

\|NTELL\|GENCE AT SCALE

ANNUAL REPORT 2025

**CORPORATE REPORT &
COMPLIANCE STATEMENTS**



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CHAIRMAN'S STATEMENT

BACKGROUND

The Financial Period Ended 30 June 2025 (FP2025) marked a significant period of strategic adaptation and progress for the Microlink Group, as we continued to navigate a rapidly evolving digital landscape. The global technology sector remained in a state of flux, shaped by economic uncertainties, the maturation of Artificial Intelligence (AI) technologies, and rising demand for intuitive, secure, and agile digital ecosystems. In response, Microlink focused on advancing innovation and collaboration, strengthening core capabilities, delivering resilient solutions across its key verticals: Financial Services, Public Sector, Telco, Enterprise Solutions, and Distribution.





We continue to advance AI innovation, enhance cloud-native platforms and drive enterprise digital transformation, empowering clients with solutions that are both responsible and scalable."



Document



Chairman's Statement (Cont'd.)**OUTLOOK**

Malaysia's economy remains resilient, registering an estimated 5.1% growth in 2024 despite global uncertainties. Looking ahead, the digital economy continues to serve as a cornerstone of national progress, driving innovation, productivity and investment. In 2022, it contributed approximately 23% to GDP, with government targets aiming to raise this to 25.5% by the end of 2025.

In parallel, Malaysia is steadily positioning itself as both a regional and global hub for Artificial Intelligence (AI). Through strategic programmes and infrastructure investment – including the establishment of the National Artificial Intelligence Office (NAIO) to strengthen planning, research and regulatory oversight, as well as major data centre expansions – the country is reinforcing its leadership in Southeast Asia's digital transformation. Additionally, growing attention to cybersecurity frameworks and cross-border data governance highlights the nation's commitment to building a trusted and secure digital environment.

Microlink's strategic priorities align closely with these national trends. We continue to advance AI innovation, enhance cloud-native platforms and drive enterprise digital transformation, empowering clients with solutions that are both responsible and scalable. The establishment of Microlink Labs Sdn Bhd has further accelerated our capacity to deliver long-term, AI-driven digital solutions to meet the evolving demands of our clients and the broader economy.

PERFORMANCE AND RESILIENCE

In FP2025, the Microlink Group recorded total revenue of RM413.2 million, representing a 46.9% increase compared to FY2024. Despite a one-off impairment that impacted overall profitability, the Group's underlying business remained resilient, supported by active engagements in Malaysia, Brunei, and the Persian Gulf.

Across the Group, capabilities in integration services, software development, and distribution remained in demand, supported by long-term technology partnerships. New projects in digital banking transformation, AI and analytics, cloud migration, and national passenger clearance system expanded our client base and solidified our position as a trusted IT partner. The strength of



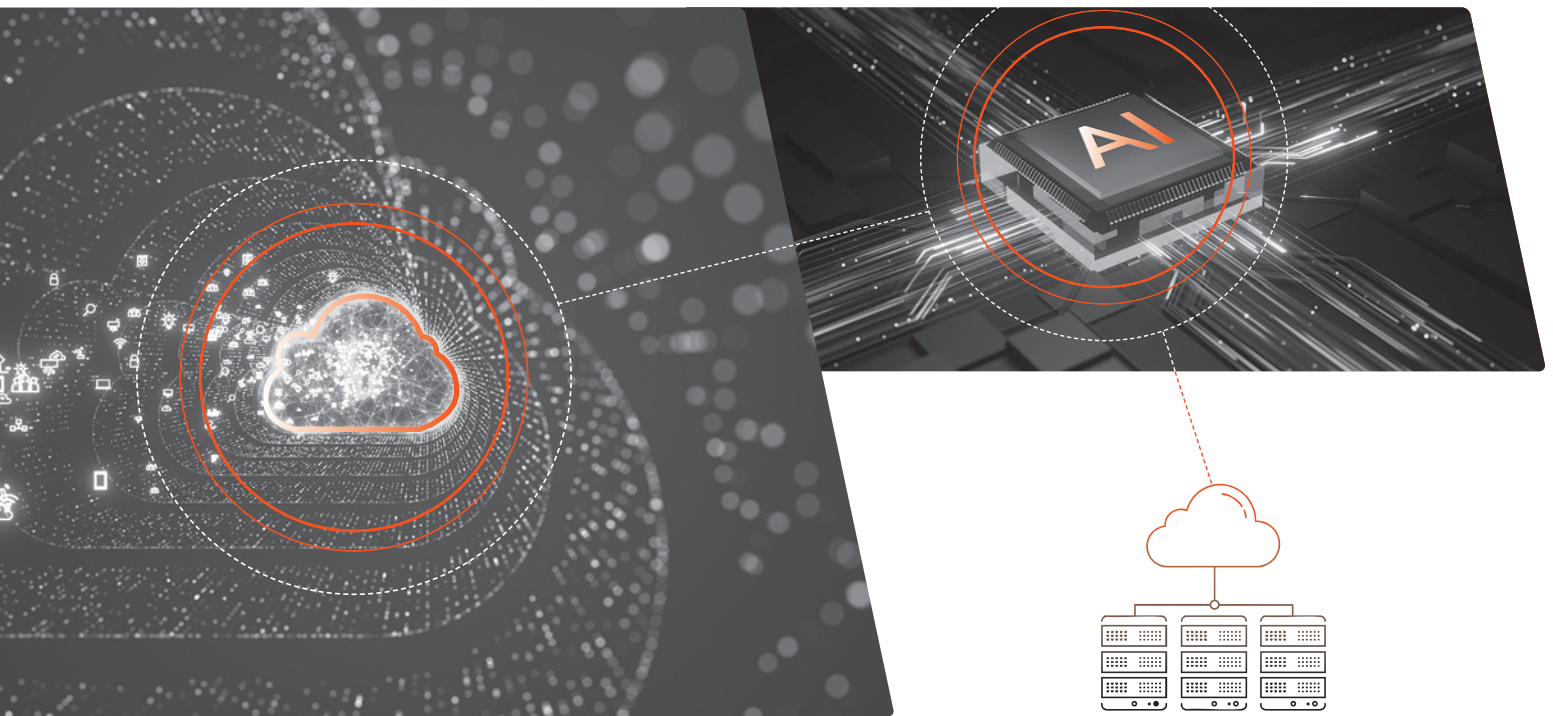
Microlink's business was further validated through industry recognition during FP2025. Notably, the Group was named Top Distributor for IBM Power Server and IBM Storage, reflecting the confidence of our global technology partners in our delivery capabilities.

OUTLOOK- POSITIONING FOR FY2026 AND BEYOND

Looking ahead, Microlink is committed to sustainable growth anchored in technological leadership. In FY2026, we are targeting an uplift in revenue while improving profitability through strategic cost management and value-added project execution. We aim to:

- Expand our ecosystem of technology partnerships
- Scale our presence in high-growth segments such as public sector digitalisation and cross-border enterprise deployments
- Advance our AI and data-driven capabilities in line with national and regional priorities

Our corporate vision is guided by our strategic values – Innovation, Agility, Trust, and Resilience. As businesses and governments place increasing emphasis on digital transformation, we are confident in our ability to meet future needs through reliable, secure, and forward-looking solutions.



APPRECIATION & ACKNOWLEDGEMENT

On behalf of the Board, I would like to express our sincere appreciation to the Microlink management team and all our employees for their steadfast commitment and contribution throughout FP2025. Despite macroeconomic headwinds and a rapidly evolving digital landscape, your resilience, adaptability, and pursuit of excellence have allowed us to maintain operational momentum and deliver on our strategic priorities.

This year, we have taken bold steps towards future-readiness, expanding our innovation agenda and laying strong foundations for long-term value creation. We are proud of the progress achieved and the partnerships deepened, especially as we continue to play a meaningful role in advancing Malaysia's digital and AI ambitions.

As we look to FY2026 and beyond, we remain committed to evolving our business with agility, purpose, and responsibility. With your continued support and trust, I am confident that we will rise to new heights and deliver sustainable outcomes for all stakeholders.

Thank you.

TUN ARIFIN BIN ZAKARIA
CHAIRMAN

MANAGEMENT DISCUSSION & ANALYSIS

INTRODUCTION

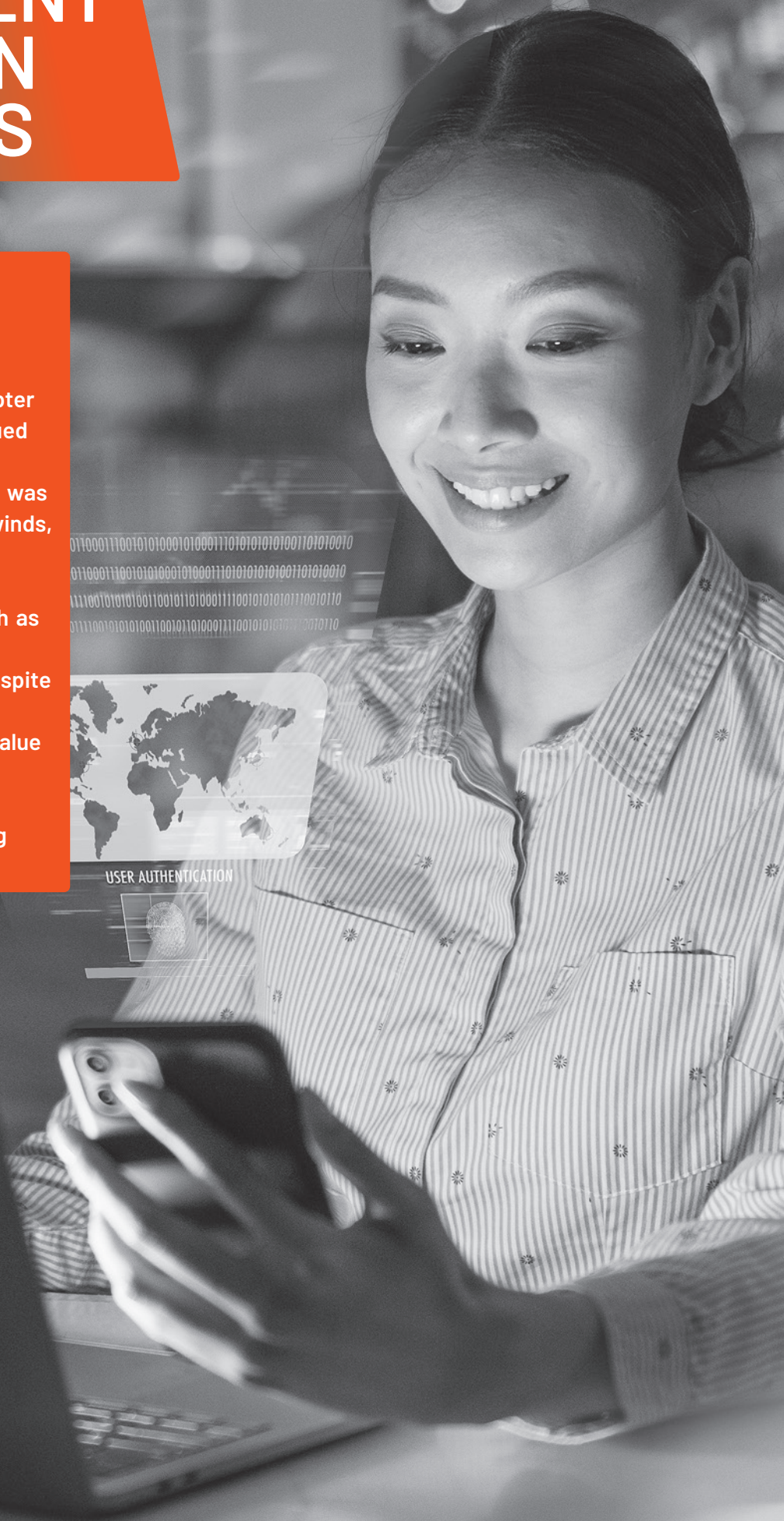
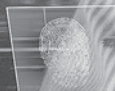
A YEAR OF INNOVATION AND STRATEGIC RESILIENCE

FP2025 marked a significant chapter for Microlink Group as we continued to evolve amid a rapidly shifting global digital landscape. The year was shaped by macroeconomic headwinds, accelerated digitalisation across industries, and the increasing convergence of technologies such as artificial intelligence (AI), cloud computing, and cybersecurity. Despite these external pressures, we remained focused on long-term value creation. We strengthened core competencies while scaling new capabilities aligned with emerging digital priorities.

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USER AUTHENTICATION



Our transformation efforts extended across business units, supported by sustained focus on product innovation, human capital, and strategic partnerships. We sharpened execution on key projects, enhanced delivery models, and deepened engagements with clients in the Financial Services, Public Sector, Telco, Distribution, and Enterprise Solutions segments. These actions were underpinned by a commitment to resilience and a future-focused mindset. Our goal was to ensure our solutions remained relevant, secure, and scalable in a dynamic market environment.

As the technology sector matures with increasing emphasis on AI readiness, responsible digitalisation, and regulatory compliance, Microlink is well-positioned to play a leading role in enabling digital transformation across Malaysia and the broader ASEAN region.

REVIEW OF BUSINESS OPERATIONS

DELIVERING INNOVATION ACROSS A DIVERSIFIED PORTFOLIO



Microlink continues to strengthen its position as a solution integrator, digital innovator, software developer and technology distributor. We remain committed to delivering purpose-built, industry-aligned solutions that combine technological agility with commercial impact. Our portfolio reflects a strong balance of proprietary platforms, enterprise implementations, and managed services. This is supported by a proven ability to scale delivery across multiple sectors.

DRIVING AI-LED INNOVATION



Microlink Labs Sdn Bhd is the Group's dedicated innovation entity, established to drive our AI and emerging technology agenda. It reflects a long-term commitment to internal R&D, intellectual property development:

Key focus areas include:

- Integration of machine learning and intelligent automation into software solutions.
- Advanced use of AI-based analytics to enhance user experiences and decision-making.
- Development of AI-based solutions tailored to operational and business use cases across diverse industries.
- Piloting of document intelligence solutions to improve operational efficiency for clients.

These initiatives support our strategic aim to lead in responsible AI adoption. This aligns closely with Malaysia's national ambitions to position itself as a regional AI hub.

DIGITAL BANKING AND FINANCIAL SERVICES

Microlink continued to make solid progress in its Financial Services business during FP2025, with both anchor clients and new partners reaffirming their confidence in the Group's capabilities. The year was marked by the successful Go-Live of the Ultron financing solution at Co-operative Bank Pertama Malaysia Berhad (CBP), alongside progress in delivering the Enhanced Digital Core Banking platform for Bank Islam Brunei Darussalam (BIBD). These achievements reaffirmed Microlink's standing as a trusted provider of scalable, Shariah-compliant, and transformation-ready financial solutions.

Beyond these anchor engagements, Microlink also advanced its broader Financial Services portfolio. The Group focused on delivering financing management systems to support consumer credit services, migrating mission-critical settlement systems to the cloud to enhance resilience, and deploying auto financing origination solutions to accelerate digital lending journeys. Longstanding client relationships were further strengthened through the continued provision of support services for national payments infrastructure, now sustained for a 19th consecutive month.

At the same time, Microlink's Next Generation Enhanced Digital Banking platform continued to evolve. Built on a cloud-ready, API enabled architecture, it integrates advanced functionalities tailored for future-focused financial institutions. The platform embeds AI-powered automation to elevate efficiency and decision-making, including eKYC onboarding, risk profiling and credit scoring, intelligent document processing, and AI chatbots. Together, these capabilities support a seamless end-to-end digital customer journey.

Looking ahead, Microlink remains focused on reinforcing its position as the digital banking partner of choice. The Group will continue to foster collaborations with regional industry leaders, broaden its partner ecosystem, and enhance its solution portfolio with advanced AI and strengthened cybersecurity capabilities. Through these efforts, Microlink aims to empower financial institutions to meet the growing demands of digital and virtual banking across Malaysia, Brunei, and the wider ASEAN region.

Management Discussion & Analysis (Cont'd.)

ENTERPRISE SOLUTIONS



Microlink continued to build on its established Enterprise Solutions foundation while enriching the portfolio through new technology alliances and advanced integration capabilities. By combining proven expertise with innovative approaches, the Group delivers smart, scalable, secure, and future-focused solutions. These initiatives reinforce Microlink's position as a trusted partner for enterprises pursuing seamless digital transformation and sustainable growth.

In FP2025, Microlink advanced this portfolio further with a focus on integration platforms and digital transformation enablers, helping organisations enhance agility and strengthen compliance. A key milestone was the Group's appointment as a Boomi Master Reseller in Malaysia, enhancing its ability to deliver cloud-native integration services. Through this role, Microlink is positioned to support enterprises in building modular digital ecosystems, improving interoperability between legacy and next-generation applications, and accelerating digital transformation initiatives.

TELCO

Microlink's Telco Solutions segment made steady progress in FP2025, supported by Microlink Solutions WLL's role in enabling digital transformation for telecommunications operators in the Middle East. The business delivered IT operations and digital solutions that strengthened service capabilities and reinforced Microlink's position as a trusted partner in the telco sector.

Looking ahead, Microlink will continue to build on its expertise in application development, integration, and managed services, while optimising delivery models to enhance scalability and efficiency. These initiatives position the Telco Solutions segment to capture future growth opportunities and support long-term client transformation journeys across the Gulf Region and ASEAN.

PUBLIC SECTOR



In FP2025, Microlink reinforced its position as a trusted partner in Malaysia's Digital Government agenda by delivering secure, AI-enabled, and transformation-ready platforms that improve governance, compliance, and public service delivery.

The year marked the successful delivery of the Jabatan Audit Negara (JAN) Analytics platform, a project valued at RM29 million. The platform enables outcome-based auditing across ministries and agencies by integrating cross-agency datasets and embedding intelligent risk indicators. Through automation, data orchestration, and risk profiling, JAN Analytics provides JAN with powerful tools for fraud detection, financial oversight, and governance assurance, reflecting the national shift towards analytics-driven decision-making.

Microlink also achieved the successful delivery of the Automated Awareness Safety System (AwAS) for the Road Transport Department under the Ministry of Transport, valued at RM35 million. AwAS replaces legacy enforcement systems with a unified, AI-powered platform that leverages Automated Number Plate Recognition (ANPR) and centralised enforcement data management. The system enables real-time violation detection, automated verification, and streamlined summons issuance, significantly improving road safety enforcement efficiency, transparency, and outcomes.

In parallel, the Group secured a landmark win with the Advanced Passenger Screening System (APSS) for the Immigration Department under the Ministry of Home Affairs, valued at RM84 million. APSS is a national security initiative designed to screen travellers prior to their arrival in Malaysia, leveraging multi-agency intelligence to enhance border security while supporting a smoother travel experience. As part of the broader National Integrated Immigration System (NIIS) programme, APSS underscores Microlink's capability in delivering mission-critical, cross-ministry digital platforms of national importance.

Collectively, these projects demonstrate Microlink's ability to execute large-scale, high-value, and AI-ready public sector solutions, reinforcing its role as a key enabler of Malaysia's smart government transformation.

DISTRIBUTION – OUR TRADING SERVICES

In an era where cloud adoption, AI integration, and cybersecurity resilience are reshaping the business landscape, Microlink's Trading Services segment continued to demonstrate strength and resilience in FP2025. The segment recorded steady revenue growth across its trading portfolio, reinforcing its position as a strategic technology procurement and solutions partner for both public and private sector clients.

STRATEGIC PROGRESS AND MARKET POSITIONING

Microlink maintained long-standing partnerships with leading global technology principals, securing significant orders and reinforcing the strength of its Distribution and Trading Services segment. During the year, the Group was also appointed as the IBM Software Group (SWG) Distributor and as an Alibaba Cloud Value Added Distributor, marking a strategic expansion into enterprise software and cloud services. These appointments reflect strong market confidence in Microlink's distribution capabilities and technical expertise. In parallel, regional expansion into East Malaysia and Brunei underscored the Group's ambition to broaden market access and capture emerging demand.

FUTURE-FOCUSED PORTFOLIO

With the acceleration of AI adoption and growing awareness of cybersecurity threats, the Group has strategically enhanced its offerings with AI-enabled solutions, cloud-native services, and resilient infrastructure. These initiatives reflect Microlink's commitment to supporting enterprises in navigating complex digital environments while preparing for the next wave of transformation.

EXTENSIVE PRODUCT ECOSYSTEM

Microlink's distribution portfolio spans enterprise-grade servers, storage, software, and fault-tolerant engineered systems from world-class technology principals. These products are delivered through the Group's subsidiaries and supported by a nationwide network of over 200 channel partners, including System Integrators (SIs), Independent Software Vendors (ISVs), Managed Service Providers (MSPs), and Cloud Service Providers.



Applied Business Systems Sdn Bhd

Oracle	Server, Storage & Software
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First Solution Sdn Bhd

IBM	Server & Storage Appointed as IBM Software Distributor in 2025
Lenovo	Server & Storage
Rocket Software	iCluster - high availability/ disaster recovery solution for IBM Power-I systems
Alibaba Cloud	Alibaba Cloud Value Added Distributor Cloud Computing, Storage, Networking, Security, Big Data and AI



Formis Systems & Technology Sdn Bhd

HPE	Server & Storage and Greenlake (Managed Services)
Penguin Solutions	Fault Tolerant Solution Edge Computing

INDUSTRY RECOGNITION

The strength of Microlink's Trading Services business was further validated through industry recognition during FP2025. Notably, the Group was named Top Distributor for IBM Power Server and IBM Storage.

Management Discussion & Analysis (Cont'd.)

STRATEGY, RISKS & MITIGATION

STRATEGIC DIRECTION

Looking ahead, Microlink will continue to strengthen its position as a trusted digital transformation partner, delivering impactful, technology-driven solutions across Financial Services, Public Sector, Enterprise Solutions, and Distribution. The Group's strategy will be guided by four core pillars:

- **End-to-End Digital Integration:** Continuing to serve as a solution integrator by executing complex, mission-critical digital projects across multiple verticals.
- **AI-Driven Innovation:** Deepening the integration of AI technologies to support intelligent automation, data analytics, and smarter decision-making for clients.
- **Portfolio Diversification:** Expanding its suite of digital and cloud-native solutions through strategic collaborations and tailored product offerings.
- **Collaborative Market Expansion:** Strengthening partnerships across the ecosystem-OEMs, systems integrators, and public sector stakeholders—to support both localised delivery and international expansion.

These strategic thrusts reflected the Group's proactive response to Malaysia's fast-evolving digital economy and the growing demand for secure, AI-enabled platforms.

KEY RISKS AND MITIGATION

 Risk	 Mitigation / Opportunities
Talent Retention and Capability Gaps High industry demand for specialised talent in AI, cybersecurity, cloud, and data engineering.	Continued investment in capacity-building, cross-skilling and certifications to upskill staff developing a future-ready workforce.
Vendor Dependency and Distributorship Risk Regional partner shifts and consolidation affecting distributor relationships.	Strengthened vendor engagement and portfolio diversification, particularly in AI and cybersecurity, to balance dependencies and capture growth opportunities.
Cybersecurity Threats Rising exposure to cyber risks with the expansion of digital offerings.	Embedded security-by-design, partnered with specialists, and robust governance, positioning the Group as a trusted provider of secure solutions.
Evolving Regulatory Landscape Delays in decision-making, evolving procurement rules, and policy changes leading to potential project deferments.	Strategic alignment and maintained regular dialogue with clients, leveraging track record to stay adaptive and preferred in public sector projects.



REVIEW OF FINANCIAL PERFORMANCE

Microlink Solutions Berhad reports its financial performance along four business segments as follows:



A snapshot of the 5-Year Financial Highlights is provided on Page 42 of this Annual Report.

REVENUE

For the 15-month financial period ended 30 June 2025 (FP2025), the Microlink Group recorded total revenue of RM413.2 million, representing a 46.9% increase compared to RM281.3 million in the 12-month period of FY2024.

Performance across segments was as follows:

- **Distribution Services:** Revenue grew to RM298.3 million (FY2024: RM187.2 million), supported by increased fulfilment activities and stronger demand from enterprise and public sector clients for both hardware and licensed software solutions.
- **Financial Services:** Revenue of RM87.3 million (FY2024: RM53.4 million), reflecting ongoing project deliveries and digital banking solution implementations.
- **Solution Delivery:** Revenue of RM Nil million (FY2024: RM3.9 million), primarily due to completion of project delivery and fulfilment activities in prior year.
- **Enterprise Solutions:** Revenue declined slightly to RM54.9 million (FY2024: RM57.1 million), primarily due to lower project delivery and fulfilment activities in selected sectors.

LOSS BEFORE TAX

The Group recorded a Loss Before Tax (LBT) of RM93.8 million for FP2025, compared to a Loss Before Tax of RM24.9 million in FY2024.

The deeper loss in FP2025 was mainly due to a one-off impairment and write-off charge of RM79.4 million related to goodwill and other assets. In addition, the Group experienced lower project margins in certain segments and higher administrative and operational expenses linked to expansion and restructuring initiatives.

While these factors weighed on profitability, the strong revenue growth reflects continued client demand and underscores the resilience of the Group's core businesses.

LIQUIDITY & CAPITAL RESOURCES

The Group maintained prudent capital management practices throughout the period. As at 30 June 2025:

- Cash and cash equivalents stood at RM16.9 million, compared to RM13.5 million in the prior year, mainly reflecting higher working capital requirements.
- Total borrowings increased to RM69.9 million, up from RM41.1 million previously, largely to support project financing and operational needs.
- Capital expenditure and working capital requirements were funded through a mix of internal cash resources and short- to medium-term financing facilities..

Subsequent to the end of the financial period, the Board announced completion of proposed rights issue with warrants to strengthen the Group's capital base. The funds generated from the exercise is anticipated to support working capital requirements and repay borrowings thereby enhancing overall financial flexibility.



Management Discussion & Analysis (Cont'd.)

OUTLOOK

Malaysia's digital economy continues to be a major driver of national growth, with a targeted contribution of 25.5% to GDP by the end of 2025. National efforts to strengthen the country's digital competitiveness are supported by key frameworks and initiatives, including the National Artificial Intelligence Roadmap, AI Sandbox 2024, and AI untuk Rakyat – all of which aim to promote responsible, inclusive AI adoption while accelerating innovation across industries.

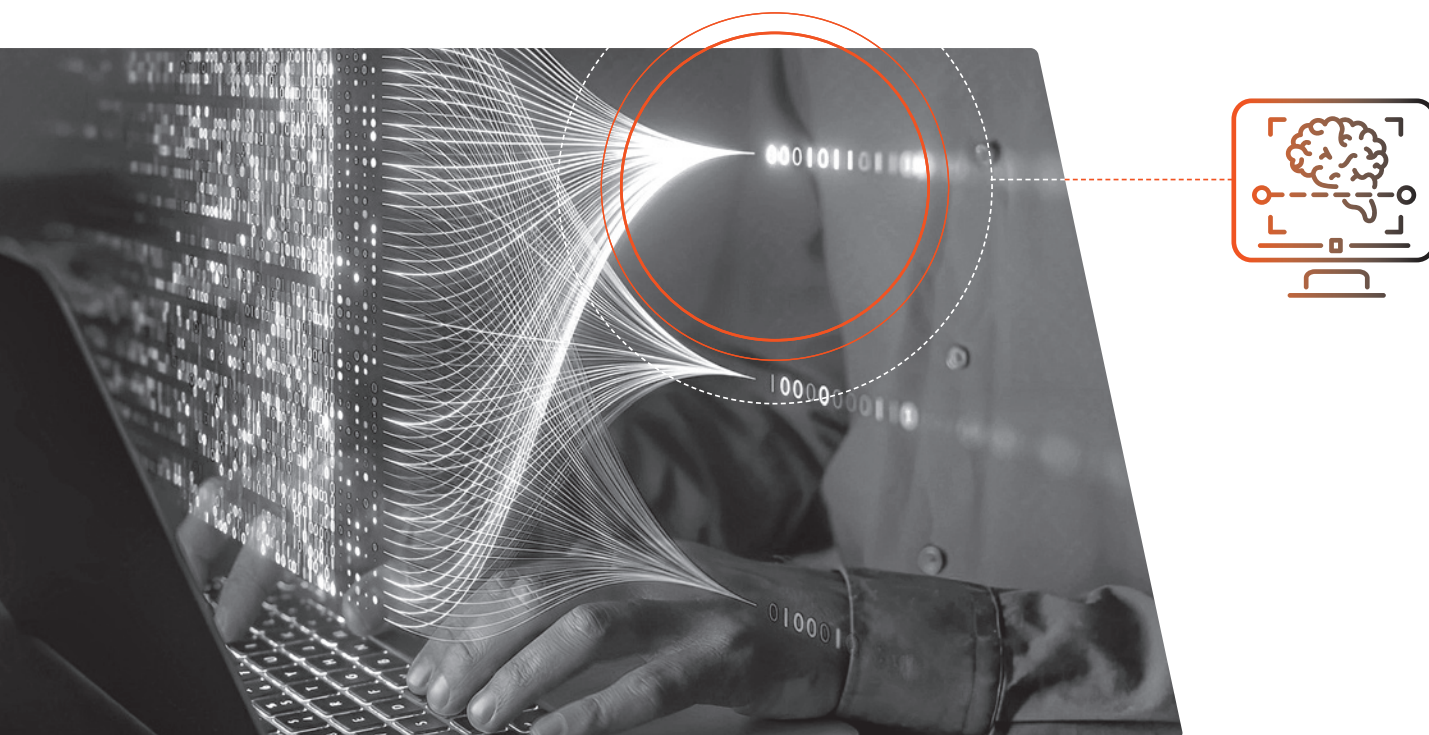
In parallel, businesses across sectors are scaling up their digital transformation efforts, driven by the need for intelligent automation, integrated analytics, and resilient, cloud-ready platforms. The demand for secure, scalable, and AI-ready infrastructure continues to shape technology investments and partner expectations.

Microlink is well-positioned to support this national and industry-wide shift. Through strategic investments such as Microlink Labs Sdn Bhd, the Group has deepened its capacity to design and deliver AI-enhanced, data-driven, and secure digital ecosystems tailored to public and private sector needs. Our long-standing technology partnerships and proven delivery capabilities continue to anchor our growth across key verticals including Financial Services, Public Sector, Enterprise, Telco, and Distribution.

As we move forward, Microlink will focus on:

- Scaling solutions aligned with national AI and digital transformation priorities
- Advancing platform innovation in analytics, cloud, and cybersecurity
- Enhancing project delivery to improve client value and long-term resilience
- Expanding our footprint across ASEAN and the Middle East

With a strategic foundation and an agile delivery approach, Microlink is committed to enabling digital transformation at scale – empowering clients to navigate the future with confidence and purpose.



SUSTAINABILITY STATEMENT

Microlink is committed to embedding sustainability across all facets of its business activities and integrating sustainable practices seamlessly into its operations. The Group recognises that sustainability is a continuous journey, requiring commitment, innovation, and collaboration. By aligning sustainability with its core strategy, Microlink seeks to drive long-term growth, strengthen corporate responsibility, and contribute positively to both the environment and society.

This Sustainability Statement ("Statement") covers the financial year ended 30 June 2025, encompassing the 15-month period from 1 April 2024 to 30 June 2025. All initiatives and performance data disclosed are drawn from the Group's operations covering Microlink Solutions Berhad and its subsidiary companies in Malaysia. This scope of reporting provides a comprehensive and accurate reflection of Microlink's sustainability performance.

The Statement has been prepared in line with the Bursa Malaysia Sustainability Reporting Guide (Third Edition) and its Enhanced Sustainability Reporting Disclosures, and with reference to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In addition, the Group is progressively strengthening its disclosures to align with the National Sustainability Reporting Framework (NSRF), which incorporates the International Sustainability Standards Board (ISSB) IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures Standard. This reflects Microlink's commitment to continuous improvement and positions the Group for timely compliance when NSRF requirements become mandatory.

OUR APPROACH TO SUSTAINABILITY

GROUP SUSTAINABILITY GOVERNANCE

Microlink maintains a robust governance framework to guide its sustainability objectives. This framework ensures strategic oversight of ESG matters, supports effective risk management and mitigation, and integrates sustainability considerations into business strategies, decision-making processes, and day-to-day operations.

Microlink Group's Board of Directors has oversight responsibility for the delivery of sustainable value to stakeholders, and this is achieved through implementation of the principles, policies, objectives, and strategies of the Group and all its subsidiaries. The Board also oversees climate-related risks and opportunities, ensuring integration into both strategic and financial planning.

Sustainability governance at Microlink is anchored in a three-tier structure that spans all levels of the organisation. This structure ensures that both actual and emerging sustainability matters are given due consideration, and that appropriate action plans are developed, monitored, and executed effectively. It also ensures the Group remains responsive to evolving regulatory requirements, market dynamics, and stakeholder expectations.

GOVERNANCE IN SUSTAINABILITY PROCESSES

**Board of Directors
(Board)**

The Board holds ultimate responsibility for Microlink's sustainability practices and performance. It reviews the adequacy and effectiveness of sustainability initiatives and processes, oversees the Group's material sustainability matters, and provides advice and direction where necessary to ensure long-term value creation for stakeholders.

**Sustainability
Management Team
(SMT)**

Comprises senior representatives from functional departments and is accountable to the Board. The SMT oversees the Group's sustainability performance, monitors progress, and drives the implementation of key initiatives.

**Sustainability
Management Working
Team (SMWT)**

The Sustainability Management Working Team (SMWT) is made up of representatives from functional departments across the Group. It oversees stakeholder engagement activities, coordinates the materiality assessment process, and supports the prioritisation of the Group's sustainability matters for management consideration. The SMWT is also responsible for the day-to-day execution of sustainability initiatives and reports progress and outcomes to the SMT.

The governance structure originates with the Board, the highest decision-making body of the Group, and cascades to the Sustainability Management Team (SMT), which provides oversight and formulates the overall sustainability strategy. It is then further channelled to the Sustainability Management Working Team (SMWT) for execution and implementation of initiatives. The Group periodically reviews its sustainability governance structure and Terms of Reference ("TOR") to ensure continued improvement and alignment with evolving regulatory requirements and stakeholder expectations.

Sustainability Statement (Cont'd.)

STRATEGY – CLIMATE-RELATED OPPORTUNITIES AND TARGETS

This section addresses IFRS S2 requirements on strategy, opportunities, and transition planning, demonstrating Microlink's commitment to progressively aligning with international reporting standards.

In line with IFRS S2 requirements, Microlink has defined short-, medium-, and long-term horizons to guide its carbon reduction pathway. These horizons are directly aligned to the Group's Carbon Reduction Targets and net zero ambition:

Carbon Reduction Targets			
Target Horizon	Scope & Coverage	Target	Basis / Approach
Short-term (FY2027)	Scope 1 & Scope 2	Establish baseline performance metrics and embed efficiency initiatives	Measure, plan and begin optimisation (e.g., office space, building systems); strengthen monitoring of vehicle & electricity use.
Medium-term (FY2030)	Scope 1 & Scope 2	Reduce Scope 2 (location-based) by at least 5% from the FP2025 baseline.	Implement efficiency initiatives and drive responsible energy behaviour. RECs may be used to cover any shortfalls; market-based results disclosed separately.
Long-term (FY2050)	Scope 1 & Scope 2	Net-zero operational emissions.	Prioritise direct reductions; supplement residuals with high-quality RECs and certified offsets.
Progressive (post-FP2025)	Scope 3	Expand coverage and set quantitative targets once full data is available	Currently covers commuting & business travel; supply chain and other categories to be phased in.

Detailed baselines, calculations and annual progress are reported in the Climate Change section.

The Group also recognises the need for transition planning. In the short term, Microlink will focus on strengthening data measurement, detailed planning, and early optimisation efforts. In the medium term, the focus will shift to full implementation of efficiency initiatives and driving responsible energy practices. In the long term, the Group is committed to achieving net zero for Scope 1 and Scope 2, using RECs and certified offsets only where necessary for residual emissions. Scope 3 reporting will be progressively expanded as data coverage improves. At this stage, Microlink has not undertaken climate scenario modelling (such as a 1.5°C pathway), but plans to incorporate this into future assessments as guidance and data availability improve.

Progress will be tracked and disclosed annually against the FP2025 baseline, using both absolute and intensity metrics, to ensure transparency and accountability for stakeholders.

STAKEHOLDER ENGAGEMENT

Microlink engages regularly with its stakeholders to understand their evolving expectations and the ways in which the Group's business practices impact them. The feedback and insights gained through these engagements enable Microlink to identify material sustainability matters more effectively and to develop strategies that balance stakeholder priorities with the Group's long-term business objectives.

Microlink Group's stakeholders are determined based on two factors

1

The degree to which they may be affected by or have the power to affect the Group's MSMs (material sustainability matters)

2

The degree to which they have the power to impact the Group's reputation in the markets that we serve, which may enhance or diminish our ability to make a positive ESG (environmental and social, governance) impact through our products and services.

The Group actively participates in global sustainability initiatives, including the United Nations Global Compact (UNGC), to ensure its business practices remain aligned with stakeholder expectations and international best practices.

KEY STAKEHOLDERS

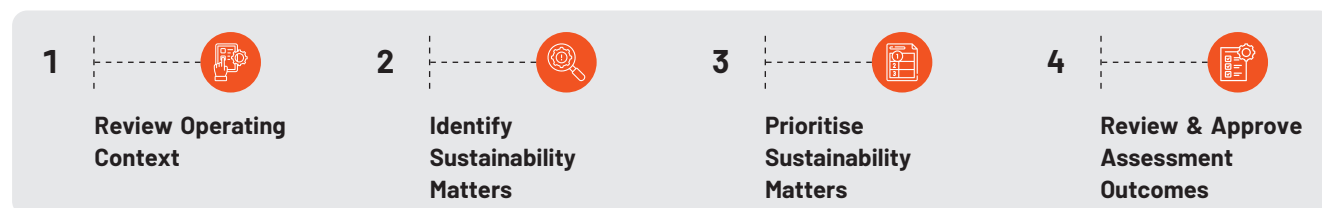
Key Stakeholders	Engagement Method	Frequency of Engagement	Key Focus Area
 Clients	• Meetings • Workshops • Customer Service Channels • Events / Workshops • Website updates • Social Media	• Annually • Daily • Regularly • Ad hoc	• Product and service quality • Product scope and innovation • Brand awareness • Customer experience
 Employees	• Internal Newsletters • Employee Surveys • Employee Engagement Activities • Development Trainings • Workshops • Performance Appraisals	• As and when deemed necessary • Annually • Regularly • Ad hoc	• Strategic direction and business growth • Talent development and career opportunities • Employment benefits and welfare • Employee experience and engagement • Business ethics and governance (including anti-corruption and bribery awareness) • Workplace health and safety • Diversity, equity, and inclusion
 Shareholders and Investment Community	• Performance reports and disclosures • General Meetings • Bursa Announcements • Investor Relations engagements • Media Releases • Website Updates • Social Media	• Annually • Quarterly • Regularly • Ad hoc	• Business performance • Transparency of climate- and ESG-related risks/opportunities • Regulatory compliance and disclosure
 Business Partners & Suppliers	• Formal Meetings / Virtual Meetings • Written Communications • Product Exhibitions • Transaction-Related Interactions	• Annually • Regularly • Ad hoc	• Strategic direction and business growth • Regulatory compliance • Business ethics and governance • Product Innovation • High quality goods and services • Operational efficiency • Business resilience • Anti-Corruption & Bribery and Compliance • Supplier ESG performance
 Community	• Corporate Social Responsibility Activities • Sponsorships and donations • Social Media postings	• Ad hoc	• Contributions to Community • Community Events • Responsible Corporate Citizen
 Authorities / Regulators	• Formal Meetings / Virtual Meetings • Performance reports and disclosures • Events	• Regular • Ad hoc	• Regulatory Compliance • Monitoring and Reporting Processes • Business Ethics and Governance • Alignment with NSRF and Bursa requirements

Sustainability Statement (Cont'd.)

MATERIAL MATTERS

MATERIALITY ASSESSMENT

Microlink Group's materiality assessment process involves reviewing the Group's operating context, including factors that can influence sustainability performance; identifying sustainability issues and matters (i.e. the risks and opportunities relevant to operations); and prioritising MSMs in terms of their materiality for management. In determining the materiality of sustainability matters, both the significance of their sustainability impacts on the Group's business performance and value creation, and their influence on key stakeholders are considered. The Group has reviewed its practices to align with Bursa Malaysia's Enhanced Sustainability Reporting Disclosures.



MATERIALITY AND ESG PRIORITIES

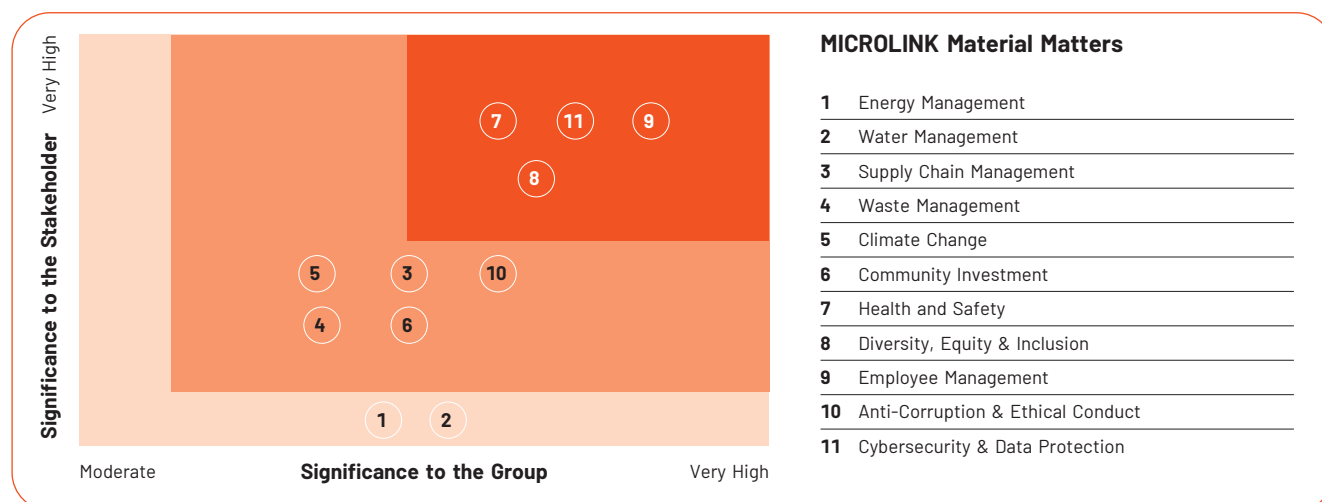
Microlink last conducted a Materiality Assessment Exercise (MAE) in FY2024 to reassess, identify, and prioritise material ESG topics. The MAE focused on two key dimensions:

- The extent to which a topic impacts enterprise value creation; and
- The extent to which a topic influences the Group's ESG agenda.

For this year's Statement, the Materiality Matrix remains consistent with the FY2024 version, as the Group's business nature and operational context have not changed. Accordingly, the data points identified in the previous assessment continue to be relevant and valid. In FY2024, Microlink introduced water consumption as a material topic to strengthen monitoring of areas where Bursa Malaysia requires performance disclosure. While water use has been assessed as having minimal impact on the Group's operations, it continues to be monitored and reported under the Climate Change and Environmental Management category for transparency and regulatory compliance. The Group will keep this under review should its operational profile change.

Looking ahead, Microlink's reporting on materiality will be progressively enhanced in line with the forthcoming National Sustainability Reporting Framework (NSRF). The Group is progressively moving towards closer alignment with the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2), with selected elements of IFRS S2 already incorporated into this report. These efforts reflect Microlink's commitment to improving transparency and ensuring that its sustainability disclosures remain consistent, reliable, and responsive to evolving regulatory expectations.

MATERIALITY MATRIX



SUSTAINABILITY FRAMEWORK

MICROLINK'S SUSTAINABILITY FRAMEWORK

The materiality determination process has shaped the Microlink Sustainability Framework, which aligns key material matters with the Group's long-term aspirations across three core themes:

- Environment – addressing climate change, energy use, emissions, and waste.
- Social – supporting employees, inclusivity, and community investment.
- Governance – strengthening ethics, accountability, and compliance.

This framework integrates sustainability into operations and strategy, ensuring resilient performance, long-term value creation, and sustained stakeholder trust.

INNOVATION AND GROWTH

Microlink recognises innovation as a critical driver of long-term growth and competitiveness, directly underpinning the Group's economic performance. By embedding innovation into its core strategy, the Group ensures that its solutions and services remain relevant, agile, and aligned with evolving client needs, regulatory requirements, and industry trends.

Through ongoing investment in the development of new solutions and digital capabilities, Microlink delivers differentiated offerings that support customer transformation while opening up new business opportunities. These innovation efforts strengthen the Group's competitiveness and act as a co-related factor in sustaining its economic performance.

To support this, the Group continues to channel resources into solution development, product enhancements, and strategic partnerships, ensuring that innovation remains a cornerstone of its growth journey.



Sustainability Statement (Cont'd.)

PERFORMANCE SCORECARD

Microlink tracks its sustainability progress through a performance scorecard that monitors key indicators across the Environment, Social, and Governance (ESG) pillars. The scorecard enables the Group to assess achievements against targets, identify areas for improvement, and ensure continued alignment with both Bursa Malaysia's Enhanced Sustainability Reporting Disclosures and international best practices.

PERFORMANCE SCORECARD				
AREA	MEASURE	TARGET	FY2024	¹ First 12 months of FP2025
 Environment	Electricity Consumption (Megawatts – electricity use)	Zero Increase	² 9.8% increase in usage over number of workstations	² 17.4% reduction in usage over number of workstations
			³ 4.8% reduction in usage per employee	³ 11.1% increase in usage per employee
	Water Management (Measurement in Megalitres – volume of water consumed)	Zero Increase	6.6% reduction In total consumption	11.7% Increase in total consumption
 Social	Work-related fatalities (Number)	Zero fatalities	Zero fatalities	Zero fatalities
	Women in organisation (%)	Maintain above industry average for IT sector (⁴ 35.0% in 2021)	41.0%	39.1%
 Governance	Confirmed incidents of corruption (%)	Zero Incidents	Zero Incidents	Zero Incidents
	Substantiated complaints concerning breaches of customer privacy or loss of customer information (Number)	Zero Incidents	Zero Incidents	Zero Incidents

¹ For performance scorecard purposes, performance is calculated based on the first 12 months of FP2025. Full FP2025 performance measurements (covering 5 quarters from 1 April 2024 to 30 June 2025) are reflected on page 16 in the Performance Data Table.

² In FY2024, intensity calculations were based on headcount. From FP2025, the method was refined to align with the number of workstations, providing a more consistent measure.

³ Intensity calculations based on FY2024 measure which was based on electrical usage over headcount.

⁴ Data source- Malaysian Digital Economy Corporation (MDEC).

KEY OBSERVATIONS:

- For intensity calculations, in FY2024 consumption was measured over headcount; however, this approach was found to be less stable due to periodic fluctuations in workforce numbers. From FP2025, the method was refined to align with the number of workstations, providing a more consistent basis for measurement. Based on this method, intensity showed a reduction of 17.4%.
- Water consumption increased by 11.7% in FP2025, reflecting higher pantry usage as more employees ate their meals in the office – pantry tap use directly contributed to higher overall water usage.
- Social targets remain on track, with zero workplace fatalities recorded; however, the female workforce percentage dipped slightly to 39.1% (from 41.0% in FY2024), though still above the IT industry average of 35.0%.
- Governance performance remains strong, with no incidents of corruption or customer privacy breaches reported.

MANAGEMENT APPROACH FOR MATERIAL MATTERS

ENVIRONMENT

As a conscientious and responsible organisation, Microlink recognises the importance of safeguarding the environment while creating sustainable value for stakeholders. The Group is committed to acting with accountability, carefully balancing business needs with environmental responsibility, both in the present and for future generations.

In line with this commitment, Microlink prioritises the efficient use of resources while actively mitigating the environmental impacts of its operations. Particular emphasis is placed on addressing climate change through the measurement and management of greenhouse gas (GHG) emissions across Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased electricity), and Scope 3 (selected categories such as business travel and employee commuting).

The Group also remains focused on reducing waste generation, improving recycling practices, and optimising energy use through the adoption of green technologies and environmentally friendly practices. These initiatives underscore Microlink's dedication to minimising its environmental footprint while aligning with regulatory requirements and global sustainability standards.

INTEGRATING ESG RISKS INTO CORPORATE STRATEGY

Microlink integrates environmental, social, and governance (ESG) risks into its Group Risk Register to ensure alignment with business strategy and long-term value creation. This approach allows the Group to manage sustainability-related risks holistically, from governance and compliance issues to workforce resilience and supply chain standards. In line with international best practice and the requirements of IFRS S1 and S2, risks are categorised into short, medium, and long term horizons, and are further classified as transition risks, physical risks, or opportunities.

Examples of ESG risks currently tracked by the Group include:

- **Governance risks** – potential breaches of anti-bribery and corruption (ABC) requirements due to gaps in monitoring or communication.
- **Social risks** – employee disengagement, limited career pathways, and diversity, equity and inclusion (DEI) gaps.
- **Operational risks** – workplace health and safety incidents that may affect productivity and reputation.

By embedding these risks into the enterprise risk framework, Microlink ensures that sustainability considerations are integrated into day-to-day operations and long-term planning, rather than treated as standalone issues.

ESG Risk Management Framework

1. Risk Identification & Assessment

We identify potential ESG risks by looking at our operations, employees, suppliers, and clients. This includes everyday matters such as energy use, commuting patterns, business travel, and waste practices. Risks are noted if they may affect our business continuity, compliance, or reputation.

2. Risk Measurement

Once identified, risks are measured using practical indicators (e.g., electricity consumption, commuting mileage, business travel records). Where possible, we use recognised standards to help us estimate the impact of these risks.

3. Risk Control & Mitigation

We take steps to reduce risks by adopting practical measures such as energy-saving practices in our offices, responsible waste disposal, and encouraging sustainable commuting. At the same time, we set internal guidelines to ensure ESG considerations are integrated into decision-making and day-to-day activities.

4. Risk Monitoring & Reporting

We track ESG performance through periodic reviews and include updates in our annual disclosures. This allows us to measure progress, remain transparent, and refine our actions. Reporting is also shared with senior management and relevant stakeholders to ensure accountability.

Sustainability Statement (Cont'd.)

CLIMATE- AND ESG-RELATED RISKS & OPPORTUNITIES

To reflect transition risks more clearly, Microlink has also begun to assess the potential financial impact of a future carbon tax on its emissions profile. While the Group is still progressing towards full compliance with IFRS S2 and Bursa Malaysia's National Reporting Framework for Sustainability (NRFS), preliminary disclosures have been included to provide early visibility to stakeholders.

ESG Risks & Opportunities Horizon Table			
Horizon	Category	Risks	Opportunities / Mitigation
Short term (up to FY2027)	Transition: Energy use	Energy inefficiencies arising from user behaviour, limited monitoring, or ageing equipment.	Regular reviews of energy use, small efficiency measures (e.g., sensors, HVAC optimisation).
	Transition: Supply chain	Supplier non-conformance with ESG standards.	ESG questionnaires, supplier communication, vendor segmentation.
	Transition: Waste	Lack of awareness, improper disposal.	Expand 3R practices and employee awareness campaigns.
	Transition: Governance (ABC)	Risk of non-compliance with ABC requirements.	Monitoring by ABC Committee, awareness training, reporting channels.
Medium term (to FY2030)	Transition: Workforce & culture	Gaps in training and engagement.	Ongoing investment in skills and inclusivity programmes.
	Transition: Climate change	Low employee awareness of carbon-friendly practices	Green commuting initiatives, Scope 3 expansion, carbon literacy training.
	Physical: Health & safety	Workplace incidents affecting productivity and reputation.	Continuous HSE training and first responder readiness.
	Transition: Regulatory (Carbon tax)	Potential cost impact from carbon tax. Direct Scope 1 exposure is minimal (0.83 tCO ₂ e ≈ RM42/ year). Indirect exposure may arise from higher electricity tariffs (Scope 2). ¹	Scenario planning, REC integration, continued efficiency initiatives, and alignment with IFRS S2/ NRFS requirements.
Long term (to FY2050)	Physical: Climate impacts	Extreme weather events disrupting operations or supply chains.	Strengthen business continuity planning, leverage digitalisation.
	Opportunity: Technology & reputation	ising expectations on ESG and digital practices.	nvest in cybersecurity, responsible data governance, and CSR/community partnerships.

¹ Scope 2 emissions (433,165.09 kWh / 270.40 tCO₂e) are not directly taxed under most carbon pricing regimes but may influence operating costs if utilities pass on carbon tax costs

Looking ahead

Microlink will continue to expand its ESG risk coverage in line with Bursa's NRFS and IFRS S2 requirements, with the preliminary inclusion of carbon tax exposure in FP2025. The Group is committed to progressively enhancing disclosures by linking ESG risks and opportunities - including emissions and other environmental factors - with potential financial impacts.

ENVIRONMENT



CLIMATE CHANGE - SCOPE 1, SCOPE 2 AND SCOPE 3 EMISSIONS

Microlink recognises climate change as a pressing global challenge and is committed to measuring, managing, and reducing its greenhouse gas (GHG) emissions across its operations and value chain. In line with Bursa Malaysia's Enhanced Sustainability Reporting Disclosures and the emerging National Sustainability Reporting Framework (NSRF), the Group reports its carbon footprint under the three scopes of the GHG Protocol:

- Scope 1 (Direct emissions): Emissions from sources owned or controlled by the Group, such as company vehicles.
- Scope 2 (Indirect emissions): Emissions from the purchase of electricity for office operations, calculated using the location-based grid emission factors for Peninsular Malaysia and Sarawak.
- Scope 3 (Other indirect emissions): Emissions from business travel (flights and mileage claims) and employee commuting, which reflect the broader environmental impacts of the Group's activities

In addition, Microlink monitors water consumption as part of its broader environmental responsibility. While water use has minimal impact given the nature of the Group's business, data is disclosed annually for transparency and to meet regulatory requirements. The Group will continue to review water-related risks and impacts in line with evolving climate considerations and operational changes.

Through the monitoring of these three scopes, Microlink continues to improve transparency and accountability in its reporting, while also identifying opportunities to reduce emissions and strengthen its resilience against climate-related risks.

Scope 1- Direct Emissions

In FP2025, Microlink's Scope 1 emissions amounted to 0.83 tCO₂e, arising solely from company vehicles. These emissions were generated through fuel combustion from the Group's office van. The calculation was based on a distance-based method, using the vehicle's mileage (km) multiplied by the applicable emission factor for older petrol vehicles (0.30 kg CO₂e/km).

Scope 2 (Indirect emissions) / Energy Management

For Microlink, energy management relates to Scope 2 emissions from purchased grid electricity. In FP2025 (15-month period), total electricity purchased was 433,165.09 kWh (1,559.39 GJ). Scope 2 emissions totalled 270.40 tCO₂e (location-based), calculated using grid emission factors of 0.774 kgCO₂e/kWh for Peninsular Malaysia and 0.199 kgCO₂e/kWh for Sarawak (Malaysia Energy Commission - MyEnergyStats, 2022). Market-based Scope 2 is not currently reported, as no renewable energy certificates (RECs) were purchased in FP2025.

During the first 12 months of FP2025, the Group achieved an 8.5% reduction in energy consumption. However, with the inclusion of an additional quarter due to the extended reporting period, overall consumption rose by only 20%, despite the inclusion of the operationalisation of the Cyberjaya project office in January 2025.

A reduction in overall employee headcount influenced the Sustainability Performance Scorecard outcomes, leading to a higher per-employee consumption ratio. While total energy use in FP2025 remained broadly tied to maintaining a similar office footprint, with the exception of the temporary project office in Cyberjaya, the lower headcount magnified per-employee consumption intensity. As such, Microlink is reviewing its Performance Scorecard methodology to ensure energy metrics balance absolute consumption, space utilisation, and headcount for a more accurate picture of efficiency.

At the same time, measures such as the consolidation of Klang Valley employees into a single office at Aurora Place, Bukit Jalil, automated air-conditioning shut-off systems at the end of each workday, and the expanded adoption of cloud technology continue to support energy efficiency. These initiatives, together with staff reminders to switch off lights when not in use, have helped reduce overall electricity consumption and encouraged responsible energy behaviour.

Sustainability Statement (Cont'd.)

These measures underscore Microlink's commitment to energy efficiency and sustainable practices, ensuring that the company operates responsibly while supporting long-term growth.

Energy consumption table – Microlink premises in Malaysia

Item	FY2023	FY2024	FP2025
Total energy consumption (Gigajoules)	1,183.11	1,299.21	1,559.39
Scope 2 emissions in tonnes (tCO ₂ e)	–	–	270.40

Scope 3 (Other Indirect Emissions) – Business Travel and Employee Commuting

FP2025 marks the first year Microlink is reporting Scope 3 emissions, undertaken in compliance with Bursa Malaysia's Enhanced Sustainability Reporting Disclosures. At this stage, reporting encompasses business travel and employee commuting. Wider Scope 3 categories, such as supply chain emissions, will be addressed in future reporting cycles once the Group is ready to broaden its reporting coverage in line with evolving requirements.

Business Travel

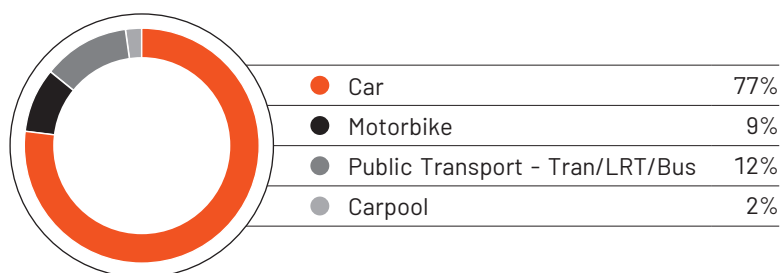
Business travel emissions in FP2025 were calculated based on flight ticket records (for air travel) and employee mileage claims (for road travel). Together, these categories contributed 230.47 tCO₂e, comprising 84.75 tCO₂e from flights and 145.72 tCO₂e from mileage claims.

Employee Commuting

Employee commuting emissions were assessed through an employee survey conducted in FP2025, which received responses from 78% of employees. The data was then extrapolated to the full workforce (322 employees) to provide a complete representation of commuting patterns across the Group for the reported areas.

The analysis showed that employees collectively travelled an estimated 3.77 million km over a standard 12-month period, equivalent to an average of about 11,718 km per employee per year. As FP2025 covered an extended 15-month reporting period, this equated to approximately 4.72 million km in total, or averaged out to 14,648 km per employee. Calculations were based on mode-specific emission factors: car 0.235 kg CO₂/km; motorbike 0.064 kg CO₂/km; mixed-mode public transport 0.06 kg CO₂/pkm; carpool = car factor ÷ (per person, assuming three people per vehicle).

The breakdown by mode of transport is as follows:



This distribution reflects commuting patterns typical of urban, office-based organisations in Malaysia, where private vehicles remain the predominant mode of transport. These commuting activities accounted for 949.19 tCO₂e of Scope 3 emissions in FP2025.

Looking Ahead

By beginning with this category, Microlink takes its first step in Scope 3 reporting, providing greater transparency while recognising that full Scope 3 coverage is a longer-term process. Over time, additional categories, particularly supply chain emissions, will be assessed and incorporated, guided by Bursa Malaysia's requirements and evolving global standards, particularly IFRS S2.

Scope 3 Emissions – FP2025		
Category	Data Source / Basis	Emissions (tCO ₂ e)
Business Travel – Flights	Airline emissions data	84.75
Business Travel – Road	Employee mileage claims (705,001 km)	145.72
Employee Commuting	Employee survey (extrapolated)	949.19
Total Reported Scope 3	–	1,179.66

Scope 3 reporting currently includes business travel and employee commuting only. Supply chain and other categories will be phased in as data quality improves in line with evolving requirements.

GHG Emissions and Intensity Metrics – FP2025		
Metric	FP2025	Basis / Derivation
Scope 1 emissions	0.83 tCO ₂ e	Mileage of office van × emission factor for older petrol vehicles (0.30 kg CO ₂ e/km)
Scope 2 emissions	270.40 tCO ₂ e	Purchased electricity × grid emission factors (0.774 tCO ₂ e/MWh for Peninsular, 0.199 tCO ₂ e/MWh for Sarawak)
Scope 3 emissions	1,179.66 tCO ₂ e	Business travel (flights + mileage claims) + employee commuting survey (extrapolated)
Total emissions (tCO₂e)	1,450.89 tCO₂e	Sum of Scope 1 + 2 + 3
Emissions intensity (tCO ₂ e/employee)	4.51 tCO ₂ e/employee	Total emissions ÷ 322 employees

Scope 1 currently reflects fuel consumption from company vehicles only. Scope 3 covers business travel and employee commuting; supply chain and additional categories will be phased in as data quality improves.

Looking Ahead

FP2025 marks Microlink's baseline year for greenhouse gas emissions reporting across Scope 1, Scope 2, and selected Scope 3 categories (business travel and employee commuting). Moving forward, the Group will strengthen its climate-related disclosures in line with Bursa Malaysia's Enhanced Sustainability Disclosures and IFRS S2 requirements. Scope 3 coverage will be progressively expanded to include supply chain and other categories as standards and data availability improve. At present, Microlink does not purchase renewable energy certificates (RECs) or offsets; however, RECs may be considered to supplement progress where operational reductions fall short, with all usage transparently disclosed alongside gross and market-based emissions. Progress against the FY2030 target will be reported annually, including both absolute and intensity metrics, to ensure transparency for stakeholders. Any future use of RECs or carbon offsets will be disclosed separately, including type, volume, certification standard, and the Scope category to which they are applied.

Carbon Reduction Targets			
Target Horizon	Scope & Coverage	Target	Basis / Approach
Medium-term (FY2030)	Scope 2 (absolute)	5% reduction vs FP2025 baseline (270.40 tCO ₂ e → target 256.88 tCO ₂ e)	Efficiency measures such as office space optimisation. Equivalent to reducing Scope 2 intensity per employee from 0.84 tCO ₂ e/employee in FP2025 to ~0.80 tCO ₂ e/employee. RECs may be used to cover shortfalls, with usage disclosed separately.
Long-term (2050)	Scope 1 & Scope 2	Net zero emissions	Direct reduction as priority, supplemented by high-quality RECs and certified offsets for residual emissions.
Progressive (post-FP2025)	Scope 3 (commuting, travel, supply chain)	Expand coverage and set future targets	Current Scope 3 reporting covers commuting & business travel only; supply chain and additional categories to be phased in.



Sustainability Statement (Cont'd.)

SUPPLY CHAIN MANAGEMENT

Microlink remains committed to managing its supply chain responsibly, with a focus on reducing its environmental footprint and supporting sustainable growth. Wherever possible, the Group prioritises sourcing materials, supplies, and equipment from local suppliers, thereby shortening supply chains, reducing transportation requirements, and lowering associated emissions.

In FP2025, the Group advanced its efforts by beginning to compile ESG-related data within its supply chain. As a starting step, Microlink introduced an ESG-related vendor evaluation form, where practicable, which vendors are now required to complete. This initiative provides greater visibility into suppliers' sustainability practices and supports the Group's goal of aligning procurement decisions with ESG priorities.

Item	FY2023	FY2024	FP2025
Proportion of spending on local suppliers	94%	91%	96%

The Group continues to streamline purchasing processes to achieve economies of scale in both cost and logistics. These improvements, together with an increased emphasis on ESG evaluation, reflect Microlink's broader commitment to embedding sustainability across its value chain.

By focusing on local and responsible procurement, Microlink not only reduces its environmental impact but also contributes to local economic growth. Supporting local suppliers creates jobs, fosters entrepreneurship, and builds stronger, more resilient supply chains that deliver cascading benefits to the wider community. In FP2025, spending on local suppliers increased by 5% compared to FY2024, demonstrating the Group's continued support for local businesses and contribution to resilient, sustainable supply chains.

Looking ahead, Microlink intends to progressively expand its supply chain approach by strengthening ESG monitoring and engagement with suppliers. This will include building supplier capacity to improve their own sustainability practices, enabling closer alignment with evolving Bursa Malaysia requirements and global standards.



Microlink Sustainability Policy: www.microlink.com.my/app/uploads/2024/09/Microlink-Sustainability-Policy.pdf

WASTE MANAGEMENT AND RECYCLING

In FP2025, Microlink advanced its waste management reporting by formally measuring and weighing the waste generated across its operations. This marks a step forward from prior years and provides a more reliable baseline for monitoring and future improvements.

Guided by the 3R principles (Reduce, Reuse, Recycle), the Group continued to prioritise recycling efforts, with a focus on paper, plastics, metals, and e-waste generated through office and IT operations, which were directed to licensed recycling companies registered with the Department of Environment (DOE), Malaysia. During the year, Microlink also organised an office e-waste collection drive, enabling employees to responsibly dispose of personal and office electronic items such as laptops, cables, keyboards, and other peripherals, further supporting proper recycling and recovery of materials.

In total, Microlink successfully diverted 1.215 metric tonnes of office waste from disposal through recycling. This included paper, books, boxes, plastics, and metals. In addition, the Group upgraded and recycled laptops, which were refurbished and donated to a school supporting marginalised children, aligning environmental responsibility with social impact through CSR.

The Group will continue to strengthen awareness among employees, ensuring proper segregation practices and expanding office recycling initiatives to further reduce its environmental footprint.

Category	(metric tonnes)	Notes
Waste Recycled (diverted)	1.215	Includes paper, books, boxes, plastics, metals
Waste to Disposal	1.760	General non-recyclable waste
Total Waste Generated	2.975	

Recycling Rate: 40.84% (calculated as waste recycled ÷ total waste generated × 100)



Microlink Environmental Policy: www.microlink.com.my/app/uploads/2024/09/Microlink-Environmental-Policy-.pdf

SOCIAL



COMMUNITY INVESTMENT INCLUSIVE WELL-BEING

Microlink continues to embrace an inclusive outlook in its contributions to the community, guided by its ambitions for holistic well-being. The Group's CSR efforts are designed to support education, youth development while encouraging employees to champion meaningful causes.

During the financial year, Microlink committed resources to a couple of significant initiatives. The first was support for Sepeda Amal Borneo 2025, a charity cycling event organised by the Malaysian Medical Association (MMA) to raise awareness and funds for children with life-limiting conditions. This event directly contributes to the establishment of Sabah's first Children's Hospice in Kota Kinabalu. Microlink was also proud to support its employee, Koh Lee Lee, who took part alongside fellow cyclists from Malaysia and abroad, advocating for dignity, comfort, and specialised care for vulnerable children.

The Group also advanced its commitment to education and digital inclusion through the donation of upgraded and refurbished laptops to Sekolah Bimbingan Jalinan Kasih (SBJK), a school dedicated to supporting marginalised and at-risk children in Kuala Lumpur. In collaboration with Malaysian Humanitarian Aid and Relief (MAHAR), these laptops were channelled to support SPM students in bridging the digital gap and continuing their learning journey. Microlink also contributed towards employee participation in Sports Charity events.



Lee Lee participated in the Sepeda Amal 2025 cycling event, riding alongside fellow cyclists on the route from Sandakan to Kota Kinabalu, a 600km journey for care and hope.



Group CTO Hong Wye Kean handing over of laptops to SPM candidates at SBJK.



Microlink Team's participation in a Run & Ride Charity

These initiatives illustrate Microlink's commitment to creating lasting positive impact in the communities where it operates, aligning with both its social responsibilities.

Sustainability Statement (Cont'd.)**HEALTH & SAFETY****ENSURING SAFER WORKING ENVIRONMENTS**

Microlink continues to prioritise the safety, health, and well-being of its employees by ensuring strict compliance with safety standards and procedures under the Group's Occupational Safety & Health (OSH) Policy. This framework includes risk assessments, hazard identification, and the implementation of safety protocols designed to foster a culture of safety across all operations.

In FP2025, significant progress was achieved in formalising and strengthening the Group's OSH governance framework:

- The Occupational Safety & Health Policy, including procedures, was officially published in September 2024.
- Committee Formation: An OSH Committee was formally established in October 2024, with four HQ-level committee meetings conducted to date.
- Emergency Response Plan (ERP): The ERP was formalised and distributed across the organisation in April 2025, outlining key emergency protocols and generally accepted safety practices to ensure employee protection in crisis situations.

Complementing these governance measures, the Group also placed strong emphasis on building knowledge, capacity, and awareness among employees:

- Coordinator Training & Registration: Five staff members successfully completed Occupational Safety & Health Coordinator (OSHC) training (between July 2024 and February 2025 and were formally registered as OSHCs, each assigned to oversee different local premises.
- General OSH Awareness at Workplace training was conducted in May 2025, embedding safe work practices across the organisation.

Microlink diligently records all workplace accidents and injuries as part of its commitment to continuous monitoring and risk management. In FP2025, there were zero workplace fatalities and zero Lost Time Incident Rate (LTIR).

Through this combination of structured governance and targeted training, Microlink continues to reinforce a culture of safety, ensuring a healthy work environment and safeguarding employee well-being while contributing to the Group's long-term sustainability.



Microlink Occupational Safety and Health Policy:
www.microlink.com.my/app/uploads/2025/07/Microlink-Occupational-Safety-and-Health-Policy.pdf

Microlink's processes for ensuring safe and healthy work environments:

- 1 Conduct proactive risk assessment and risk control at the workplace to ensure all hazards and safety risks are within controlled levels.
- 2 Provide supervision, information and continual awareness to all employees on safe work practices.
- 3 Drive improvements to the safety and health of work environments through ongoing hazard identification and risk assessment.
- 4 Minimise negative impacts from the work environment by continually seeking practicable improvement in office HSE.

EMPLOYEE MANAGEMENT

Microlink continues to recognise its employees as the backbone of the organisation, acknowledging that their dedication, innovation, and resilience drive the Group's overall success. By fostering a safe, supportive, and engaging workplace, the Group aims to empower its people to realise their full potential while creating sustainable value for stakeholders.

Item	FY2023	FY2024	FP2025
Total number of employees	339	391	322

To support professional growth, Microlink significantly expanded its training and upskilling programmes in FP2025, reflecting the Group's commitment to developing talent at all levels.

Total hours of training by employee category	FY2024	FP2025
Management	0	104
Executive	1,368	6,264

TRAINING & DEVELOPMENT

Training programmes in FP2025 spanned a wide range of areas, such as governance & compliance, technical, sustainability, and soft skills & well-being:

- **Governance & Compliance Training:** Employment Law & Industrial Relations, Anti-Bribery & Corruption (ABC), Risk Management, Withholding Tax, IFRS S2 Climate-related Disclosures, and Occupational Safety & Health (OSH), including First Aid, CPR, and AED.
- **Technical Training:** Power BI, Project Management, Enhancing Detection of Fraud & Money Laundering Using AI, and other role-specific IT and project-based training.
- **Sustainability Training:** UNGC Academy sustainability-related topics, UNGC-organised workshops, and Climate Accelerator programme.
- **Soft Skills & Well-being Training:** Leadership development, Communication, Teamwork, Critical Thinking, Mental Health awareness, Employee Well-being, Office Etiquette, and Team Building.

This structured approach ensures employees remain well-versed in governance, ethics, and regulatory expectations, while also enhancing technical expertise, sustainability awareness, and workplace culture. The examples above highlight the breadth of training provided in FP2025. As part of our membership in the United Nations Global Compact (UNGC), Microlink also leverages the UNGC Academy to provide training and resources for employees, building capacity on sustainability, ethics, and climate-related topics.

EMPLOYEE ENGAGEMENT

To strengthen engagement and promote well-being, Microlink established a Sports Club in FP2025, providing opportunities for employees to participate in activities such as pickleball, badminton, and fitness bootcamps. In addition, festive lunches were organised for all staff, fostering togetherness and a sense of community. These initiatives encourage healthy lifestyles, build camaraderie across teams, and create opportunities for employees to connect beyond the workplace, reinforcing a culture of collaboration and balance.

UPHOLDING LABOUR PRACTICES & EMPLOYEE RIGHTS

Microlink is committed to treating its employees fairly, with dignity and respect. The Group complies with all applicable labour laws, including the Malaysian Employment Act 1955, Industrial Relations Act, and regulations addressing critical issues such as child and forced labour.

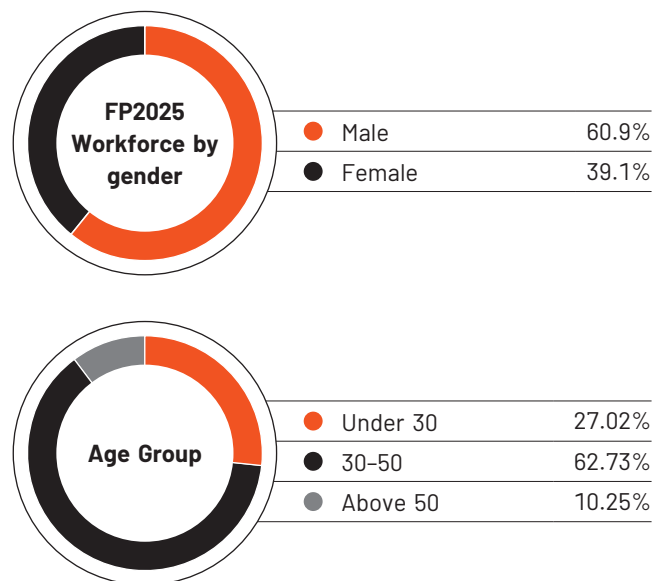
All employees have access to a grievance mechanism to raise concerns related to workplace practices.



Microlink Human Rights Policy:
www.microlink.com.my/app/uploads/2023/02/Human-Rights-Policy.pdf

DIVERSITY, EQUITY & INCLUSION (DEI)

Microlink remains firmly committed to upholding diversity, equity, and inclusion across all levels of the organisation, including at the Board. This commitment ensures that appointments, promotions, and all employee-related decisions are based solely on merit, skills, and performance, while providing the organisation with access to a wide range of perspectives and experiences.



Microlink celebrates the diversity of its workforce, recognising the rich mix of cultures, demographics, experiences, and skills as a fundamental strength. In FP2025, the Group reinforced this commitment by celebrating a range of cultural festivities together, fostering inclusiveness, unity, and mutual respect.

Microlink maintains a zero-tolerance stance on discrimination in any form, with grievance channels available to safeguard fairness and transparency. This commitment is further reinforced through the Group's Human Rights Policy, which safeguards dignity, equality, and respect for all.

Sustainability Statement (Cont'd.)

GOVERNANCE



GOOD CORPORATE GOVERNANCE

The Group remains committed to strengthening Microlink's governance framework in line with evolving regulatory requirements and the increasing emphasis on ethical and responsible business practices. By championing robust governance, risk management, and sustainability standards, the Board plays a pivotal role in safeguarding the Group's reputation and long-term resilience. This steadfast commitment not only reinforces stakeholder trust but also ensures that Microlink continues to create sustainable value for shareholders and the wider community.

ANTI-BRIBERY & CORRUPTION

Microlink continues to uphold the highest standards of integrity, transparency, and accountability in its business conduct, guided by a zero-tolerance stance towards bribery and corruption. The Group's commitment is anchored in its Anti-Bribery and Corruption (ABC) Policy, first introduced in 2015, which prohibits all forms of corruption, including illicit payments, gifts, undue advantages, political contributions, and any behaviour that may compromise ethical decision-making. These principles are reinforced through the Code of Ethics and Conduct, which applies to all Directors, employees, and third parties engaging with the Group.

Building on this foundation, Microlink formalised its Organisational Anti-Corruption Plan (OACP 2025-2028), aligning with the Malaysian Government's National Anti-Corruption Strategy (NACS) 2024-2028. The OACP sets out clear measures to strengthen internal controls, reinforce accountability, and embed good governance across key risk areas such as procurement, project implementation, sales and business development, human resources, and the management of gifts, entertainment, and conflicts of interest.

ABC TRAINING & AWARENESS

In FP2025, Microlink achieved 100% coverage for ABC training across both management and executive levels, compared with 50% and 52% respectively in FY2024. Employees also received regular reminders on the No Gift Policy, annual declaration requirements for potential conflicts of interest, and the availability of a confidential whistleblowing channel. These measures strengthen awareness, reinforce accountability, and ensure all employees understand their role in upholding the Group's ethical standards.

CORRUPTION RISK ASSESSMENT OF OPERATIONS

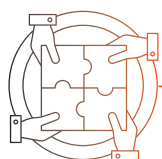
In addition to training, FP2025 marked the first year in which Microlink achieved full coverage in corruption risk monitoring, with 100% of its operations assessed through department-specific corruption risk assessment checklists. By embedding tailored corruption risk evaluation into operational oversight, Microlink ensures early identification of red flags and strengthens safeguards across all areas of its business.

MONITORING & OVERSIGHT

The ABC Management Committee, which monitors key actions, reviews progress reports and ensures compliance with Microlink's ABC-related policies and procedures. Regular internal audits and reviews further support these efforts by ensuring that safeguards remain effective and robust across the Group.



Microlink Anti Bribery and Corruption Policy:
www.microlink.com.my/app/uploads/2023/10/Anti-Bribery-and-Corruption-Policy.pdf



CYBERSECURITY & DATA PROTECTIONS

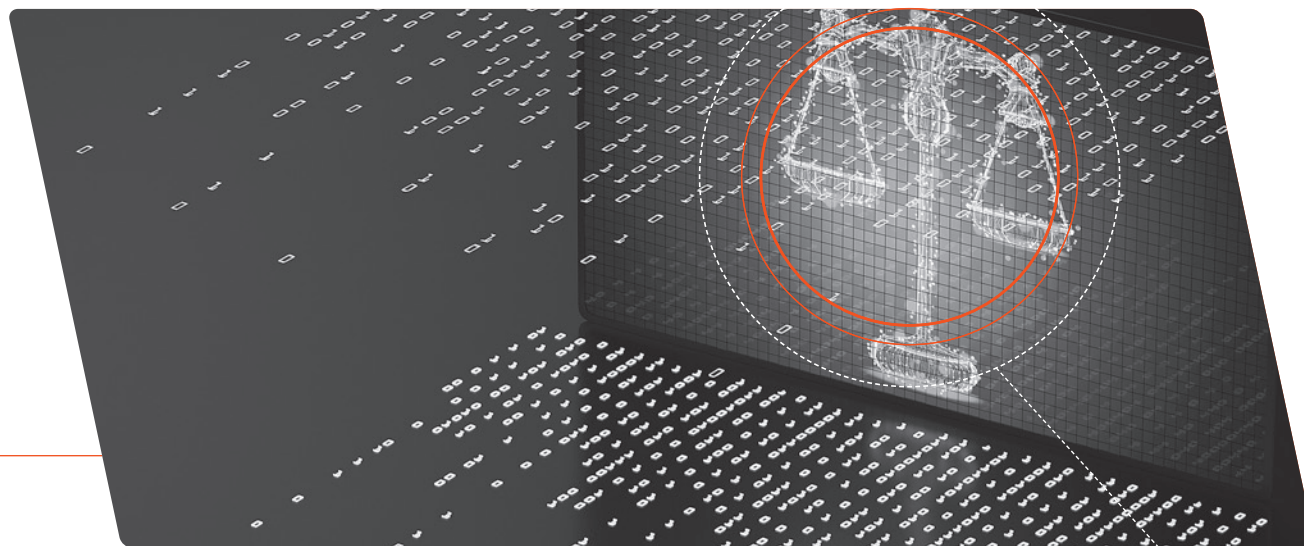
As a digital solutions provider, Microlink operates in a highly complex and evolving environment where cyber risks span organisational, technical, and geographic boundaries. Recognising the increasing sophistication of threats, the Group remains committed to adopting industry best practices to safeguard the security, integrity, and availability of information across all operations.

In FP2025, the Group continued to strengthen its internal awareness by providing employees with regular updates and communications on cybersecurity matters, equipping them with the knowledge to recognise and respond to potential risks. This was complemented by continuous system enhancements and reviews to ensure robust protection against unauthorised access, data compromise, and other vulnerabilities.

The Group also maintains a comprehensive suite of IT security measures to reinforce resilience. Notably, there were no substantiated complaints concerning breaches of customer privacy or data losses in FP2025, reflecting the effectiveness of these ongoing efforts.

Item	FY2023	FY2024	FP2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

Looking ahead, Microlink will continue to assess, update, and strengthen its security posture, ensuring alignment with Bursa Malaysia's evolving disclosure expectations on cyber risk management. These proactive measures underscore the Group's commitment to maintaining a secure and trusted environment for stakeholders and customers while staying ahead of regulatory requirements.



Sustainability Statement (Cont'd.)

STATEMENT OF ASSURANCE

Sections of this Sustainability Statement have undergone internal review to reinforce Microlink's commitment to aligning its sustainability framework with the requirements set forth by Bursa Malaysia. During this period of strategic alignment, the Group has focused on strengthening compliance and enhancing the robustness of its sustainability practices.

PERFORMANCE DATA TABLE

Indicator	Unit	FP2025
Anti-corruption		
Bursa C1(a) Percentage of employees who have received training on anti- corruption by employee category		
Management	Percentage	100
Executive	Percentage	100
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Community Investment		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	8,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	2
Diversity, Equity & Inclusion		
Bursa C3(a) Percentage of employees by gender and age group by employee category		
Gender group by employee category		
Management - Male	Percentage	1.55
Management - Female	Percentage	0.31
Executive - Male	Percentage	59.32
Executive - Female	Percentage	38.82
Non-executive/Technical Staff - Male	Percentage	0.00
Non-executive/Technical Staff - Female	Percentage	0.00
General Workers - Male	Percentage	0.00
General Workers - Female	Percentage	0.00
Age group by employee category		
Management - Under 30	Percentage	0.00
Management - Between 30-50	Percentage	1.24
Management - Above 50	Percentage	0.62
Executive - Under 30	Percentage	27.02
Executive Between 30-50	Percentage	61.49
Executive Above 50	Percentage	9.63
General Workers - Under 30	Percentage	0.00
General Workers - Between 30-50	Percentage	0.00
General Workers - Above 50	Percentage	0.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	75
Female	Percentage	25
Under 30	Percentage	0
Between 30-50	Percentage	25
Above 50	Percentage	75

Indicator	Unit	FP2025
Energy Management		
Bursa C4(a) Total energy consumption	MWh	433.17
Health & Safety		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost Time Incident Rate ("LTIR")	Rate	0
Bursa C5(c) Number of employees trained on health and safety standards	Number	10
Employee Management		
Bursa C6(a) Total hours of training by employee category		
Management	Hours	104
Executive	Hours	6,264
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	12.11
Bursa C6(c) Total number of employee turnover by employee category		
Management	Number	4
Executive	Number	101
Human Rights		
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Supply Chain Management		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	96
Cybersecurity & Data Protection		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy or losses of customer data	Number	0
Water Management		
Bursa C9(a) Total volume of water used	Megalitres	0.81
Waste Management		
Bursa C10(a): Total waste generated, and a breakdown of the following:	Metric tonnes	2.97
(i) total waste diverted from disposal	Metric tonnes	1.21
(ii) total waste directed to disposal	Metric tonnes	1.76
Emission Management		
Bursa C11(a): Scope 1 emissions in tonnes of CO ₂ e	tCO ₂ e	0.83
Bursa C11(b): Scope 2 emissions in tonnes of CO ₂ e	tCO ₂ e	270.4
Bursa C11(c): Scope 3 emissions in tonnes of CO ₂ e (covering the categories of business travel and employee commuting)	tCO ₂ e	1,179.66

CORPORATE INFORMATION

BOARD OF DIRECTORS

INDEPENDENT NON-EXECUTIVE CHAIRMAN

Tun Arifin bin Zakaria

EXECUTIVE DIRECTORS

Thong Weng Sheng

Wong Kwang Chwen

Monteiro Gerard Clair
(Resigned on 10 June 2024)

INDEPENDENT NON-EXECUTIVE DIRECTORS

Noor Zaliza Yati binti Yahya

Narayanasamy A/L N
Chithambaram

Karen Yap Pik Li
(Appointed on 27 November 2024)

Tai Keat Chai
(Resigned on 29 May 2024)

Martin Chu Leong Meng
(Retired on 4 September 2024)

NON-INDEPENDENT NON-EXECUTIVE DIRECTORS

Dato' Ahmad Najmi bin Abdul
Razak

Tan Wee Hoong
(Appointed on 5 April 2024)

Dato' Wong Gian Kui
(Appointed on 27 October 2025)

Thong Mei Chuen
(Appointed on 27 October 2025)

Danny Hoe Kam Thong
(Appointed on 5 April 2024)
(Resigned on 10 October 2024)

Dato' Sri Chee Hong Leong
(Resigned on 21 October 2024)

GROUP CHIEF EXECUTIVE OFFICER

Ramlee bin Abdullah
(Resigned on 30 November 2024)

BOARD COMMITTEES

Executive Committee

Thong Weng Sheng

Wong Kwang Chwen
(Appointed on 5 April 2024)

Tan Wee Hoong
(Appointed on 5 April 2024)

Dato' Sri Chee Hong Leong (Chairman)
(Appointed as Chairman on 5 April 2024)
(Resigned on 21 October 2024)

Danny Hoe Kam Thong
(Appointed on 5 April 2024)
(Resigned on 10 October 2024)

Monteiro Gerard Clair
(Resigned on 5 April 2024)

Audit & Risk Management Committee

Noor Zaliza Yati binti Yahya (Chairperson)
(Redesignated as Chairperson on 18 July 2024)

Narayanasamy A/L N Chithambaram
(Appointed on 18 July 2024)

Karen Yap Pik Li
(Appointed on 27 November 2024)

Dato' Wong Gian Kui
(Appointed on 27 October 2025)

Tai Keat Chai (Chairman)
(Resigned on 29 May 2024)

Martin Chu Leong Meng
(Retired on 4 September 2024)

Nomination and Remuneration Committee

Narayanasamy A/L N Chithambaram (Chairman)
(Appointed on 5 April 2024)
(Redesignated as Chairman on 27 November 2024)

Karen Yap Pik Li
(Appointed on 27 November 2024)

Tan Wee Hoong
(Appointed on 27 November 2024)

Martin Chu Leong Meng (Chairman)
(Retired on 4 September 2024)

Danny Hoe Kam Thong
(Appointed on 5 April 2024)
(Resigned on 10 October 2024)

COMPANY SECRETARIES

Lim Shook Nyee
[MAICSA No. 7007640]
[SSM PC No. 201908003593]

Zayanah binti Zainal Abideen
[MACS No. 01883]
[SSM PC No. 202208000517]
(Appointed on 2 September 2025)

REGISTERED OFFICE

Ho Hup Tower - Aurora Place
2-07-01 - Level 7
Plaza Bukit Jalil
No 1, Persiaran Jalil 1
Bandar Bukit Jalil
57000 Kuala Lumpur
T +603 9779 1700
F +603 9779 1701
E osem@quadrantbiz.com

HEAD OFFICE

Ho Hup Tower - Aurora Place
2-08-01 - Level 8
Plaza Bukit Jalil
No 1, Persiaran Jalil 1
Bandar Bukit Jalil
57000 Kuala Lumpur
T +603 9779 1703
F +603 9779 1702

AUDITORS

Baker Tilly Monteiro Heng PLT
Baker Tilly Tower,
Level 10, Tower 1, Avenue 5,
Bangsar South City,
59200 Kuala Lumpur
T +603 2297 1000
F +603 2282 9980

PRINCIPAL BANKERS

United Overseas Bank (Malaysia) Berhad
Ambank (M) Berhad
CIMB Bank Berhad
Malayan Banking Berhad

SHARE REGISTRAR

Bina Management (M) Sdn Bhd
Lot 10, The Highway Centre
Jalan 51/205
46050 Petaling Jaya
Selangor Darul Ehsan
T +603 7784 3922
F +603 7784 1988
E binawin@binamg168.com

STOCK EXCHANGE LISTING

Main Market
Bursa Malaysia Securities Berhad
Stock Code: 0126
Stock Name: MICROLN
Sector: Technology

WEBSITE

www.microlink.com.my

PROFILE OF DIRECTORS

TUN ARIFIN BIN ZAKARIA

Independent Non-Executive Chairman



75



Male



Malaysian



Appointed to the Board on 6 June 2017

Tun Arifin graduated with LLB (Hons) from the University of Sheffield, UK in 1974 and LLM from the University College, London in 1979. He was called to the English Bar at Lincoln's Inn in 1979. Upon graduation, his distinguished legal career began when he joined the Malaysian Judicial and Legal Service before being posted as Federal Counsel in the Advisory Division of the Attorney General's Chambers and later as Magistrate, Sessions Court Judge and Senior Assistant Registrar.

He served in various capacities in the Government of Malaysia, both in the Judicial and Legal Departments before being appointed as a Judicial Commissioner on 1 March 1992, and Judge of the High Court of Malaya in 1994. In 2002, he was elevated as Judge of the Court of Appeal, in 2005 as Judge of the Federal Court and then in October 2008 as Chief Judge of the High Court of Malaya. On 14 September 2011, Tun Arifin was appointed as the 13th Chief Justice of Malaysia, where he served until his retirement on 31 March 2017. In 2013, he was made an Honorary Bencher of Lincoln's Inn.

In June 2012, he also served as Co-Chair of the United Nations Environment Programme (UNEP) World Congress on Justice, Governance and Law for Environmental Sustainability as part of his efforts to improve the status of environmental law in the region.

Tun Arifin is currently the Chairman of the Asian International Arbitration Centre (AIAC) Advisory Council and President of the Inns of Court Malaysia.

He is currently the Chairman of Can-One Berhad and Dutaland Berhad, companies listed on Main Market of Bursa Malaysia Securities Berhad, being directorship, he has held since 2023 respectively.



Profile of Directors (Cont'd.)

THONG WENG SHENG

Executive Director

Age 34

Male

Malaysian



Appointed to the Board on 1 November 2023

Member of Executive Committee

Mr Thong Weng Sheng embarked on his professional journey in 2012, stepping into the media industry as a Senior Writer and Sub-Editor at The Peak Malaysia. During his tenure, he took charge of the lifestyle and business pages, as well as the management of the company's social media platforms.

In 2016, Mr Thong ventured into the logistics sector, joining Insas Pacific-Rent-A-Car Sdn Bhd, a company specialising in car leasing and limousine services. Here he streamlined the company's integrated fleet management system and also successfully introduced a cold-chain logistics division.

Mr Thong joined Omesti Berhad in 2017, where he was initially involved in the groups digital core registry solution and later managing the healthcare portfolio. He then transitioned into Microlink Solutions Berhad, here his responsibilities encompass overseeing business development and strategic management for large-scale IT projects, with a specific emphasis on nurturing Microlink's Financial Service Industry (FSI) and Telco portfolios, both in local and international markets.

Within the Telco sector, Mr Thong played an active role in delivering the Business Support System (BSS) for a local telecommunications organisation. He also played a pivotal role in expanding and overseeing Microlink's telco services into the Middle East. In the realm of FSI, his focus has revolved around expanding Microlink's service offerings through collaborations with partners and the development of proprietary solutions.

In addition to his corporate achievements, Mr Thong is an accomplished athlete, securing 2nd Place in the Under 61kg Category at the Singapore National Open 2019 in Olympic Weightlifting and achieving a top-tier finish in the Penang Bridge Marathon 2014. He has also reached the summit of Mount Kinabalu and holds a 2nd Degree Black belt in Taekwondo.

Mr Thong is the son of Dato' Sri Thong Kok Khee, a deemed major shareholder of Microlink held through Insas Berhad, and the brother of Ms Thong Mei Chuen, a Non-Independent Non-Executive Director of Microlink.

Mr Thong currently serves as a Director at Insas Pacific Rent-A-Car Sdn Bhd and PRAC Transport Sdn Bhd.

WONG KWANG CHWEN

Executive Director

Age 50

Male

Malaysian



Appointed to the Board on 15 March 2024

Member of Executive Committee

Mr Kwang Chwen previously held the position of Group Chief Operating Officer at Microlink Solutions Berhad and his responsibilities include optimising the cost of delivery, resources, quality of service, and compliance to ensure a healthy P&L. In addition to this, he is responsible for defining career paths for program management, quality assurance, solution architecture, and development. As part of the overall Microlink business expansion plan, Kwang Chwen also oversees the strategic execution of a new range of products and solutions, as well as building an extensive partner channel. Kwang Chwen was previously Group Chief Commercial Officer before appointed as Group COO with the core focus of not only in growing the business top and bottom line, but driving digital transformation across the Microlink range of products, especially in the core banking and fintech arena.

Prior to joining Microlink, Kwang Chwen was Country Manager for Avanade Malaysia, before pioneering Fusionex as Senior Vice President to become a regionally recognised Big Data Analytics player. After leaving Fusionex, Kwang Chwen led the transformation journey at IFCA MSC Berhad, joining as Executive Vice President and serving as Chief Executive Officer for one of its business divisions.

DATO' AHMAD NAJMI BIN ABDUL RAZAK**Non-Independent Non-Executive Director**

Age 53

Male

Malaysian



Appointed to the Board on 20 December 2022

With a dynamic career spanning over 27 years in the corporate sector, Dato' Najmi stands as a seasoned leader at the helm of Gading Sari Holdings Sdn Bhd. As Chief Executive Officer, he orchestrates a diverse portfolio of investments across multiple sectors, including mining, automobiles, property development, agriculture, telecommunications, real estate, hospitality, and services.

In addition to his role at Gading Sari Holdings, Dato' Najmi serves as a Director of Microlink Solutions Berhad, a prominent public-listed tech-solutions provider, where he contributes his strategic insights and industry acumen to drive growth and innovation.

A graduate of Indiana University in the United States of America, Dato' Najmi holds a Bachelor of Science in Business with a concentration in Marketing. Throughout his illustrious career, he has occupied various senior management positions and directorships in leading private organizations, harnessing a wealth of experience and expertise across diverse industries.

Beyond his corporate endeavours, Dato' Najmi is deeply engaged in community and sporting leadership roles. He holds positions of prominence within the Asian Hockey Federation as an Executive Board member, while also serving as the Deputy President of the Malaysia Hockey Confederation (MHC). Notably, he chairs the National Team Management Committee for MHC and assumes leadership roles within the Pahang Hockey Association and the Kuantan Hockey Association.

Driven by a profound commitment to philanthropy, Dato' Najmi actively supports charitable initiatives, including his involvement with Yayasan Al-Sultan Abdullah and various corporate social responsibility (CSR) programs. His dedication to driving positive change extends beyond boardrooms and sports arenas, reflecting a holistic approach to leadership that prioritizes both business excellence and social impact.

With a blend of strategic vision, industry insight, and a heart for community service, Dato' Najmi exemplifies leadership excellence, leaving an indelible mark on both the corporate landscape and the wider community.

TAN WEE HOONG**Non-Independent Non-Executive Director**

Age 64

Male

Malaysian



Appointed to the Board on 5 April 2024

Member of Executive Committee | Member of Nomination and Remuneration Committee

Mr Tan has more than 25 years experience in capital markets, corporate advisory and finance, particularly in Malaysia and Singapore. He has worked for renowned Malaysian as well as regional securities houses including RHB Bank Berhad and Kay Hian HSBC (now known as UOB Kay Hian).

In the 1990s, during his stint as Director of Research at various securities houses, Mr Tan was consistently recognised as being among the top equity analysts in Malaysia by respected financial journals such as Asiamoney. He has also been active, via his private consultancy practice in corporate advisory for public listed companies, including a number of reverse take-over transactions and general corporate strategies.

He is currently an Executive Director of Landmarks Berhad, a hospitality and resort developer listed on Main Market of Bursa Malaysia Securities Berhad. He is also currently an Independent Non-Executive Director of Omesti Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad, being a directorship he has held since 2018.

He holds a Bachelor of Business (Accounting) degree from Deakin University, Victoria, Australia.

Profile of Directors (Cont'd.)

NOOR ZALIZA YATI BINTI YAHYA

Independent Non-Executive Director



47



Female



Malaysian



Appointed to the Board on 20 December 2022

Re-Designated as Chairperson of Audit & Risk Management Committee on 18 July 2024

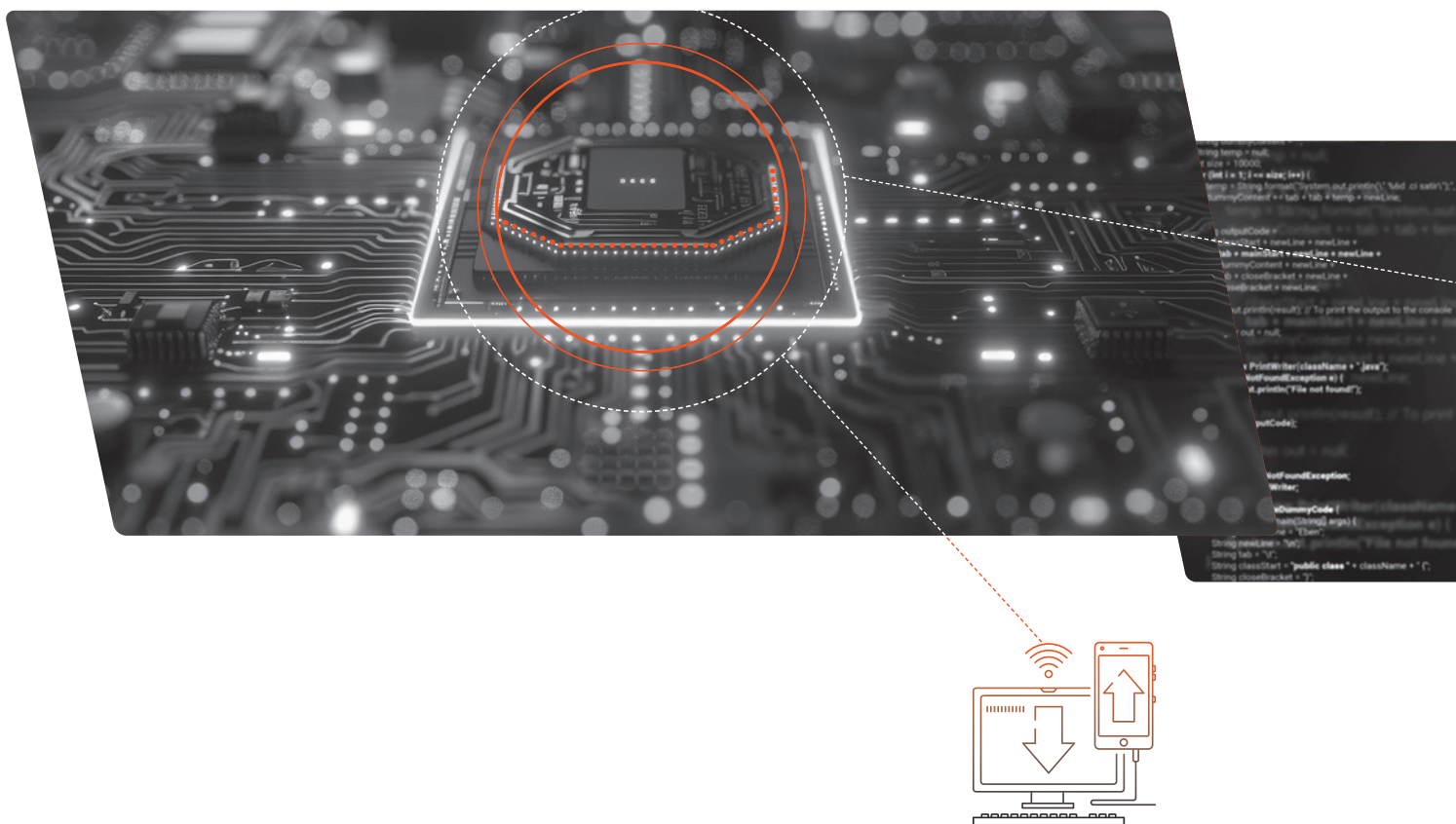
Puan Noor Zaliza is a Chartered Accountant with over 24 years of professional experience across diverse sectors, including oil and gas, financial services, and marine construction. She holds a Bachelor of Accountancy (First Class Honours) from Universiti Putra Malaysia and is a member of both the Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA).

Puan Noor Zaliza began her career in 1999 as a financial auditor at KPMG, subsequently joined Arthur Andersen & Co in 2000 and Ernst & Young in 2002. Throughout her career, she has held key roles in finance, statutory reporting, corporate services, treasury, and corporate taxation.

In 2010, she joined Petroliaam Nasional Berhad (PETRONAS) and was seconded to Petronas Carigali Sdn Bhd, where she started as a Cost Accountant. By 2012, she advanced to Head of Assets and Cost Allocation Management, overseeing financial reporting and asset management for Upstream Malaysia Finance. From 2016 to 2017, she served as Chief Financial Officer at Sapura Kencana GE Oil & Gas Services Sdn Bhd, where she was responsible for full spectrum of finance functions, including statutory and management reporting, internal controls, treasury, and corporate taxation.

In 2019, she founded Zanoor Synergy Services, a sole proprietorship focused on life insurance, takaful, and unit trust investment activities. She later joined Firmus Consulting Sdn Bhd in 2020 as a Security Consultant, providing advisory services on information technology security policies and practices, before returning to focus on her own business.

Puan Noor Zaliza currently sits on Board of Directors of Flexidynamic Holdings Berhad, a company listed on ACE Market of Bursa Malaysia Securities Berhad, being a directorship she has held since 2020.



NARAYANASAMY A/L N CHITHAMBARAM**Independent Non-Executive Director**

Age 66



Male



Malaysian



Appointed to the Board on 1 March 2024

Re-Designated as Chairman of Nomination and Remuneration Committee on 27 November 2024

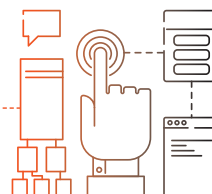
Member of Audit & Risk Management Committee

Mr Narayanasamy A/L N Chithambaram, is a legal professional with a career spanning over three decades. Graduating with a B.A. (Hon) in Law, Sociology, and Social Anthropology from the University of Keele, United Kingdom, in 1990, he brings a wealth of expertise in Corporate Law and Information Technology Law.

His career journey includes essential roles in various organisations, such as serving as the Group Legal Advisor -General Counsel at Haisan Resources Berhad, General Counsel at YFG Berhad, Legal Advisor at Lityan Holdings Berhad, Chief Operating Officer at Bheesma Logistics (M) Sdn Bhd, Head of Corporate Division/Assistant of Managing Director of Pembinaan Nadzri Sdn Bhd and Law Lecturer at Stamford College. A results-driven professional, he boasts extensive experience in corporate transactions, including takeover bids, mergers and acquisitions (M&A), joint ventures, and restructuring.

With a focus on legal, regulatory, and compliance matters, he is also proficient in intellectual property and various legal domains. From Corporate Law to Information Technology Law, he excels in drafting contracts for significant commercial transactions, arbitration management, and overseeing liquidation. Additionally, his expertise extends to conducting comprehensive legal due diligence for M&A, encompassing thorough research into target companies histories, intellectual property, and share data.

In April 2025, he was appointed to the Board of Ho Hup Construction Company Berhad as an Independent Non-Executive Director, a company listed on the Main Market of Bursa Malaysia Securities Berhad.



Profile of Directors (Cont'd.)

KAREN YAP PIK LI

Independent Non-Executive Director



52



Female



Malaysian



Appointed to the Board on 27 November 2024

Member of Audit & Risk Management Committee

Member of Nomination and Remuneration Committee

Karen Yap Pik Li is a Chartered Accountant with over 28 years of experience in finance, accounting, business-related operations and corporate exercises. She graduated with a Diploma in Commerce (Management Accounting) from Tunku Abdul Rahman University of Management & Technology (formerly Tunku Abdul Rahman College) in 1995. She has been a Chartered Accountant with the Malaysian Institute of Accountants (MIA) since December 2001. In addition to this, she became an Associate of the Chartered Institute of Management Accountants (CIMA) in November 2000, carrying the designation Chartered Management Accountant, and later, the title of Chartered Global Management Accountant (CGMA). In March 2024, she was admitted as a Fellow of CIMA.

Ms Karen Yap began her career at Lityan Management Sdn Bhd, a subsidiary of Theta Edge Berhad (formerly known as Lityan Holdings Berhad), as an Accounts Executive in September 1995. Over the years, she took on diverse responsibilities and held various leadership roles, including Assistant Accountant, Accountant, Corporate Finance Manager, and General Manager of Corporate Services. She was appointed Chief Financial Officer (CFO) of the Group in January 2010. During her tenure as CFO, she also served as the Head of Shared Services, overseeing and managing the Groups daily operations, including accounting and finance, procurement, human resources, and administration. She was also responsible for managing corporate and Board of Directors related matters.

In January 2022, she opted to participate in Theta Edge Berhads Voluntary Separation Scheme to explore new career opportunities and focus on personal interests.

In February 2024, she was appointed to the Board of ICT Zone Asia Berhad as an Independent Non-Executive Director. Additionally, she was appointed to the Board of Lebtech Berhad as an Independent Non-Executive Director in June 2025.



DATO' WONG GIAN KUI**Non-Independent Non-Executive Director**

Age 66



Male



Malaysian



Appointed to the Board on 27 October 2025

Member of Audit & Risk Management Committee

Dato' Wong is an accountant by profession and has been a member of the Malaysian Institute of Certified Public Accountants (MICPA) since 1985 and the Malaysian Institute of Accountants (MIA) since 1988. He began his career with Harun, Oh & Wong, a member of Horwath International firm of Chartered Accountants in Malaysia from 1981 to 1990, before joining Stoy Hayward London, Chartered Accountants, from 1990 to 1991. Dato' Wong was appointed as an Executive Director of Insas Berhad (Insas) on 11 September 1992, and assumed the position as the Chief Executive Officer of Insas on 28 February 2019.

He is also currently an Executive Director of the following Bursa listed companies:

1. Inari Amertron Berhad (Inari), since 11 December 2013; and
2. Divfex Berhad (DFX), since 15 December 2020.

Dato' Wong sits on the board of Insas Technology Berhad and Diversified Gateway Berhad, both of which are non-listed public companies wholly owned by Insas and DFX respectively, as well as on the boards of various private companies within the Insas, Inari and DFX groups.

THONG MEI CHUEN**Non-Independent Non-Executive Director**

Age 43



Female



Malaysian



Appointed to the Board on 27 October 2025

Ms Thong Mei Chuen has had 5 years of equity capital markets experience having worked at Credit Suisse in New York from 2004 to 2006, and Deutsche Bank from 2006 to 2009 at their New York, Hong Kong and Singapore offices. She subsequently joined the corporate finance team in Genting Hong Kong from 2009 to mid-2012. On 1 July 2012, she was appointed Head of Global Treasury and Corporate Planning of Insas Berhad. In February 2014, she took on the role of Chief Operating Officer in Microlink Solution Berhad's Singapore division.

Ms Thong is the daughter of Dato' Sri Thong Kok Khee, a deemed major shareholder of Microlink held through Insas Berhad, and the sister of Mr Thong Weng Sheng, an Executive Director of Microlink.

Ms Thong currently sits on the Board of Inari Amertron Berhad as the Alternate Director to Dato' Sri Thong Kok Khee, a Non-Independent Non-Executive Director and substantial shareholder of Inari Amertron Berhad. She also serves as a Non-Independent Non-Executive Director at M&A Equity Holdings Berhad.

Save where disclosed above, none of the Directors has:

- Any family relationship with any Director and/or major shareholder of the Company;
- Any conflict of interest with the Company;
- Any conviction for offences (other than traffic offences, if any) within the past 5 years; and
- Any public sanction or penalty imposed by the relevant regulatory bodies during the financial period.

KEY SENIOR MANAGEMENT

The following section provides details on the senior executives who hold responsibility for management of the principal operations of the businesses within the Microlink Group.

HONG WYE KEAN

Group Chief Technology Officer

Age 47

Male

Malaysian

Appointed on 1 April 2023

Qualifications

BSc (Hons) Information Technology, (Major in Management) University of Malaya

Working Experience

23 years

Profile

Wye Kean, Group Chief Technology Officer at Microlink, leads the Solution Delivery development team, focusing on building and optimising the team's capability and capacity in supporting the business, aligning technology-related decisions with our organisational goals.

With 23 years of experience in the technology industry, Wye Kean has held various leadership positions. He previously served as the CRM Service Line Lead for Avanade Malaysia and in 2017, he founded Kinexure, a business technology firm specializing in CRM.

Wye Kean is a certified Solution Architect for Microsoft Business Application platforms.

NAVRITA KAUR

Group Chief Legal Officer

Age 42

Female

Malaysian

Appointed on 1 August 2022

Qualifications

LLB, University of London; Certificate in Legal Practice (CLP)

Working Experience

18 years

Profile

Navrita has served as Group Chief Legal Officer (GCLLO) since 2022, providing expert and strategic legal advice to senior management across a broad spectrum of matters aimed at mitigating legal risks. She plays a key role in the Group's corporate exercises, leads the negotiation of complex commercial contracts and oversees the drafting of key policies.

Navrita was admitted to the Malaysian Bar in 2007 and began her career as a practising Advocate & Solicitor before transitioning to an in-house legal role. Prior to joining Microlink, she held the positions of Group General Counsel and then subsequently GCLLO of the Omesti Group.

Her work has earned her industry-wide recognition, including being named a Finalist in the Asian Legal Business (ALB) Malaysia Law Awards 2025 in both the In-House Lawyer of the Year and Woman Lawyer of the Year (In-House) categories. In addition, Navrita has been featured in the Legal 500 GC Powerlist Southeast Asia in both 2022 and 2024 and the inaugural Legal 500 GC Powerlist Malaysia 2023.

NG ZUI LIM**Group Chief Operating Officer**

Age 55 | Male | Malaysian | Appointed on 1 September 2024

Qualifications

Bachelor in Computer Science

Working Experience

31 years

Profile

Ng Zui Lim, or better known as Kenzo, was officially appointed as the Group Chief Operating Officer in September 2024. He is tasked with collaborating with the Group CEO in setting and driving organizational vision, structure, and operations strategy. Prior to this appointment, he was the Director of Project Management. In this role, he managed our team of project managers in ensuring that projects are delivered on time, within scope, and within budget, while meeting the quality standards and strategic objectives of the company.

He holds a Degree in Computer Science from Campbell University, North Carolina, and has 31 years of experience in the IT industry, holding various senior positions ranging from business development to project management. In his leisure time, he loves to spend time with his family and working out in the gym. Occasionally, he engages in adventurous activities such as mountain climbing, hiking, and camping.

CHOO KOK HUA**Managing Director, Distribution**

Age 52 | Male | Malaysian | Appointed on 1 September 2024

Qualifications

Advanced Diploma in Computer Studies

Working Experience

28 years

Profile

Choo Kok Hua brings a wealth of experience to his role as Country Manager for Distribution, having built his career in the value-added distribution industry since 1997. A strong believer in performance-driven leadership, he has been instrumental in driving revenue growth and strengthening partnerships with leading technology vendors such as IBM, HPE, Lenovo, Oracle, Penguin Solutions, Rocket Software and Super Micro Computer.

Since joining the company in 2012, Kok Hua has consistently delivered results aligned with corporate objectives while positioning the organization as a trusted and top-performing distributor in the region. His efforts have earned the company numerous accolades, including Top Distributor awards for IBM, Lenovo, and HPE GreenLake. With a deep understanding of the channel ecosystem and a clear focus on execution, Kok Hua continues to play a key role in the company's ongoing success.

Save where disclosed above, none of the Key Senior Management has:

- Any directorship in public companies and listed issuers;
- Any family relationship with any director and/or major shareholder of the Company;
- Any conflict of interests with the Company;
- Other than traffic offences, any convictions for offences within the past 5 years; and
- Any public sanction or penalty imposed by the relevant regulatory bodies during the financial period.

BUSINESS STRUCTURE BY SEGMENT

As at 30 June 2025

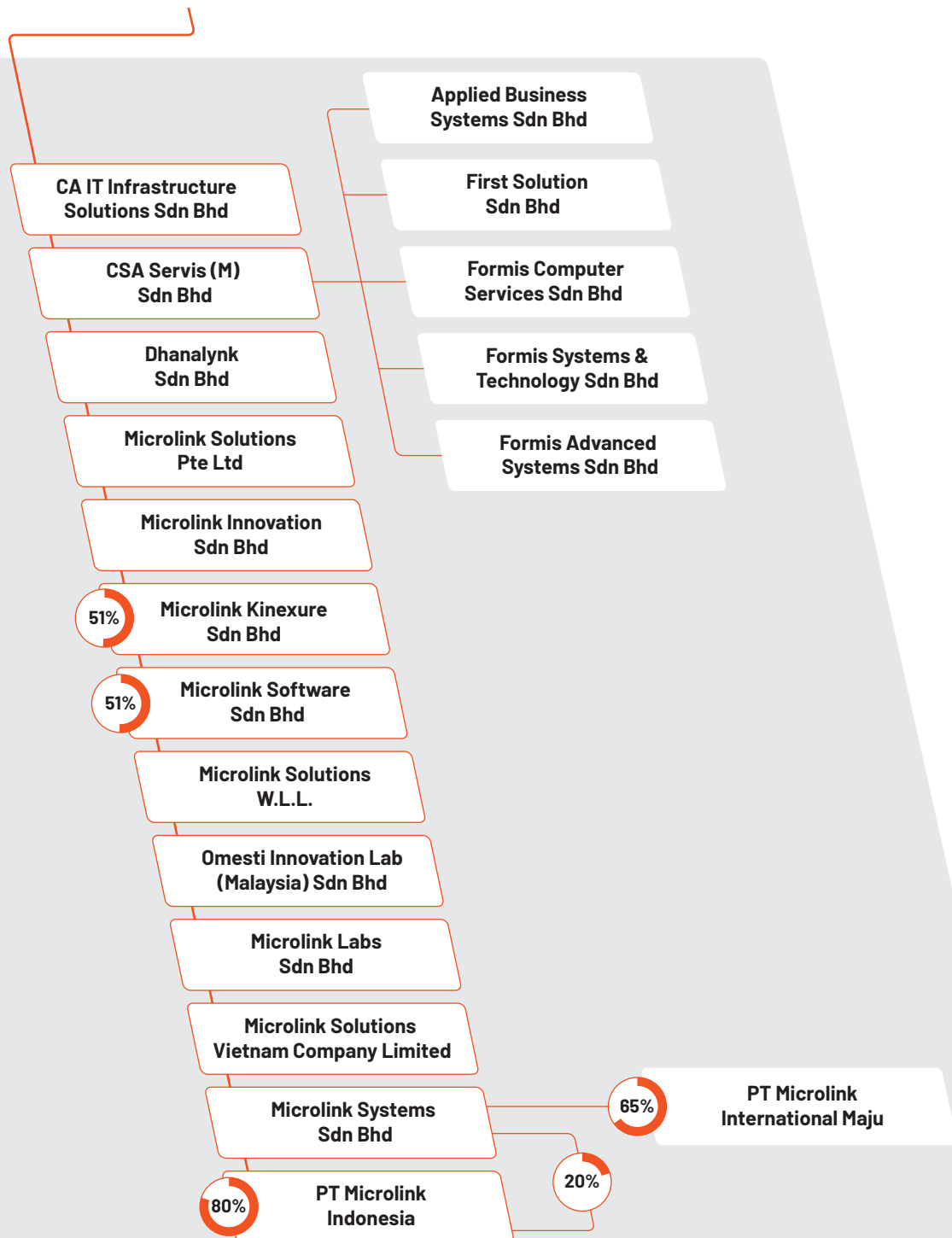


Microlink Solutions Berhad

 FINANCIAL SERVICES	 PUBLIC SECTOR	 ENTERPRISE SOLUTIONS	 TELE-COMMUNICATIONS	 DISTRIBUTION
				Applied Business Systems Sdn Bhd
				First Solution Sdn Bhd
				Formis Systems & Technology Sdn Bhd
				CSA Servis (M) Sdn Bhd
			Formis Computer Services Sdn Bhd	
			Microlink Solutions W.L.L.	
Microlink Innovation Sdn Bhd	Dhanalynk Sdn Bhd	CA IT Infrastructure Solutions Sdn Bhd		
Microlink Software Sdn Bhd		Formis Advanced Systems Sdn Bhd		
PT Microlink International Maju				
Microlink Solutions Pte Ltd				
Microlink Solutions Vietnam Company Limited				
PT Microlink Indonesia				

CORPORATE STRUCTURE

Microlink Solutions Berhad

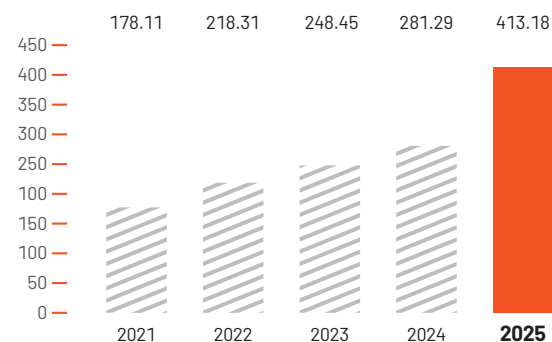


Shareholding is 100% unless otherwise stated

5-YEAR FINANCIAL HIGHLIGHTS 2021-2025

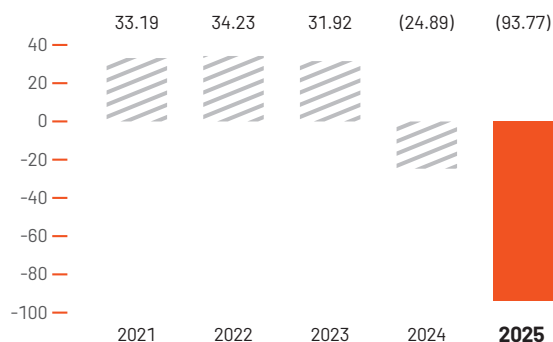
REVENUE

(RM million)



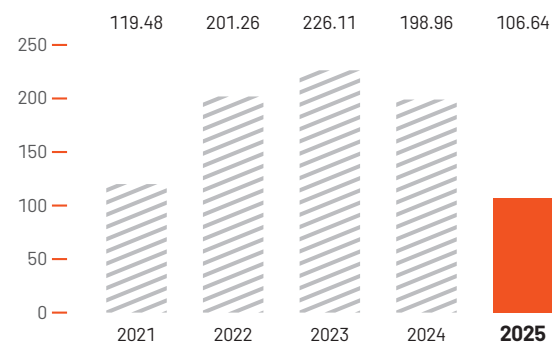
PROFIT/(LOSS) BEFORE TAX

(RM million)



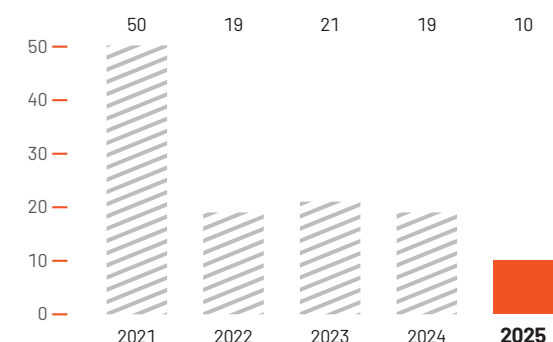
SHAREHOLDERS' EQUITY

(RM million)



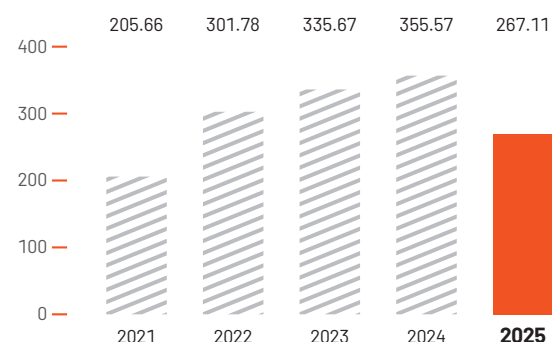
NET ASSET/SHARE

(Sen)



TOTAL ASSETS

(RM million)



CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (Board) of Microlink Solutions Berhad (Company) is pleased to provide an overview of the corporate governance practices of the Company. The Board strongly believes in the importance of having and adhering to a sound corporate governance framework in order to deliver sustainable value, enhance shareholders' confidence and achieve the corporate objectives and vision of the Company and its subsidiaries (Group).

This Corporate Governance Overview Statement (CG Overview Statement) seeks to provide investors with key insights into the corporate governance practices of the Company. In this Statement, the Board reports on the way in which the Group has, throughout the financial period ended (FP) 30 June 2025, adopted and applied the statutory requirements, principles and best practices as set out in the Main Market Listing Requirements (Main LR) of Bursa Malaysia Securities Berhad (Bursa Securities), Companies Act 2016 (CA 2016) and the Malaysian Code on Corporate Governance 2021 (MCCG 2021). It also addresses future priorities of the Company.

The Company has generally complied with the MCCG 2021 for the period under review. The status of the Company's application of the MCCG 2021 is disclosed in our Corporate Governance Report 2025 (CG Report) which is accessible to the public at the Company's website www.microlink.com.my/investor-information/. The CG Report provides details on how the Company has applied each Practice during FP 30 June 2025, including details of any departures and alternative measures put in place within the Company. It also demonstrates the commitment of the Board and Management of the Group in applying and embracing the highest standards of Corporate Governance across the organisation.

This CG Overview Statement serves to show how our measures are aligned with the principles of good governance in accordance with the MCCG 2021. References are made to the following three (3) key Corporate Governance principles as contained in the MCCG 2021:

A

**BOARD LEADERSHIP &
EFFECTIVENESS**

B

**EFFECTIVE AUDIT &
RISK MANAGEMENT**

C

**INTEGRITY IN CORPORATE
REPORTING & MEANINGFUL
RELATIONSHIP WITH
STAKEHOLDERS**

This CG Overview Statement is to be read together with the CG Report, which was approved by the Board on even date.

Corporate Governance Overview Statement (Cont'd.)

PRINCIPLE A

PRINCIPLE B

PRINCIPLE C

BOARD LEADERSHIP & EFFECTIVENESS

A) BOARD RESPONSIBILITIES

Board Leadership

The Board has overall responsibility for corporate governance, strategic direction, corporate planning and overseeing the investment and business of the Group, the ultimate aim being to create and deliver sustainable value and long-term success.

Separation of Positions of Chairman & Executive Directors

The positions of Chairman and Executive Directors are held by separate individuals and their roles and responsibilities are distinct, as stated in the Board Charter.

Access to Information, Advice & Company Secretary

In carrying out its duties, the Board has full and unrestricted access to all information within the Company and the Group, as well as the advice and services of Senior Management and the Company Secretary.

The Board is supported by a suitably qualified and competent Company Secretary. The Company Secretary of the Company are qualified to act as Company Secretary under Section 235(2) of the Companies Act 2016.

The roles and responsibilities of the Company Secretary are clearly specified in the Board Charter.

Board Charter

In discharging its duties and responsibilities effectively, the Board is guided by the Board Charter, which clearly defines its roles and responsibilities. The Board Charter is periodically reviewed and updated in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board's responsibilities.

Board Committees

The Board has established the following Board Committees:

- Audit & Risk Management Committee (ARMC);
- Nomination and Remuneration Committee (NRC); and
- Executive Committee (EXCO).

These Committees are each entrusted with specific oversight responsibilities for the Group's affairs and are granted the authority to act on the Board's behalf in accordance with their respective Terms of Reference (TOR). Nevertheless, the Board is ultimately accountable and responsible for the affairs and business of the Group.

The Board Charter and the respective TOR of the ARMC and NRC are available for reference at the Company's website: www.microlink.com.my/investor-information/.

Board Meetings & Attendance

The Board holds at least four (4) scheduled quarterly meetings, with additional meetings being convened as and when necessary. Prior to each meeting, every Director is provided with the complete agenda and a set of Board papers well in advance in order to provide ample time to review matters to be deliberated at the meeting and so facilitate informed decision-making.

Senior Management members are also invited to attend these meetings, as and when required, to provide the Board with the necessary information and clarification on issues deliberated during the meetings.

A formal schedule of matters is adopted which includes strategy and policy issues, major investments, financial decisions and the annual business plan.

During FP 30 June 2025, the Board met twelve (12) times during which it reviewed and approved various issues. These included the quarterly financial results of the Group for announcement to Bursa Securities, a fund-raising exercise, corporate exercise and strategic decisions, change in Board's composition as well as the financial and operational performance of the Group. The Board also reviewed the adequacy of the Group's internal control system.

The Board has leveraged on technology to convene the Board and Board Committee meetings. During FP 30 June 2025, all these meetings were held as hybrid sessions.

The attendance record of the Directors at the Board meetings during the period under review is provided below:

Director	Total Meetings Attended
Tun Arifin bin Zakaria	12/12
Dato' Ahmad Najmi bin Abdul Razak	10/12
Thong Weng Sheng	10/12
Wong Kwang Chwen	12/12
Noor Zaliza Yati binti Yahya	11/12
Tan Wee Hoong (Appointed on 5 April 2024)	9/11
Narayanasamy A/L N Chithambaram	12/12
Karen Yap Pik Li (Appointed on 27 November 2024)	4/4
Tai Keat Chai (Resigned on 29 May 2024)	2/2
Monteiro Gerard Clair (Resigned on 10 June 2024)	2/2
Martin Chu Leong Meng (Retired on 4 September 2024)	4/4
Dato' Sri Chee Hong Leong (Resigned on 21 October 2024)	5/7
Danny Hoe Kam Thong (Appointed on 5 April 2024 and resigned on 10 October 2024)	6/6

During FP 30 June 2025, all Directors have complied with the minimum 50 percent attendance requirement at Board meetings as stipulated by the Main LR. As such, the Board is satisfied with the level of time commitment given by the Directors of the Company towards fulfilling their duties and responsibilities.

Code of Ethics & Conduct

The Board has formulated and adopted a Code of Ethics & Conduct (Code of Ethics) which applies to all employees and Directors of the Group. The Code, together with other related policies, procedures and guidelines, sets out the principles to guide standards of behaviour and business conduct when employees and Directors deal with third-party individuals or external organisations. These principles are integrated into company-wide management practices. The Directors also observe the Company Directors' Code of Ethics, as established by the Companies Commission of Malaysia.

Whistleblowing Policy

The Group's Whistleblowing Policy (WP) provides a transparent mechanism and avenue for all stakeholders to report or raise genuine concerns on any suspected misconduct, without fear of retribution or intimidation. Confidentiality and anonymity are assured to stakeholders who disclose their concerns in good faith and, in doing so, have followed the appropriate disclosure procedures. The WP sets out a clear procedural guide for stakeholders to follow in raising their concerns to ensure that issues are addressed in respect of the appropriate personnel and definitive action can be taken.

Anti-Bribery & Corruption Policy

In line with the Guidelines on Adequate Procedures pursuant to Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the Company has developed and adopted an Anti-Bribery & Corruption Policy (ABC). This policy sets out the proper practices to be adhered to in relation to improper solicitation, bribery and other corrupt activities and/or issues that may arise in the course of business. The policy is applicable to every employee and Director of the Group.

In addition, the Board has also formulated an Anti-Corruption Policy for Third Parties (ABC – Third Parties) which sets out guidelines to be complied with by third parties engaging with the Group.

The Code of Ethics, WP, ABC and ABC – Third Parties are available for reference at the Company's website www.microlink.com.my/investor-information/.

Corporate Governance Overview Statement (Cont'd.)

PRINCIPLE A

PRINCIPLE B

PRINCIPLE C

BOARD LEADERSHIP & EFFECTIVENESS

B) BOARD COMPOSITION

Board Balance & Composition

As at 30 June 2025, the Board comprised eight (8) members:

4	Independent Non-Executive Directors (INED)
2	Non-Independent Non-Executive Directors (NINED)
2	Executive Directors (ED)

During the period under review, the Board saw changes to its composition as follows:

- resignation of Mr Monteiro Gerard Clair as ED on 10 June 2024
- retirement of Mr Martin Chu Leong Meng as INED on 4 September 2024
- resignation of Mr Tai Keat Chai as INED on 29 May 2024
- appointment of Ms Karen Yap Pik Li as INED on 27 November 2024
- resignation of Dato' Sri Chee Hong Leong as NINED on 21 October 2024
- appointment of Mr Tan Wee Hoong as NINED on 5 April 2024
- appointment and resignation of Mr Danny Hoe Kam Thong as NINED on 5 April 2024 and 10 October 2024 respectively

The Board's composition complies with the requirements mandated by the Main LR of Bursa Securities. In light of the annual review conducted by the NRC, the Board is of the view that the current Board composition is appropriate in terms of its membership and size.

The Board is well-represented by individuals with diverse professional backgrounds and experience in the areas of finance, accounting, economics, law, business, systems implementation and software products. The diversity of skill, experience and knowledge of its members in these various disciplines and professions allows the Board to address and/or to resolve any related issues in an effective and efficient manner.

There is also a balance in the Board composition with the presence of INEDs of the necessary calibre and experience to carry sufficient weight in Board discussions and decisions. These individuals, together with the NINEDs, are highly experienced. Their willingness to challenge the Management without apprehension with pertinent questions, and to debate constructively during Board meetings, helps to reinforce the checks and balances of the Board's decision-making process.

While all the Directors hold equal responsibility for the Group's operations, the role of the INED is particularly important in providing an independent view, advice and judgment that take into account the interests of the Group, shareholders, employees and communities in which the Group operates.

The Profiles of the Directors are presented on pages 33 to 39 of Volume 1 of this Annual Report.

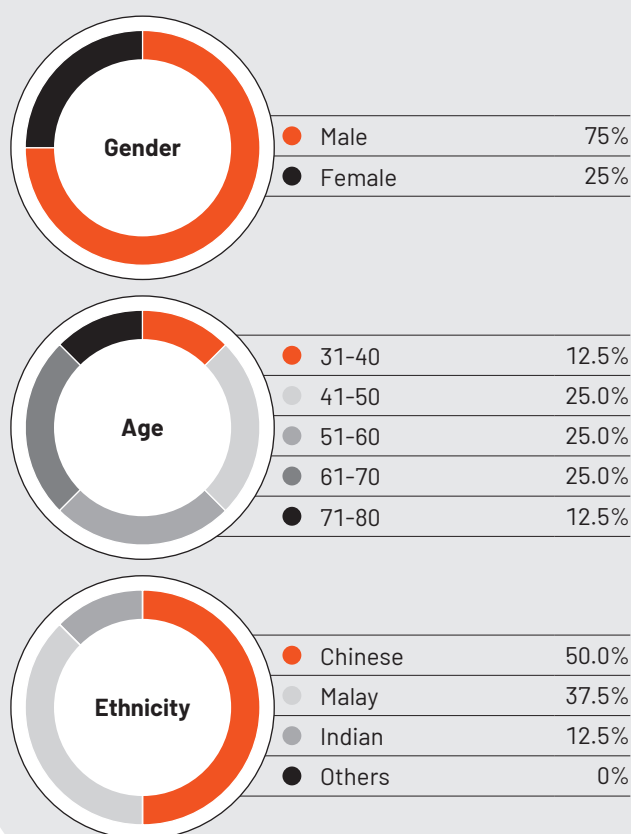
Reinforce Independence

The NRC is responsible for assessing the independence of the INED annually. This assessment is based on the independent and constructive views, deliberations and contributions put forward by the INED during the Board meetings. This process is conducted through the Assessment of Independence of INED as part of the annual Board Evaluation. The criteria for assessing independence, as developed by the NRC, are applied upon admission, annually and when any new interest or relationship develops.

The NRC and the Board have, upon their assessment, concluded that the INEDs continue to demonstrate conduct and behaviour that are essential indicators of independence and their ability to act in the best interests of the Company. It has determined that they continue to fulfil the definition of independence, as set out in the Main LR.

The Board acknowledges the vital need for diversity to ensure good governance practice and to enhance the efficient functioning of the Board. The Board believes the appointment of new members is guided by the skills, experience, competency and knowledge of the individual candidate(s). Any potential Board candidate will be assessed, wherever reasonably possible, in line with the Board Diversity Policy and Board of Directors' Fit and Proper Policy of the Company.

The Board's diversity breakdown as at FP 30 June 2025 is depicted in the following matrix:



Nomination and Remuneration Committee ("NRC") Report

The Board had on 27 November 2024 approved that the Nominating, Remuneration and Long-Term Incentive Plan Committee be renamed as "Nomination and Remuneration Committee".

The NRC is responsible for screening, evaluating and recommending suitable candidates to the Board for appointment as Directors, as well as filling the vacant seats of the Board Committees as when they may arise. The NRC also assists the Board, amongst others, in annual review of salaries, incentive arrangements and other employment conditions of the Executive Directors and Senior Management.

The NRC is comprised exclusively of Non-Executive Directors, in the majority, of INEDs with the Chairman being independent and able to contribute effectively to the NRC. Meetings of the NRC are held as and when required, and at least once a year.

The current composition of the NRC is as set out on page 32 of Volume 1 of this Annual Report.

The TOR of the NRC are available for reference at the Company's website: www.microlink.com.my/investor-information/.

During FP 30 June 2025, three (3) meetings were held. The NRC carried out the following activities:

- Assessed the size, composition and effectiveness of the Board Committees and each of its members;
- Reviewed the overall composition of the Board in terms of appropriate size, required mix of skills, experience, core competencies and effectiveness, as well as adequacy of balance between Executive Director and INEDs;
- Evaluated each Director's performance and ensured no conflict of interest;
- Assessed and confirmed the independence of the INEDs;
- Reviewed the term of office and performance of the ARMC and each of its members;
- Reviewed and made recommendations to the Board with regard to Directors seeking re-election at the Company's 21st Annual General Meeting (AGM);
- Evaluated the training needs of the Board;
- Reviewed and recommended the payment of Directors' Fees and benefits for the period from 4 September 2024 until the next AGM of the Company;
- Reviewed and recommended the Group Annual Increment and Bonus Performance for FYE 31 March 2024;
- Reviewed and recommended promotion and remuneration package of Key Senior Management;
- Reviewed and recommended mutual separation scheme of Key Senior Manager; and
- Reviewed and recommended rectification the remuneration package of Executive Director of the Company.

Details on the criteria used in the selection and election process of Directors, as well as the assessment undertaken by the NRC, together with the criteria used for such assessment, are set out in the CG Report.

Corporate Governance Overview Statement (Cont'd.)

PRINCIPLE A

PRINCIPLE B

PRINCIPLE C

BOARD LEADERSHIP & EFFECTIVENESS

Directors' Remuneration

The remuneration of the Executive and Non-Executive Directors paid/payable by the Group for the financial period under review is as set out in the accompanying table:

Category	Directors' Fees (RM)	Salaries (RM)	Defined contribution plan (RM)	Benefits-In-Kind (RM)	Other emoluments (RM)	Total (RM)
Executive Directors						
Monteiro Gerard Clair (Resigned on 10 June 2024)	-	180,000 ⁽³⁾	21,600	-	-	201,600
Thong Weng Sheng	-	450,000 ⁽³⁾	54,000	-	-	504,000
Wong Kwang Chwen	-	525,000 ⁽³⁾	63,000	15,618	4,605	608,223
Non-Executive Directors						
Tun Arifin bin Zakaria	243,000 ⁽¹⁾	-	-	-	15,120 ⁽⁴⁾	258,120
Dato' Ahmad Najmi bin Abdul Razak	75,000 ⁽²⁾	-	-	-	12,000 ⁽⁴⁾	87,000
Dato' Sri Chee Hong Leong (Resigned on 21 October 2024)	33,387.10 ⁽²⁾	-	-	-	10,000 ⁽⁴⁾	43,387.10
Tan Wee Hoong (Appointed on 5 April 2024)	74,927.78 ⁽²⁾	-	-	-	19,000 ⁽⁴⁾	93,927.78
Danny Hoe Kam Thong (Appointed on 5 April 2024) (Resigned on 10 October 2024)	31,461.99 ⁽²⁾	-	-	-	13,000 ⁽⁴⁾	44,461.99
Martin Chu Leong Meng (Retired on 4 September 2024)	31,441.67 ⁽²⁾	-	-	-	9,000 ⁽⁴⁾	40,441.67
Noor Zaliza Yati binti Yahya	101,451.62 ⁽²⁾	-	-	-	20,000 ⁽⁴⁾	121,451.62
Tai Keat Chai (Resigned on 29 May 2024)	13,548.37 ⁽²⁾	-	-	-	3,000 ⁽⁴⁾	16,548.37
Narayanasamy A/L N Chithambaram	87,987.70 ⁽²⁾	-	-	-	21,000 ⁽⁴⁾	108,987.70
Karen Yap Pik Li (Appointed on 27 November 2024)	43,394.44 ⁽²⁾	-	-	-	8,000 ⁽⁴⁾	51,394.44

⁽¹⁾ Fees paid/payable by the Company to the Director in his capacity as Chairman of the Board

⁽²⁾ Fees paid/payable by the Company to the Director in his/her capacity as Non-Executive Director/ Non-Independent Non-Executive Director

⁽³⁾ Salaries and other emoluments by the Company to the Director in his capacity as Executive Director

⁽⁴⁾ Meeting Allowances paid by the Company

Directors' Training

The Directors are mindful of the need for continuous training to keep abreast of new developments in the technology sector and regulatory environment. As such, they are encouraged to attend forums, seminars, workshops and conferences facilitated by external professionals in accordance with their respective needs in discharging their duties as Directors.

During the year under review, the NRC reviewed and evaluated the training needs of the Directors and encouraged the individual Directors to identify and pursue their respective training needs. The Company Secretary has also periodically informed the Directors of the availability of appropriate courses, conferences and seminars. The Directors have been encouraged to attend such training at the Company's expense.

All the Directors of the Company have attended and successfully completed the MAP prescribed under the Main LR. The training/courses attended by the Directors during FP 30 June 2025 are as follows:

Director	Training/Courses Attended	Date
Tun Arifin bin Zakaria	• Overview of E-Invoicing & Transfer Pricing	1 April 2024
	• Anti- Corruption Training For Board of Directors & Top Management Staffs : Section 17A MACC Act 2009 (2018)	16 July 2024
	• Geopolitical risks and the strategic imperatives for boards and C-suite	17 October 2024
	• ESG Updates Locally and Internationally; Climate-Related Litigation – What's Happening? and Sustainability Reporting Best Practices and Tips	5 November 2024
	• PDPA: Implementation And Compliance	24 March 2025
Dato' Ahmad Najmi bin Abdul Razak	• Mandatory Accreditation Programme Part II	26 & 27 August 2024
Dato' Sri Chee Hong Leong	• Mandatory Accreditation Programme Part II	12 & 13 June 2024
Thong Weng Sheng	• Mandatory Accreditation Programme Part II	10 & 11 July 2024
	• Withholding Tax	8 May 2025
Wong Kwang Chwen	• Mandatory Accreditation Programme Part I	10 & 11 June 2024
	• Mandatory Accreditation Programme Part II	28 & 29 October 2024
	• Withholding Tax	8 May 2025
Martin Chu Leong Meng	• Mandatory Accreditation Programme Part II	22 & 23 July 2024
Noor Zaliza Yati binti Yahya	• MIA International Accountants Conference 2024	11 & 12 June 2024
	• Bursa Academy: Conflict of Interest ("COI") and Governance of COI	10 July 2024
	• Mandatory Accreditation Programme Part II	22 & 23 July 2024
	• Growing Concerns From New Technology, Stakeholder Interests & Conflict of Interest	16 October 2024
	• MIA International Accountants Conference 2025	26 & 27 May 2025

Corporate Governance Overview Statement (Cont'd.)

PRINCIPLE A

PRINCIPLE B

PRINCIPLE C

BOARD LEADERSHIP & EFFECTIVENESS

Director	Training/Courses Attended	Date
Tan Wee Hoong	Mandatory Accreditation Programme Part II	9 & 10 September 2024
Danny Hoe Kam Thong	Bursa Academy: Conflict of Interest ("COI") and Governance of COI	18 September 2024
Narayanasamy A/L N Chithambaram	Mandatory Accreditation Programme Part II	10 & 11 July 2024
Karen Yap Pik Li	Kreston Tax Services – New Transfer Pricing Rules 2023	23 April 2024
	ICDM: Being Sued as an Independent Director – A Personal Journey	10 May 2024
	Malaysian Institute of Accountants (MIA) Townhall 2023/2024 Session 3	23 May 2025
	Mandatory Accreditation Programme Part I	17 & 18 July 2024
	Securities Commission Audit Oversight Board – Conversation With Audit Committee	19 November 2024
	Mastering the E-Invoice System Training – Briefing on MyInvois & MyTax Portal Walkthrough by LHDN	17 June 2025
	ICDM Advocacy: E-Invoicing for Directors – Myinvois & MyTax Portal Walkthrough with Ernst & Young	26 June 2025
	ICDM BNRC Dialogue & ADIP Graduation Ceremony – Future Ready Boards: Implementing Strategies with Skills Matrix	8 July 2025
	ICDM: Boardroom Blindspots: How our Perceptions of Risk Influence our Boardroom Effectiveness	3 September 2025

The Directors continue to devote sufficient time to update their knowledge and enhance their skills through other channels, in line with the ever-changing commercial challenges and risks.

During the Board Committee and Board meetings, the Directors continuously receive briefings and updates from the Management, External Auditors, Company Secretary and Internal Auditors on a variety of topics. These include, but are not limited to, the Group's businesses and operations, risk management activities, corporate governance, finance, new developments in the business environment, new regulations and statutory requirements.

The Board will continue to evaluate and determine the training needs of its Directors to enhance their skills and knowledge.

Re-election of Directors

In accordance with the Company's Constitution, one third (1/3) of the Directors for the time being shall retire from office and be eligible for re-election at each AGM. This is provided always that all Directors shall retire from office once every three (3) years but shall be eligible for re-election. The Directors to retire every year shall be those who have been longest in office since their last election.

The Constitution of the Company further provides that Directors who are appointed by the Board to fill a casual vacancy, or as an addition to the existing Board, are subject to re-election by the shareholders at the next AGM following their appointment.

PRINCIPLE A

PRINCIPLE B

PRINCIPLE C

EFFECTIVE AUDIT & RISK MANAGEMENT

A) AUDIT & RISK MANAGEMENT COMMITTEE (ARMC)

As at FP 30 June 2025, the ARMC comprises three (3) members, all of whom are INEDs. The current composition of the ARMC is as set out on page 57 of Volume 1 of this Annual Report.

The ARMC undertakes an annual assessment of the suitability and independence of the External Auditors in accordance with the External Auditor Independence Policy. Having satisfied itself with their performance and fulfilment of criteria as set out in the policy, the ARMC will recommend their re-appointment to the Board, after which the shareholders' approval will be sought at the subsequent AGM.

Assurance is sought from the External Auditors throughout the conduct of the audit engagement in confirming their independence in accordance with the terms of all relevant professional and regulatory requirements.

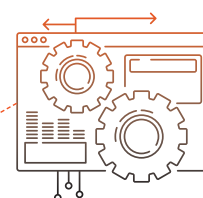
The ARMC Report is presented on pages 57 to 58 of Volume 1 of this Annual Report.

B) RISK MANAGEMENT FRAMEWORK

Details on the key features of the risk management framework are set out in the Statement on Risk Management & Internal Control on pages 55 to 56 of Volume 1 of this Annual Report.

C) INTERNAL AUDIT FUNCTION

Details of the Group's internal control systems and the state of internal controls are further elaborated under the Statement on Risk Management & Internal Control. This Statement has been reviewed by the Company's External Auditors, and is provided separately on pages 55 to 56 of Volume 1 of this Annual Report.



Corporate Governance Overview Statement (Cont'd.)

PRINCIPLE A

PRINCIPLE B

PRINCIPLE C

INTEGRITY IN CORPORATE REPORTING & MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

A) COMMUNICATION WITH STAKEHOLDERS

The Board recognises the importance of communication and proper dissemination of information to its shareholders and investors. Through extensive disclosures of appropriate and relevant information, the Company aims to effectively provide shareholders and investors with information to maintain transparency and accountability. In this respect, the Company keeps shareholders informed via announcements and timely release of quarterly financial reports, press releases, annual reports and circulars to shareholders.

Shareholders and members of the public may obtain information on the Group's operations and activities, as well as press releases, announcements and financial information, etc. from the Company's website: www.microlink.com.my.

In line with this, a Shareholders' Communication Policy has been adopted by the Company which sets out the framework that it has put in place to promote effective communication with the shareholders. This enables the shareholders to engage actively with the Company and exercise their rights as shareholders in an informed manner. The Shareholders' Communication Policy is available for reference at the Company's website: www.microlink.com.my/investor-information/.

B) CONDUCT OF GENERAL MEETINGS

The Annual General Meeting (AGM) and other meetings of the shareholders, including any Extraordinary General Meeting (EGM) of the Company, are the principal forums for dialogue and interaction with shareholders. At such meetings, individual shareholders may raise questions or concerns with regard to the Company as a whole. Shareholders are also encouraged to participate in question and answer sessions. The Board, Senior Management and relevant advisors are on hand to answer questions raised and provide clarifications as required.

Following the outbreak of the COVID-19 pandemic in 2020, the Company leveraged on technology by conducting its 21st AGM as virtual session. This was conducted via a secure digital platform. All Directors including the Chairman were in attendance at the designated broadcast venue.

The notice for the 21st AGM was provided more than 28 days in advance to enable shareholders to make adequate preparation. Shareholders attending the 21st AGM were able to participate, speak (in the form of real-time submission of typed texts) and cast their votes in real time via the electronic voting facilities provided by the virtual meeting platform. The remote poll voting results were validated by an independent scrutineer and made available immediately following the broadcast.

COMPLIANCE STATEMENT

This Statement on the Company's corporate governance practices is made in compliance with the Main LR. Having reviewed and deliberated this Statement, the Board is satisfied that, to the best of its knowledge, for the financial year under review the Company is substantially in compliance with the principles and practices set out in the MCCG 2021, as well as the relevant paragraphs under the Main LR. This statement has been presented and approved by the Board at its meeting held on 22 October 2025.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

INTRODUCTION

The Board of Directors of Microlink Solutions Berhad (Board) acknowledges its stewardship responsibility for maintaining a sound system of risk management and internal control and for reviewing its adequacy and effectiveness across the Group.

This Statement on Risk Management & Internal Control is prepared in accordance with Paragraph 15.26(b) of the Main Market Listing Requirements (MMLR) and Guidance Note 9 of Bursa Malaysia Securities Berhad (Bursa Securities).

This Statement covers the Company and all its subsidiaries for the financial period ended 30 June 2025, unless stated otherwise, ensuring comprehensive oversight across the Group's key business segments and geographical operations.

BOARD RESPONSIBILITIES

The Board recognises that sound internal control and effective risk management are integral components of good corporate governance. Board affirms its responsibility for Group's risk management and internal control systems, which include financial, operational, compliance, and information technology controls.

Due to inherent limitations, these systems are designed to manage, rather than eliminate the risks of failure to achieve business objectives and can only provide reasonable but not absolute assurance against material misstatements, losses or fraud.

The Board, through the ARMC, reviews the adequacy and effectiveness of the Group's risk management and internal control framework on a quarterly basis, or more frequently where necessary, to ensure continued relevance and alignment with the Group's strategic objectives.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

The Group has established a structured Enterprise Risk Management (ERM) Framework to identify, assess, evaluate, and monitor key risks affecting the achievement of its strategic and operational objectives. The Group has updated the risk register with key potential risks identified, along with the implementation of appropriate risk response strategies and controls in managing these risks.

Oversight of the Group's ERM activities is vested in the Audit and Risk Management Committee (ARMC), which reports to the Board on a quarterly basis.

During the period under review, key risks identified including project management, business segments, revenue and procurement processes. Action plans were developed to mitigate these risks, and progress was monitored by Management and the ARMC.

In line with Bursa Malaysia's Sustainability Reporting Guide, Environment, Social, and Governance (ESG) criteria including climate impact, supply chain sustainability, and governance ethics have been progressively incorporated into the Group's ERM framework.

INTERNAL AUDIT

The internal audit (IA) function is outsourced to Quadrant Biz Solutions Sdn Bhd, an independent professional firm, to ensure objectivity and independence. The cost incurred by the Group on the internal audit function in carrying out its duties in respect of FYE 30 June 2025 amounted to RM147,960.

The Group's internal control systems are continually being reviewed and enhanced to ensure changes in the Group's business and operating environment are adequately managed. The Board, through the ARMC, currently obtains regular assurance on the adequacy and effectiveness of the internal control system through independent reviews performed by an outsourced professional internal audit function services firm. The Internal Auditors report directly to the ARMC with the principal responsibility of performing regular and systematic reviews of the internal control system. They adopt a risk-based internal audit approach, focusing on areas of high risk and strategic importance.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

During the financial period, internal audit reviews covered key processes such as revenue recognition process, procurement, accounts payable activities, selected project operation and management. These audits provided assurance that internal controls were generally effective and operating as intended.

All internal audit reports, including findings and recommendations, were tabled to the ARMC for review. The Committee monitored implementation of agreed corrective actions through follow-up reviews to ensure continuous improvement.

Based on the internal audit reviews, no material weaknesses were identified that resulted in significant losses, contingencies, or uncertainties requiring separate disclosure in this Annual Report.

COMMENTARY ON ADEQUACY & EFFECTIVENESS

The Board is of the opinion that the Group's risk management and internal control systems were adequate and effective for the financial period under review and up to the date of this statement.

The Executive Directors have provided written assurance to the Board that the Group's risk management and internal control systems are operating effectively and adequately in all material aspects.

During the financial period, a series of enhancements were made to strengthen internal controls and governance across the Group. These included the revision of approval workflows through revised Limits of Authority, the standardisation of documentation practices to promote consistency and audit readiness, and the reinforcement of segregation of duties to mitigate risks of conflicts of interest and unauthorised activities. Additionally, regular compliance reviews were conducted to ensure adherence to internal policies and regulatory requirements, enabling timely corrective actions and continuous improvement.

The Board remains committed towards maintaining a robust and responsive system of risk management and internal control, and will continue to review and improve the framework to align with best practices and evolving business conditions.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the MMLR of Bursa Securities, the External Auditors have reviewed this Statement, and reported that nothing has come to their attention which causes them to believe that the Statement does not meet the requirements of paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is it factually inaccurate.

The limited assurance review was performed in accordance with Malaysian Approved Standard on Assurance Engagement, ISAE 3000 (Revised) *Assurance Engagements Other than Audits or Reviews of Historical Financial Information and AAPG3 Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control Included in the Audited Report* issued by the Malaysian Institute of Accountants which does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

CONCLUSION

The Board concludes that the Group's risk management and internal control systems are operating satisfactorily and effectively to safeguard shareholders' investment and the Group's assets.

The Board acknowledges that continuous monitoring and enhancement are essential in addressing emerging risks, especially in technology, regulatory, and sustainability domains, and remains committed to proactive oversight and improvement.

This statement was approved by the Board of Directors on 31 October 2025, upon recommendation of the Audit and Risk Management Committee.

AUDIT & RISK MANAGEMENT COMMITTEE REPORT

As at 30 June 2025, the Audit & Risk Management Committee (ARMC) comprises the following three (3) members, all of whom are Independent Directors:

Noor Zaliza Yati binti Yahya
(Chairperson) -
Independent Non-Executive Director

Narayanasamy A/L N Chithambaram
Independent Non-Executive Director

Karen Yap Pik Li
Independent Non-Executive Director

During the period under review, the ARMC saw changes to its composition with the resignation of Tai Keat Chai as a Chairman of ARMC on 29 May 2024, redesignation of Noor Zaliza Yati binti Yahya as a Chairperson of ARMC on 18 July 2024, resignation of Martin Chu Leong Meng as a member of ARMC on 4 September 2024. Subsequently on 18 July 2024 and 27 November 2024 respectively, Narayanasamy A/L N Chithambaram and Karen Yap Pik Li were appointed as the members of ARMC.

TERMS OF REFERENCE

In performing its duties and discharging its responsibilities, the ARMC is guided by its Terms of Reference, which are available to view at the Company's website www.microlink.com.my.

MEETINGS AND ATTENDANCE

The ARMC held a total of seven (7) meetings during the financial period ended (FP) 30 June 2025. The attendance record of the respective members is as follows:

Tai Keat Chai (Resigned on 29 May 2024) 1/1	Martin Chu Leong Meng (Retired on 4 September 2024) 3/3	Noor Zaliza Yati binti Yahya 7/7	Narayanasamy A/L N Chithambaram (Appointed on 18 July 2024) 4/5	Karen Yap Pik Li (Appointed on 27 November 2024) 2/2
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SUMMARY OF ACTIVITIES

During FP 30 June 2025, the ARMC carried out the following activities:

FINANCIAL RESULTS



- Reviewed the quarterly financial results and the annual audited financial statements of the Company and the Group and recommended to the Board for their consideration and approval prior to release to Bursa Malaysia Securities Berhad (Bursa Securities).

RELATED PARTY TRANSACTIONS AND CONFLICT OF INTEREST



- Reviewed related party transactions within the Company and/or the Group, including any transaction, mandate, procedure or course of conduct that raises questions of Management integrity; and
- Reviewed conflict of interest situation that arose or may arise within the Group.

Audit & Risk Management Committee Report (Cont'd.)**INTERNAL AUDIT**

- Reviewed the updates on the Internal Audit for FP 30 June 2025; and
- Reviewed the proposed Internal Audit Plan for financial year ending 2026 and 2027.

EXTERNAL AUDIT

- Reviewed the Audit completion of the Group for financial year ended (FYE) 31 March 2024;
- Reviewed the Company's Audited Financial Statements for FYE 31 March 2024 and recommended to the Board for their approval and release to Bursa Securities;
- Reviewed and recommended to the Board on the re-appointment of the External Auditors;
- Reviewed and assessed the performance and independence of the External Auditors;
- Reviewed the Audit Planning Memorandum for FP 30 June 2025 of the Company;
- Discussed any pertinent points/reservations on issues arising from the audit of the Company's accounts which the External Auditors may have to raise to the ARMC, in the absence of the executive Board members and Management; and
- Reviewed with the External Auditors any issues affecting the operations of the Group, as well as the necessary remedial actions, and thereafter reported the same to the Board.

RISK MANAGEMENT AND INTERNAL CONTROLS

- Reviewed the adequacy and effectiveness of the Group's risk management framework to key risk areas including financial, legal & regulatory, operations and strategic risks.

OTHER MATTERS

- Reviewed and approved the Statement by the ARMC for inclusion into the Circular to Shareholders in relation to the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature; and
- Reviewed the Statement on Risk Management & Internal Control and the ARMC Report for inclusion in the Company's Annual Report.

INTERNAL AUDIT FUNCTION

The Board recognises the importance of a sound system of internal control to safeguard shareholders' investments and the Company's assets. The Internal Audit (IA) function in the Company is outsourced to an independent professional firm of internal auditors to assist in identifying, evaluating, monitoring and managing the significant risks. This ensures proper risk management, adequacy and integrity of the internal control systems in line with the requirements of the Statement on Internal Control - Guidance for Directors of Public Listed Companies. The Internal Auditors report directly to the ARMC.

A summary of work of the IA function during FP 30 June 2025 is as follows:

- Conducted scheduled IA engagements, focusing primarily on the effectiveness of internal controls and recommended improvements where necessary;
- Reviewed the system of internal controls and business processes based on the approved Group IA Plan by adopting a risk-based approach, and recommended improvements to the existing system of controls;
- Presented the IA Report, which included audit findings, audit recommendations and management's response and also recommended corrective measures proposed by the Internal Auditors to the ARMC; and
- Conducted follow-up reviews to assess if appropriate action had been taken to address issues highlighted in previous audit reports.

The total cost incurred in respect of the Company's internal audit function for FP 30 June 2025 was RM147,960 (FYE 2024: RM118,720).



STATEMENT ON DIRECTORS' RESPONSIBILITY FOR PREPARING THE FINANCIAL STATEMENTS

The Directors are responsible for ensuring that the annual audited financial statements of the Group and of the Company are drawn up in accordance with the provisions of the Companies Act 2016, the Main Market Listing Requirements (Main LR) and the requirements of the applicable approved Financial Reporting Standards issued by the Malaysian Accounting Standards Board (MASB).

The Directors are also responsible for ensuring that the annual audited financial statements of the Group and of the Company present a true and fair view of the state of affairs of the Group and of the Company as at the financial period end and their financial performance and cash flows for the financial period then ended.

In preparing the audited financial statements of the Group and of the Company for the financial period ended 30 June 2025, the Directors have ensured that appropriate and relevant accounting policies have been adopted and consistently applied, reasonable and prudent judgments and estimates have been exercised and going concern basis adopted.

The Directors are responsible for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2016, the Main LR and the requirements of the applicable approved Financial Reporting Standards issued by the MASB.

The Directors have overall responsibility for taking such steps that are reasonably available to them to safeguard the assets of the Group and the Company to prevent and detect fraud and other irregularities.



ANALYSIS OF SHAREHOLDINGS

As at 1 October 2025

ORDINARY SHARES

Total number of issued shares	: 1,608,594,232 ordinary shares
Class of Shares	: Ordinary Shares
Voting Rights	: One (1) vote per ordinary share on a poll
Number of Shareholders	: 5,752

DISTRIBUTION OF ORDINARY SHAREHOLDERS

according to statistical summary of the Record of Depositors as at 1 October 2025

Size of Holdings	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Capital
Less than 100 issued shares	2,900	50.42	48,973	0.00
100 to 1,000 issued shares	689	11.98	273,040	0.02
1,001 to 10,000 issued shares	854	14.85	4,784,420	0.29
10,001 to 100,000 issued shares	949	16.50	37,436,955	2.33
100,001 to less than 5% of issued shares	354	6.15	521,170,944	32.40
5% and above of issued shares	6	0.10	1,044,879,900	64.96
Total	5,752	100.00	1,608,594,232	100.00

LIST OF THIRTY LARGEST ORDINARY SHAREHOLDERS

according to the Record of Depositors as at 1 October 2025

	Name	No. of Shares Held	%
1.	RHB Nominees (Tempatan) Sdn Bhd OSK Capital Sdn Bhd for Omesti Holdings Berhad	218,051,100	13.56
2.	Citigroup Nominees (Tempatan) Sdn Bhd Exempt an for Kenanga Investors Bhd	191,586,000	11.91
3.	M & A Nominee (Asing) Sdn Bhd for Media Lang Limited	187,442,800	11.65
4.	Insas Plaza Sdn Bhd	180,000,000	11.19
5.	M & A Nominee (Asing) Sdn Bhd Montego Assets Limited	161,550,000	10.04
6.	Citigroup Nominees (Tempatan) Sdn Bhd Kenanga Investors Berhad for Gading Sari Ventures Sdn Bhd	106,250,000	6.61
7.	Maybank Nominees (Tempatan) Sdn Bhd Exempt an for Kenanga Islamic Investors Bhd (Clients' Account)	53,750,000	3.34
8.	Pertubuhan Keselamatan Sosial	48,000,000	2.98
9.	M & A Nominee (Tempatan) Sdn Bhd Insas Credit & Leasing Sdn Bhd for Omesti Holdings Berhad	46,510,000	2.89
10.	M & A Nominee (Tempatan) Sdn Bhd Insas Credit & Leasing Sdn Bhd for Monteiro Gerard Clair	23,430,300	1.46
11.	Minat Megah Sdn Bhd	19,580,000	1.22

	Name	No. of Shares Held	%
12.	Mohamed Nizam bin Abdul Razak	18,726,250	1.16
13.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Private Wealth Management for Mohamed Nazim bin Abdul Razak (PW-M00363) (408782)	13,800,000	0.86
14.	RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Chan Kong Yew	11,929,900	0.74
15.	Lim Chee Meng	11,000,000	0.68
16.	Mary Anne Woon Lai Kheng	10,000,000	0.62
17.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Mah Siew Kwok	9,951,000	0.62
18.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Mok E King (3010709)	7,928,800	0.49
19.	Chor Wan Yoke	7,554,000	0.47
20.	Newfields Capital Sdn Bhd	6,650,000	0.41
21.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Private Wealth Management for Yee Kok Leong (12024627) (449954)	5,900,000	0.37
22.	Citigroup Nominees (Tempatan) Sdn Bhd Kenanga Investors Berhad for Amanah Raya Berhad (TrusteeCmonFd)	5,681,000	0.35
23.	Lim Leng Na	5,005,000	0.31
24.	Cartaban Nominees (Asing) Sdn Bhd Exempt an for Standard Chartered Bank Singapore Branch (BJSSHKBR-CL FR)	5,000,000	0.31
25.	Jacqueline A/P Earthayanathan	5,000,000	0.31
26.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Chew Hian Tat	5,000,000	0.31
27.	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Chew Hian Tat	4,812,500	0.30
28.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Private Wealth Management for Foong Kuok Jian (PW-M00088) (197120)	4,713,200	0.29
29.	Omesti Holdings Berhad	4,090,500	0.25
30.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd Pledged Securities Account for Rickoh Corporation Sdn Bhd (MY0507)	4,000,000	0.25
	Total	1,382,892,350	85.97

Analysis of Shareholdings (Cont'd.)

SUBSTANTIAL ORDINARY SHAREHOLDERS

according to the Register of Substantial Shareholders as at 1 October 2025

Name	No. of Shares Held			
	Direct Interest	%	Deemed Interest	%
1. Omesti Holdings Berhad (OHB)	276,397,900	17.18	-	-
2. Omesti Berhad (Omesti)	-	-	276,397,900 ⁽¹⁾	17.18
3. Gading Sari Ventures Sdn Bhd	106,250,000	6.61	-	-
4. Gading Sari Holdings Sdn Bhd	-	-	106,250,000 ⁽²⁾	6.61
5. KBYMM Al-Sultan Abdullah Ibni Sultan Haji Ahmad Shah	-	-	106,250,000 ⁽³⁾	6.61
6. Montego Assets Limited	161,550,000	10.04	-	-
7. Insas Plaza Sdn Bhd	180,150,000	11.20	-	-
8. Media Lang Limited	187,442,800	11.65	-	-
9. Southgroup Investments Limited	-	-	161,550,000 ⁽⁴⁾	10.04
10. Insas Technology Berhad	-	-	187,442,800 ⁽⁵⁾	11.65
11. Insas Berhad	-	-	529,142,800 ⁽⁶⁾	32.90
12. Dato' Sri Thong Kok Khee	-	-	529,143,850 ⁽⁷⁾	32.90

DIRECTORS' INTERESTS IN ORDINARY SHARES IN THE COMPANY

according to the Register of Directors' Shareholdings as at 1 October 2025

MICROLINK SOLUTIONS BERHAD		No. of Shares Held			
		Direct Interest	%	Deemed Interest	%
Director					
1.	Tun Arifin bin Zakaria	-	-	-	-
2.	Dato’ Ahmad Najmi bin Abdul Razak	-	-	-	-
3.	Noor Zaliza Yati binti Yahya	-	-	-	-
4.	Narayanasamy A/L N Chithambaram	-	-	-	-
5.	Thong Weng Sheng	1,050	0.00	-	-
6.	Wong Kwang Chwen	253,200	0.02	-	-
7.	Tan Wee Hoong	-	-	-	-
8.	Karen Yap Pik Li	-	-	-	-

Notes:

⁽¹⁾ Deemed interest by virtue of OHB being a wholly-owned subsidiary of Omesti pursuant to Section 8(4) of the Companies Act 2016 (the Act).⁽²⁾ Deemed interest by virtue of Gading Sari Ventures Sdn Bhd being a wholly-owned subsidiary of Gading Sari Holdings Sdn Bhd pursuant to Section 8(4) of the Act.⁽³⁾ Deemed interest by virtue of his substantial interest in Gading Sari Holdings Sdn Bhd pursuant to Section 8(4) of the Act.⁽⁴⁾ Deemed interest by virtue of substantial interest in Montego Assets Limited pursuant to Section 8(4) of the Act.⁽⁵⁾ Deemed interest by virtue of substantial interest in Media Lang Limited pursuant to Section 8(4) of the Act.⁽⁶⁾ Deemed interest by virtue of substantial interest in Montego Assets Limited, Insas Plaza Sdn Bhd, and Media Lang Limited pursuant to Section 8(4) of the Act.⁽⁷⁾ Deemed interest by virtue of Sections 8(4) and 59(11)(c) of the Companies Act 2016 held through Insas Berhad and his son, Thong Weng Sheng.

ANALYSIS OF WARRANTS HOLDINGS

As at 1 October 2025

WARRANTS 2025/2030

Total number of outstanding Warrants: 536,198,072 warrants
Exercise price per Warrant : RM0.16
Expiry date of Warrants : 24 July 2030
Number of Warrants holders : 133

DISTRIBUTION OF WARRANTS HOLDERS

according to statistical summary of the Record of Depositors as at 1 October 2025

Size of Holdings	No. of Warrants Holders	% of Warrants	No. of Warrants Held	% of Issued Warrants
Less than 100 issued warrants	5	3.76	250	0.00
100 to 1,000 issued warrants	23	17.29	12,620	0.00
1,001 to 10,000 issued warrants	36	27.07	198,742	0.04
10,001 to 100,000 issued warrants	33	24.81	1,606,664	0.30
100,001 to less than 5% of issued warrants	33	24.81	54,966,996	10.25
5% and above of issued warrants	3	2.26	479,412,800	89.41
Total	133	100.00	536,198,072	100.00

LIST OF THIRTY LARGEST WARRANTS HOLDERS

according to the Record of Depositors as at 1 October 2025

Name	No. of Warrants Held	%
1. M & A Nominee (Asing) Sdn Bhd for Media Lang Limited	187,442,800	34.96
2. Insas Plaza Sdn Bhd	162,560,000	30.32
3. M & A Nominee (Asing) Sdn Bhd Montego Assets Limited	129,410,000	24.13
4. M & A Nominee (Tempatan) Sdn Bhd Insas Credit & Leasing Sdn Bhd for Monteiro Gerard Clair	23,430,300	4.37
5. Mohamed Nizam bin Abdul Razak	8,458,750	1.58
6. Tan Hou Bu	4,500,000	0.84
7. Lim Leng Na	2,725,000	0.51
8. Maybank Nominees (Tempatan) Sdn Bhd Maybank Private Wealth Management for Mohamed Nazim bin Abdul Razak (PW-M00363) (408782)	2,100,000	0.39
9. Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Toh Eng Keat	1,537,500	0.29
10. Kow Chan Lan	1,500,000	0.28
11. CGS International Nominees Malaysia (Tempatan) Sdn Bhd Pledged Securities Account for Lee Bee Lin (MY1430)	1,163,000	0.22

Analysis of Warrants Holdings (Cont'd.)

Name	No. of Warrants Held	%
12. Gan Lai Eng @ Gan Lee Hong	1,000,000	0.19
13. Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Yap Ja Ceen (7013101)	822,500	0.15
14. UOBM Nominees (Tempatan) Sdn Bhd United Overseas Bank Nominees (Pte) Ltd for Monteiro Gerard Clair	702,000	0.13
15. Ronnie Lai Tsin Lee	691,000	0.13
16. RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Toh Eng Keat	562,500	0.10
17. Alliancegroup Nominees (Asing) Sdn Bhd Pledged Securities Account for Chan Amy (7008165)	500,000	0.09
18. Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Toh Eng Keat (7012760)	500,000	0.09
19. Choo Chee Seong	500,000	0.09
20. Mah Siew Hoe	450,000	0.08
21. Teo Tiew	400,000	0.07
22. Leow Siong Wei	350,000	0.07
23. Tan Too Seng	350,000	0.07
24. Cimsec Nominees (Tempatan) Sdn Bhd CIMB for Christopher Chin Teck Kwang (PB)	300,100	0.06
25. Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Elvin Sim Chee Wee (7013112)	300,100	0.06
26. Leow Ho Keng	300,100	0.06
27. Teh Swee Lip	299,996	0.06
28. Janet Scully	200,000	0.04
29. Ling Ngok Hwa	200,000	0.04
30. Phang Zhun Gui	200,000	0.04
Total	533,455,446	99.49

DIRECTORS' INTERESTS IN WARRANTS IN THE COMPANY

according to the Register of Directors' Warrants Holdings as at 1 October 2025

MICROLINK SOLUTIONS BERHAD		No. of Warrants Held			
		Direct Interest	%	Deemed Interest	%
Director					
1.	Tun Arifin bin Zakaria	-	-	-	-
2.	Dato' Ahmad Najmi bin Abdul Razak	-	-	-	-
3.	Noor Zaliza Yati binti Yahya	-	-	-	-
4.	Narayanasamy A/L N Chithambaram	-	-	-	-
5.	Thong Weng Sheng	350	0.00	-	-
6.	Wong Kwang Chwen	84,400	0.02	-	-
7.	Tan Wee Hoong	-	-	-	-
8.	Karen Yap Pik Li	-	-	-	-

OTHER COMPLIANCE INFORMATION

AUDIT & NON-STATUTORY AUDIT FEES

The amounts of audit and non-audit fees paid or payable by the Company and the Group to the External Auditors for the financial period ended (FP) 30 June 2025 are as follows:

	Company (RM)	Group (RM)
Audit fees		
- Baker Tilly Monteiro Heng PLT	87,000	291,000
Non-audit fees		
- Baker Tilly Monteiro Heng PLT	10,000	10,000
- Member firms of Baker Tilly International	180,000	180,000

MATERIAL CONTRACTS

Save as disclosed below, the Group have not entered into any material contracts (not being contracts entered into in the ordinary course of business) involving the interest of its Directors or Major Shareholders of the Group and of the Company which were still subsisting as at the end of the financial period under review or which were entered into since the end of the previous financial year:

- A) Supplemental Agreement dated 27 March 2025 in respect of Sale and purchase agreement dated 20 March 2024 entered into between Ho Hup Jaya Sdn Bhd (as vendor), a wholly-owned subsidiary of Ho Hup Construction Company Berhad ("Ho Hup") and the Company (as purchaser) for the purchase of a property distinguished as Unit No. B-08-01, within Level 08 of Tower B, measuring approximately 10,027.14 square feet in area, constructed on a piece of freehold land held under Geran 78076, Lot 101462, Tempat Bandar Bukit Jalil, Mukim of Petaling, District of Kuala Lumpur, State of Wilayah Persekutuan Kuala Lumpur, and bearing the postal address of Suite 8.01, Ho Hup Tower, Tower 2, Plaza Bukit Jalil, No. 1, Persiaran Jalil 1, Bandar Bukit Jalil, 57000 Kuala Lumpur, for a total cash consideration of RM8,350,000.
- B) Settlement Agreement dated 25 October 2024 entered into between the Company and Armani Flow Sdn Bhd and Monteiro Gerard Clair in respect of Shareholders' Agreement and Supplementary Agreement dated 5 February 2021 and 1 March 2021 respectively, for the purpose of appointing the Company to assist in, undertake and deliver the work and services for a project known as "Perkhidmatan Penyelenggaraan Peralatan, Perisian dan Rangkaian Untuk Sistem Visa Luar Negara (VLN) Jabatan Imigresen Malaysia" that was awarded to Tridimas Sdn Bhd on 30 November 2020 via a Letter of Award issued by the Ministry of Home Affairs, Malaysia and to set out the rights and obligations of the shareholders of the Company.
- C) Agreement on Change of Shareholder dated 28 October 2024 entered into between the Company and Armani Flow Sdn Bhd and Tridimas Sdn Bhd and Frederick John Fernandez and Rozaidi Bin Ismail and Dato' Mohamad Nor Bin Shariman in respect of Shareholders' Agreement and Supplementary Agreement dated 5 February 2021 and 1 March 2021 respectively, for the purpose of appointing ML Tridimas Sdn Bhd (MLT) to assist in, undertake and deliver the work and services for a project known as "Perkhidmatan Penyelenggaraan Peralatan, Perisian dan Rangkaian Untuk Sistem Visa Luar Negara (VLN) Jabatan Imigresen Malaysia" that was awarded to Tridimas Sdn Bhd on 30 November 2020 via a Letter of Award issued by the Ministry of Home Affairs, Malaysia and to set out the rights and obligations of the shareholders of MLT.
- D) Settlement Agreement dated 6 June 2025 entered into between the Company and Omesti Berhad for a total sum of approximately RM30.1 million remains due and owing by Omesti Berhad to the Company in respect of services rendered by the Microlink group of companies to the Omesti group of companies.

RECURRENT RELATED PARTY TRANSACTIONS

At the Annual General Meeting (AGM) of MSB held on 4 September 2024, the Company had obtained the approval of the shareholders for the shareholders' mandate to allow the Company and its subsidiaries (MSB Group) to enter into recurrent related party transactions of a revenue or trading nature, which are necessary for its day-to-day operations and in the ordinary course of its business, with related parties (Recurrent Transactions).

Other Compliance Information (Cont'd.)

In accordance with Paragraph 3.1.5 of the Practice Note 12 of the Main Market Listing Requirements, details of the Recurrent Transactions conducted during FP 30 June 2025 pursuant to the said shareholders' mandate are as follows:

Companies within MSB Group transacting with Related Parties	Nature of Transactions	Related Party	Interested Directors/Major Shareholders	Aggregate Value of Transactions during FP 30 June 2025 (RM)
MSB Group	Supply of network and software solutions, licenses, network infrastructure, computer hardware and software and maintenance services by Omesti Group to MSB Group	Omesti and its subsidiary companies (Omesti Group) ⁽³⁾	Interested Major Shareholders – Omesti Holdings Berhad (OHB) ⁽¹⁾ – Omesti ⁽³⁾	-
	Supply of network infrastructure and related services, computer hardware and software, provision of hardware and software related services, maintenance services and application related services by MSB Group to Omesti Group			1,058,311.29
MSB Group	Provision of administrative and management support, training and other related services by Omesti Group to MSB Group	Omesti and Omesti Group		466,397.80
	Provision of administrative and management support, training and other related services by MSB Group to Omesti Group			1,800.00
MSB Group	Supply of software solutions, computer hardware and services in relation to human capital management by MIHCM Asia to MSB Group	MIHCM Asia Sdn Bhd (MIHCM Asia) ⁽²⁾		-
MSB Group	Renting of office spaces and procurement of other related services such as general maintenance services from Ho Hup Group	Ho Hup Group ⁽⁴⁾	Interested Major Shareholders – OHB ⁽¹⁾ – Omesti ⁽³⁾	350,600.00

Notes:

⁽¹⁾ OHB is a wholly-owned subsidiary of Omesti.

⁽²⁾ MIHCM Asia is a 33.33% associated company of Continuous Network Advisers Sdn Bhd, which in turn is an indirect 33.33% associated company of Omesti. MIHCM Asia is principally engaged in the distribution, marketing, implementation and maintenance of human capital management software solutions and services in Asia.

⁽³⁾ Omesti is the holding company of OHB as at 30 June 2025. Omesti is principally engaged in investment holding activities, the provision of management services and the provision of information technology services in terms of hardware, software, consultancy and maintenance to the telecommunication, oil and gas and government sectors.

⁽⁴⁾ Ho Hup Group is a related party to MSB Group through a common ultimate Major Shareholder, Omesti. As at 30 June 2025, OHB holds a 10.40% equity interest in Ho Hup. Ho Hup is principally engaged in investment holding, foundation engineering, civil engineering, building contracting works and provision of management services for subsidiary companies, while its subsidiaries are principally involved in property investment, property development, construction and retail.

NOTICE OF 22ND ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 22nd Annual General Meeting of the Company will be held at Dewan Perdana, 1st Floor, Sport Complex, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur, Malaysia on Tuesday, 2 December 2025 at 10.00 a.m. or at any adjournment (as the case may be) thereof for the following purposes:

AGENDA

AS ORDINARY BUSINESS:

- | | | |
|----|--|------------------------------------|
| 1. | To receive the Audited Financial Statements for the financial period from 1 April 2024 to 30 June 2025 together with the Reports of the Directors and Auditors thereon. | [Please refer to Explanatory Note] |
| 2. | To approve the payment of Directors' fees and benefits to Non-Executive Directors of up to an amount of RM958,900 for the period from 3 December 2025 until the conclusion of the next Annual General Meeting (AGM) of the Company. | Resolution 1 |
| 3. | To re-elect Dato' Ahmad Najmi bin Abdul Razak who retires by rotation in accordance with Clause 95 of the Company's Constitution and being eligible, have offered himself for re-election. | |
| | Tun Arifin bin Zakaria who also retires by rotation in accordance with Clause 95 of the Company's Constitution, has expressed his intention not to seek re-election. Hence, he will retire from office upon the conclusion of the 22 nd AGM of the Company. | Resolution 2 |
| 4. | To re-elect the following Director retiring in accordance with Clause 100 of the Company's Constitution and being eligible, have offered themselves for re-election: | |
| | (a) Karen Yap Pik Li | Resolution 3 |
| | (b) Dato' Wong Gian Kui | Resolution 4 |
| | (c) Thong Mei Chuen | Resolution 5 |
| 5. | To re-appoint Baker Tilly Monteiro Heng PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. | Resolution 6 |

AS SPECIAL BUSINESS:

To consider, and if thought fit, to pass the following resolutions:

6. ORDINARY RESOLUTION:

AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

Resolution 7

"THAT subject always to the Companies Act 2016 and the approvals of the relevant authorities, the Directors be and are hereby empowered, pursuant to Sections 75 and 76 of the Companies Act 2016 to allot and issue shares in the Company at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company or such higher percentage as Bursa Malaysia Securities Berhad ("**Bursa Securities**") allowed for the time being and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on the Bursa Securities and that such authority shall continue to be in force until the conclusion of the next AGM of the Company."

Notice of 22nd Annual General Meeting (Cont'd.)**7. ORDINARY RESOLUTION:****PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE**

Resolution 8

"THAT the Company and/or its subsidiaries be and is/are hereby authorised to enter into recurrent related party transactions from time to time with Related Parties who may be a Director, a major shareholder of the Company and/or its subsidiaries or a person connected with such a Director or major shareholder, as specified in Section 2.3 of the Circular to Shareholders dated 30 October 2025, subject to the following:

- i) the transactions are of a revenue or trading nature which are necessary for the day-to-day operations of the Company and/or its subsidiaries and are transacted on terms consistent or comparable with market or normal trade practices and/or based on normal commercial terms and on terms not more favourable to the Related Parties than those generally available to the public and are not to the detriment of the minority shareholders; and
- ii) disclosure is made in the annual report of the aggregate value of transactions conducted during the financial year pursuant to the shareholders' mandate in accordance with the Main Market Listing Requirements of Bursa Securities;

THAT the mandate given by the shareholders of the Company shall only continue to be in force until the conclusion of the next AGM of the Company or the expiry of the period within which the next AGM is required to be held pursuant to Section 340(2) of the Companies Act 2016 (the Act) (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); unless revoked or varied by Ordinary Resolution of the shareholders of the Company in general meeting, whichever is the earlier;

AND THAT the Directors of the Company be authorised to complete and carry out such acts and actions as they may consider expedient or necessary to give effect to the shareholders' mandate."

By Order of the Board

LIM SHOOK NYEE [SSM PC No. 201908003593 (MAICSA No. 7007640)]

ZAYANAH BINTI ZAINAL ABIDEEN [SSM PC No. 202208000517 (MACS No. 01883)]

Company Secretaries

Kuala Lumpur

30 October 2025

EXPLANATORY NOTES:

Agenda 1

Audited Financial Statements for the financial period from 1 April 2024 to 30 June 2025

The audited financial statements are for discussion only under Agenda 1, as they do not require shareholders' approval under the provisions of Section 340(1)(a) of the Companies Act 2016. Hence, they will not be put for voting.

Resolution 1

Directors' Fees & Benefits

Section 230 of the Companies Act 2016 provides amongst others, that the fee of the Directors and any benefits payable to the Directors of a listed company and its subsidiaries shall be approved at a general meeting.

The proposed Resolution 1, if passed, will authorise the payment of Directors' fees and benefits (being meeting attendance allowance) payable to the Non-Executive Directors for the period from 3 December 2025 until the conclusion of the next AGM of the Company.

The total estimated amount of benefits payable is calculated based on the assumption of the projected number of Board, Board Committee and general meetings and the appointment of additional Non-Executive Directors.

Resolutions 2, 3, 4 & 5

Re-election of Directors

Clause 95 of the Company's Constitution provides that at each annual general meeting, one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to one-third, shall retire from office. Each Director shall retire from office at least once in every three years but shall be eligible for re-election. Dato' Ahmad Najmi bin Abdul Razak who is retiring by rotation in accordance with Clause 95 of the Company's Constitution and being eligible, have offered himself for re-election at the 22nd AGM. Tun Arifin bin Zakaria who also retires by rotation in accordance with Clause 95 of the Company's Constitution, has expressed his intention not to seek re-election. Hence, he will retain office until the close of the 22nd AGM.

Clause 100 of the Company's Constitution provides that any Director appointed either to fill a casual vacancy or as an addition to the existing Board, shall hold office only until the next AGM and shall be eligible for re-election. Karen Yap Pik Li, Dato' Wong Gian Kui and Thong Mei Chuen who were appointed during the period under review is standing for re-election as Directors and being eligible, have offered themselves for re-election at the 22nd AGM.

Their profiles are presented on Pages 35, 38 and 39 of Volume 1 of the Annual Report 2025. These four (4) retiring Directors had abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant Board and Nomination and Remuneration Committee (NRC) Meetings and will continue to abstain from deliberations and decisions on their own eligibility to stand for re-election at this 22nd AGM. The Board has endorsed the NRC's recommendation subject to the shareholders' approval at the 22nd AGM.

Resolution 6

Re-appointment of Baker Tilly Monteiro Heng PLT as Auditors of the Company for the ensuing year

Based on the results of the External Auditors Evaluation for the financial period from 1 April 2024 to 30 June 2025, the Audit & Risk Management Committee and Board are satisfied with the quality of service, adequacy of resources provided, communication, independence, objectivity and professionalism demonstrated by the External Auditors, Baker Tilly Monteiro Heng PLT, in carrying out their duties. Being satisfied with Baker Tilly Monteiro Heng PLT's performance, the Board recommends their re-appointment for shareholders' approval at the 22nd AGM of the Company and who have expressed their willingness to continue in office, to hold office as Auditors of the Company for the ensuing year until the conclusion of the next Annual General Meeting at a fee to be determined by the Board of the Company.

Resolution 7

Authority to Allot and Issue Shares

Further information in relation to the general mandate for issue of securities is set out in the Statement Accompanying Notice of 22nd AGM.

Resolution 8

Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

Further information on the Recurrent Related Party Transactions is set out in the Circular to Shareholders dated 30 October 2025 which is dispatched together with the Company's Annual Report 2025.

NOTES:

- (i) A member of the Company entitled to participate and vote at this meeting is entitled to appoint a proxy or proxies to participate and vote in his/her stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a General Meeting of the Company shall have the same rights as the member to participate at the General Meeting.
- (ii) Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ('Omnibus Account'), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act, 1991 (SICDA) which is exempted from compliance with provisions of subsection 25A(1) of SICDA.
- (iii) A member may appoint not more than two (2) proxies to attend and vote at the same meeting. Where a member appoints two (2) proxies, the member shall specify the proportion of his shareholding to be represented by each proxy.
- (iv) The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointer or of his attorney duly authorised in writing or, if the appointer is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.
- (v) Only members whose names appear in the Record of Depositors on 25 November 2025 will be entitled to participate or appoint proxy/ proxies to participate in his/her stead and vote at the 22nd AGM.
- (vi) The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed, or a notarially certified copy of that power or authority, shall be deposited in the following manner, not less than twenty-four (24) hours before the time appointed for taking of the poll, and in default the instrument of proxy shall not be treated as valid:
 - (a) In hard copy form
Deposit at the office of the Share Registrar at Bina Management (M) Sdn Bhd (Registration No. 197901005880 (50164-V)), at Lot 10, The Highway Centre, Jalan 51/205, 46050 Petaling Jaya, Selangor Darul Ehsan.
 - (b) By electronic form
Email to binawin@binamg168.com.
- (vii) The resolutions set out in the Notice of the 22nd AGM will be put to vote by poll in accordance with Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities.

STATEMENT ACCOMPANYING NOTICE OF 22ND ANNUAL GENERAL MEETING

(PURSUANT TO PARAGRAPH 8.27(2) OF THE MAIN MARKET LISTING REQUIREMENTS OF BURSA
MALAYSIA SECURITIES BERHAD)

A. DETAILS OF THE INDIVIDUALS WHO ARE STANDING FOR ELECTION AS DIRECTORS (EXCLUDING DIRECTORS STANDING FOR RE-ELECTION)

No individual is standing for election as a Director (excluding Directors standing for re-election) at the 22nd Annual General Meeting (AGM) of the Company.

B. STATEMENT RELATING TO GENERAL MANDATE FOR ISSUE OF SECURITIES IN ACCORDANCE WITH PARAGRAPH 6.03(3) OF THE MAIN MARKET LISTING REQUIREMENTS

The resolution in relation to the authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016, is a renewal of the general mandate for the issue of new ordinary shares in the Company which was approved at the last 21st AGM of the Company held on 4 September 2024.

As at the date of the Notice of the 22nd AGM, no new shares were issued pursuant to the mandate granted to the Directors at the 21st AGM held on 4 September 2024 and which will lapse at the conclusion of the 22nd AGM.

The resolution, if passed, would provide flexibility to the Directors to undertake fund-raising activities, including but not limited to placement of shares for the funding of the Company's future investment projects, working capital and/or acquisitions, by the issuance of shares in the Company to such persons at any time, as the Directors consider it to be in the best interests of the Company. Any delay arising from and cost involved in convening a general meeting to approve such issuance of shares should be eliminated.

This authority, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company.





PRIVACY NOTICE

DEAR SIR/S/MADAMS,

This privacy notice for personal data ("Privacy Notice") is issued to all shareholders of Microlink Solutions Berhad ("Company", "we", "us" or "our"), pursuant to the statutory requirements of the Personal Data Protection Act 2010 ("PDPA").

During the course of your dealings with us, we will collect and process your personal data (including any personal data previously collected from you) for purposes, including, to communicate with you, provide administrative assistance to you in the course of you being our shareholder, respond to your enquiries or input, invite you to meetings and events, provide you with notices, documents, information and/or updates relating to us and any matters relating to your involvement in the Board of Directors, for publication and dissemination of your personal data in any circulars, reports, minutes, websites, newsletters, bulletins, brochures, pamphlets or any other materials which may be published and circulated internally or to the general public, to comply with our legal and regulatory obligations (including monitor and where necessary make disclosure of matters relating to your involvement in any shares, debentures, participatory interests, rights, options, transactions and contracts) and other purposes required to operate and maintain our business as set out in our Privacy Policy (collectively referred to as "Purposes").

We will not disclose any of your personal data to any third party without your consent except to the Company's group of companies (including the Company's subsidiaries, related and/or associated companies), our professional advisers, vendors, suppliers, agents, contractors, service providers, business partners, insurance companies, banks and financial institutions, any governmental agencies, regulatory authorities and/or statutory bodies, within or outside Malaysia, where necessary, for the Purposes mentioned above, to any party who undertakes to keep your personal data confidential, to any person as set out in our Privacy Policy, or to whom we are compelled or required under the law to disclose to. A copy of our Privacy Policy is available on our website at <http://www.microlink.com.my/privacy-policy/>.

It is necessary for us to collect and process your personal data. If you do not provide us with your personal data, or do not consent to this Privacy Notice, we will not be able to effectively provide services to you in connection with or incidental to your role as our shareholder or process your personal data for any of the Purposes, if at all.

We are committed to ensuring that your personal data is stored securely. You have the right to request for access to, request for a copy of and request to update or correct, your personal data held by us. You also have the right at any time to request us to limit the processing and use of your personal data, subject to our right to rely on any statutory exemptions and/or exceptions to collect, use and disclose your personal data. Your written requests or queries should be addressed to:

Personal Data Protection Officer

Address: Ho Hup Tower – Aurora Place, 2-07-01 – Level 7, Plaza Bukit Jalil, No. 1 Persiaran Jalil 1, Bandar Bukit Jalil, 57000 Kuala Lumpur
Tel : +603 9779 1703
Fax : +603 9779 1701
Email : dpo@microlink.com.my

By providing your personal data to us, you consent to us processing your personal data in accordance with this Privacy Notice, and you confirm that all personal data provided by you is accurate and complete, and that none of it is misleading or out of date. You will promptly update us in the event of any change to your personal data.

To the extent that you have provided (or will provide) personal data about your family members, spouse, other dependents (if you are an individual), directors, shareholders, employees, representatives, agents (if you are a corporate entity/an organisation) and/or other individuals, you confirm that you have explained (or will explain) to them that their personal data will be provided to, and processed by, us and you represent and warrant that you have obtained their consent to the processing (including disclosure and transfer) of their personal data in accordance with this Privacy Notice.

In respect of minors (i.e. individuals under 18 years of age) or individuals not legally competent to give consent, you confirm that you are the parent or guardian or person who has parental responsibility over them or the person appointed by court to manage their affairs or that they have appointed you to act for them, to consent on their behalf to the processing (including disclosure and transfer) of their personal data in accordance with this Privacy Notice.

We reserve the right to update and amend this Privacy Notice or our Privacy Policy from time to time. We will notify you of any amendments to this Privacy Notice or our Privacy Policy via announcements on our website or other appropriate means. If we amend this Privacy Notice or our Privacy Policy, the amendment will only apply to personal data collected after we have posted the revised Privacy Notice or Privacy Policy.

In accordance with Section 7(3) of the PDPA, this Privacy Notice is issued in both English and Bahasa Malaysia. In the event of any inconsistencies or discrepancies between the English version and the Bahasa Malaysia version, the English version shall prevail.

NOTIS PRIVASI

KEPADA TUAN-TUAN DAN PUAN-PUAN,

Notis privasi untuk data peribadi ini ("Notis Privasi") diberikan kepada semua pemegang saham Microlink Solutions Berhad ("**Syarikat**", "**kita**" atau "**kami**"), selaras dengan obligasi statutori di bawah Akta Perlindungan Data Peribadi 2010 ("**PDPA**").

Sepanjang masa urusan anda dengan kami, kami akan mengumpul dan memproses data peribadi anda (termasuk data peribadi yang telah dikumpulkan sebelum ini) untuk tujuan berkomunikasi dengan anda, memberi bantuan pentadbiran kepada anda, memberi maklum balas terhadap pertanyaan atau input anda, menjemput anda ke mesyuarat dan acara kami, memberi anda notis, dokumen, maklumat dan/atau isu-isu terkini berkaitan dengan kami dan perkara-perkara berhubungan dengan penglibatan anda di Lembaga Pengarah, untuk penerbitan dan pendedahan data peribadi anda di pekeliling, laporan, minit, laman web, surat berita, buletin, brosur, risalah atau media lain yang mungkin diterbitkan dan diedarkan di dalam organisasi kami atau kepada orang awam, untuk memenuhi kewajipan kami dalam mematuhi undang-undang dan peraturan-peraturan (termasuk memantau dan membuat pendedahan tentang perkara-perkara yang berkaitan dengan penglibatan anda dalam apa-apa saham, debentur, kepentingan penyertaan, hak, opsyen, urus niaga dan kontrak), serta tujuan-tujuan lain yang kami perlukan untuk mengendalikan dan mengekalkan perniagaan kami sepertimana yang tertera dalam Polisi Privasi kami (secara kolektifnya dirujuk sebagai "**Tujuan-Tujuan**").

Kami tidak akan mendedahkan apa-apa data peribadi anda kepada mana-mana pihak ketiga tanpa kebenaran anda kecuali kepada syarikat-syarikat di dalam kumpulan Syarikat (termasuk subsidiari, syarikat berkaitan dan/atau syarikat bersekutu kami), penasihat profesional, ejen, vendor, pembekal, kontraktor, pembekal perkhidmatan, rakan kongsi perniagaan, syarikat insurans, bank dan institusi kewangan, agensi kerajaan, pihak berkuasa dan/atau badan berkanun, di dalam atau di luar Malaysia, jikalau perlu, bagi Tujuan-Tujuan yang disebut di atas, kepada mana-mana pihak yang berjanji untuk menyimpan data peribadi anda secara sulit, kepada mana-mana pihak sepertimana yang tertera dalam Polisi Privasi kami, atau sekiranya diperlukan di bawah undang-undang. Sesalinan Polisi Privasi kami boleh didapati di laman web kami di <http://www.microlink.com.my/privacy-policy/>.

Kami perlu mengumpul dan menyimpan data peribadi anda. Sekiranya anda tidak memberikan data peribadi anda kepada kami, atau tidak bersetuju dengan Notis Privasi ini, kami mungkin tidak dapat memberikan perkhidmatan secara efektif kepada anda berkaitan atau bersampingan dengan peranan anda sebagai pemegang saham kami atau memproses data peribadi anda bagi Tujuan-Tujuan yang disebut di atas.

Kami akan memastikan data peribadi anda disimpan dengan selamat. Anda mempunyai hak untuk meminta akses kepada, mendapat salinan, mengemaskini atau memperbetulkan data peribadi anda yang disimpan oleh kami. Anda juga mempunyai hak untuk meminta kami menghadkan pemprosesan dan penggunaan data peribadi anda pada bila-bila masa. Walaubagaimana pun, kami mempunyai hak untuk bergantung kepada mana-mana pengecualian dalam mengumpul, mengguna dan mendedah data peribadi anda.

Permintaan atau pertanyaan bertulis anda perlu disampaikan ke alamat di bawah:

Pegawai Perlindungan Data Peribadi

Alamat: Ho Hup Tower – Aurora Place, 2-07-01 – Level 7, Plaza Bukit Jalil, No. 1 Persiaran Jalil 1, Bandar Bukit Jalil, 57000 Kuala Lumpur

No. Telefon : +603 9779 1703

No. Faks : +603 9779 1701

Emel : dpo@microlink.com.my

Dengan memberikan data peribadi anda kepada kami, anda bersetuju untuk kami memproses data peribadi anda sepertimana yang tertera dalam Notis Privasi ini, dan anda mengesahkan bahawa semua data peribadi yang diberikan oleh anda adalah betul dan lengkap, dan tiada data peribadi yang mengelirukan atau yang belum dikemaskinikan. Anda mesti, dengan segera, mengemaskini data peribadi anda sekiranya terdapat apa-apa perubahan kepada data peribadi yang anda beri kepada kami.

Setakat mana yang anda telah memberikan (atau akan memberikan) data peribadi tentang ahli keluarga, pasangan, tanggungan anda (jikalau anda ialah seorang individu), pengarah, pemegang saham, wakil, ejen (jikalau anda ialah sebuah entiti korporat/organisasi) dan/atau individu lain, anda mengesahkan bahawa anda telah menjelaskan (atau akan menjelaskan) kepada mereka bahawa data peribadi mereka akan didedahkan kepada, dan akan diproses oleh, kami dan anda menyata dan menjamin bahawa anda telah diberi kuasa untuk mendedahkan data peribadi mereka kepada kami dan anda telah memperolehi persetujuan daripada mereka berkenaan dengan pemprosesan (termasuk pendedahan dan pemindahan) data peribadi mereka sepertimana yang tertera dalam Notis Privasi ini.

Berkenaan dengan individu yang belum mencapai usia dewasa (iaitu individu di bawah umur 18 tahun) atau individu yang tidak mempunyai kompeten untuk memberi persetujuan, anda mengesahkan bahawa anda ialah ibu bapa atau penjaga atau orang yang mempunyai kewajipan terhadap mereka atau orang yang dilantik oleh mahkamah untuk menguruskan urusan mereka atau mereka telah melantik anda untuk mewakili mereka, untuk memberi persetujuan bagi pihak mereka berkenaan dengan pemprosesan (termasuk pendedahan dan pemindahan) data peribadi mereka sepertimana yang tertera dalam Notis Privasi ini.

Kami berhak untuk mengemaskini dan meminda Notis Privasi ini atau Polisi Privasi kami dari semasa ke semasa. Sebarang perubahan atau pemindahan kepada Notis Privasi ini atau Polisi Privasi kami akan dimaklumkan melalui pengumuman di laman web kami atau melalui cara yang bersesuaian. Jika kami meminda Notis Privasi ini atau Polisi Privasi kami, pindaan itu hanya akan berkuat-kuasa untuk data peribadi yang dikumpul selepas kami memaparkan Notis Privasi atau Polisi Privasi kami yang terpinda.

Mengikut Seksyen 7(3) PDPA, Notis Privasi ini diterbitkan dalam Bahasa Inggeris dan Bahasa Malaysia. Sekiranya terdapat sebarang ketidakseragaman atau percanggahan di antara versi Bahasa Inggeris dan Bahasa Malaysia, versi Bahasa Inggeris akan digunapakai.

FORM OF PROXY

MICROLINK SOLUTIONS BERHAD

[Registration No. 200301018362 (620782-P)]

(Incorporated in Malaysia)

MICROLINK

CDS Account No.

No. of Shares Held

[Full name in block, and as per NRIC/Passport/Company No.]

I/We	Tel:
Of	Email:

being member(s) of Microlink Solutions Berhad, hereby appoint:

Full Name (in Block as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email			

and

Full Name (in Block as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email			

or failing him/her, the Chairperson of the Meeting, as my/our proxy(ies) to vote for me/us and on my/our behalf at the 22nd Annual General Meeting of our Company held at Dewan Perdana, 1st Floor, Sport Complex, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur, Malaysia on Tuesday, 2 December 2025 at 10.00 a.m. or at any adjournment thereof, and to vote in the manner as indicated below:

No.	Resolutions	FOR	AGAINST
1	To approve the payment of Directors' fees and benefits to Non-Executive Directors of up to an amount of RM958,900 for the period from 3 December 2025 until the conclusion of the next Annual General Meeting (AGM) of the Company.		
2	To re-elect Dato' Ahmad Najmi bin Abdul Razak who retires by rotation in accordance with Clause 95 of the Company's Constitution.		
3	To re-elect Karen Yap Pik Li who retires in accordance with Clause 100 of the Company's Constitution.		
4	To re-elect Dato' Wong Gian Kui who retires in accordance with Clause 100 of the Company's Constitution.		
5	To re-elect Thong Mei Chuen who retires in accordance with Clause 100 of the Company's Constitution.		
6	To re-appoint Baker Tilly Monteiro Heng PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.		
7	Authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
8	Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy will vote or abstain as he/she thinks fit.

Signed this _____ day of _____, 2025

Signature of Shareholder/Common Seal

NOTES:

- (i) A member of the Company entitled to participate and vote at this meeting is entitled to appoint a proxy or proxies to participate and vote in his/her stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a General Meeting of the Company shall have the same rights as the member to participate at the General Meeting.
- (ii) Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ('Omnibus Account'), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act, 1991 (SICDA) which is exempted from compliance with provisions of subsection 25A(1) of SICDA.
- (iii) A member may appoint not more than two (2) proxies to attend and vote at the same meeting. Where a member appoints two (2) proxies, the member shall specify the proportion of his shareholding to be represented by each proxy.
- (iv) The instrument appointing a proxy shall be in writing (in the common or usual form) under the hand of the appointer or of his attorney duly authorised in writing or, if the appointer is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.
- (v) Only members whose names appear in the Record of Depositors on **25 November 2025** will be entitled to participate or appoint proxy/proxies to participate in his/her stead and vote at the 22nd AGM.
- (vi) The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed, or a notarially certified copy of that power or authority, shall be deposited in the following manner, not less than twenty-four (24) hours before the time appointed for taking of the poll, and in default the instrument of proxy shall not be treated as valid:
 - (a) In hard copy form
Deposit at the office of the Share Registrar at Bina Management (M) Sdn Bhd (Registration No. 197901005880 (50164-V)), Lot 10, The Highway Centre, Jalan 51/205, 46050 Petaling Jaya, Selangor Darul Ehsan.
 - (b) By electronic form
Email to binawin@binamg168.com.
- (vii) The resolutions set out in the Notice of the 22nd AGM will be put to vote by poll in accordance with Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities.

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To: The Share Registrar

MICROLINK SOLUTIONS BERHAD

[Registration No. 200301018362 (620782-P)]

c/o **Bina Management (M) Sdn Bhd**

Lot 10, The Highway Centre

Jalan 51/205

46050 Petaling Jaya

Selangor Darul Ehsan

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CONTACT DETAILS OF SUBSIDIARIES

APPLIED BUSINESS SYSTEMS SDN BHD

[Reg. No. 198901010967 (188269-D)]

CA IT INFRASTRUCTURE SOLUTIONS SDN BHD

[Reg. No. 201101043921 (972041-X)]

CSA SERVIS (M) SDN BHD

[Reg. No. 199201001228 (232732-T)]

DHANALYNK SDN BHD

[Reg. No. 202101015160 (1415460-M)]

FIRST SOLUTION SDN BHD

[Reg. No. 199601025665 (398017-P)]

FORMIS COMPUTER SERVICES SDN BHD

[Reg. No. 198301016935 (112344-P)]

FORMIS SYSTEMS & TECHNOLOGY SDN BHD

[Reg. No. 199401026577 (312258-W)]

MICROLINK INNOVATION SDN BHD

[Reg. No. 200801038491 (839837-A)]

MICROLINK KINEXURE SDN BHD

[Reg. No. 202201047186 (1492883-X)]

MICROLINK SOFTWARE SDN BHD

[Reg. No. 200801023058 (824378-V)]

MICROLINK SYSTEMS SDN BHD

[Reg. No. 199401023450 (309131-H)]

OMESTI INNOVATION LAB (MALAYSIA) SDN BHD

[Reg. No. 199901011709 (486609-V)]

MICROLINK LABS SDN BHD

[Reg. No. 202401016786 (1562636-M)]

Ho Hup Tower - Aurora Place
2-08-01 - Level 8
Plaza Bukit Jalil
No 1, Persiaran Jalil 1
Bandar Bukit Jalil
57000 Kuala Lumpur
T +603 9779 1703
F +603 9779 1702

FORMIS ADVANCED SYSTEMS SDN BHD

[Reg. No. 199501019393 (348596-K)]

No. 20-2, Jalan Molek 1/31

Taman Molek

81100 Johor Bharu

Johor

T +607 3517786

MICROLINK SOLUTIONS BERHAD

[Reg. No. 200301018362 (620782-P)]

Ho Hup Tower - Aurora Place

2-08-01 - Level 8

Plaza Bukit Jalil

No 1, Persiaran Jalil 1

Bandar Bukit Jalil

57000 Kuala Lumpur

T +603 9779 1703

F +603 9779 1702

Branch Office:

No 12, Pusat Pedada, Jalan Pedada

96000 Sibu, Sarawak, Malaysia

T +6084 344 801/333 921/333 929

F +6084 333 950

MICROLINK SOLUTIONS PTE. LTD.

UEN. NO. 201329307W

38 Jalan Pemimpin

#07-09 M38

Singapore 577178

PT MICROLINK INDONESIA

The City Tower, Level 12 Unit 1-N,

JL. M H Thamrin No. 81

Jakarta Pusat 10310, Indonesia

T +6221 3049 9589

F +6221 3049 9590

MICROLINK SOLUTIONS W.L.L.

Al Zamil Suites,

5th Floor, Flat No 53

Building 3358, Road 2845, Block 428

Al Seef District

Kingdom of Bahrain

T +973 1311 9417



MICROLINK SOLUTIONS BERHAD

[Registration No. 200301018362 (620782-P)]

Ho Hup Tower – Aurora Place, 2-08-01 – Level 8, Plaza Bukit Jalil,
No. 1, Persiaran Jalil 1, Bandar Bukit Jalil, 57000 Kuala Lumpur.



+603 9779 1703



+603 9779 1702



www.microlink.com.my