont'd.)

(b) Liquidity risk (cont'd.)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

	On demand or within one year Group and Company	
	2025 RM'000	2024 RM'000
Financial liabilities:		
Sundry payables, representing total undiscounted financial liabilities	8,724	8,818

22. Capital management

The primary objective of the Group's capital management is to maintain an optimal capital structure in order to support its business and maximise shareholder value. The Group manages its capital structure and makes adjustments to it in light of changes in economic condition. The capital management approaches remain unchanged for the current and previous years.