



# Igniting Insights, Driving Progress

Annual Report 2025

# Igniting Insights, Driving Progress

The cover collage for Malaysian Rating Corporation Berhad's (MARC) "Igniting Insights, Driving Progress" masterfully captures decades of leadership in credit ratings and economic analysis. Dynamic visuals of Kuala Lumpur's skyline at sunset, upward-trending growth charts, glowing data streams, and the prominent AAA rating reflect MARC's pivotal role in driving market intelligence and advancing national progress since 1995. The tagline aligns seamlessly with the luminous sparks and upward trends, evoking a sense of insight and momentum, while the bold "30" overlay marks MARC's 30<sup>th</sup> anniversary alongside its trusted blue-red branding, symbolising stability and ambition. Overall, it positions MARC as an enduring pillar of financial insight, fostering sustainable growth in evolving capital markets.

## Chairman's Letter

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## GCEO's Statement

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# 01. INTRODUCTION

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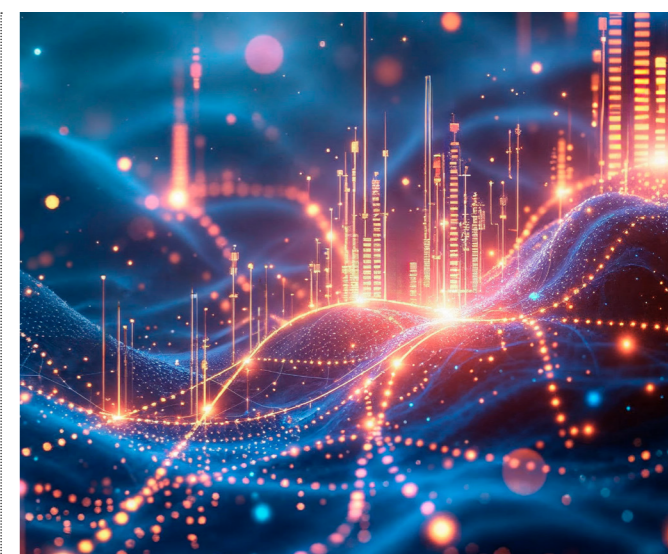
## About the MARC Group of Companies

Established in 1996, Malaysian Rating Corporation Berhad (MARC) is a non-listed public financial services company offering a comprehensive range of services, including credit rating assessments, economic research, data analytics, environmental, social and governance (ESG) and sustainability-related evaluations and solutions, as well as customised learning programmes. These services are delivered through its subsidiaries: MARC Ratings Berhad, MARC Data Sdn Bhd, MARC Solutions Sdn Bhd and MARC Learning Sdn Bhd.

MARC Ratings Berhad is accredited by Bank Negara Malaysia as an external credit assessment institution and registered with the Securities Commission Malaysia as a credit rating agency. Its credit rating services cover assessments on sovereigns, financial institutions and corporates across sectors such as construction, infrastructure and utilities, technology, trading and services, property, plantations and consumer products. In addition, MARC Ratings undertakes independent research on Malaysia's domestic bond and sukuk markets, providing insights into the Malaysian financial system and the global economy.

MARC Data Sdn Bhd specialises in the analysis of industry-wide financial data, including processed datasets and statistical outputs sourced from multiple platforms. These data are structured into customisable formats to support organisations in addressing both current and future analytical requirements.

MARC Solutions Sdn Bhd offers ESG and sustainability-related services through two main channels. Its Impact Assessments (IA) provide Second Party Opinions that help investors understand the environmental and social impacts of financing instruments. Meanwhile, the Enterprise Responsibility & Sustainability Assessment (ERSA) is a web-based, ESG assessment platform designed to support SMEs and emerging corporates in meeting evolving sustainability reporting requirements. MARC Solutions' Sustainability Committee reviews these assessments and provides guidance for broader sustainability initiatives across the MARC Group.



MARC Learning Sdn Bhd serves as the learning and development arm of the MARC Group. It offers Securities Industry Development Corporation (SIDC) and Continuing Professional Education (CPE)-accredited training programmes, primarily in debt capital markets, risk management, project finance and economics. In addition, MARC Learning designs customised in-house training solutions tailored to the specific needs of organisations.

Now in its third decade of delivering trusted financial services, MARC remains firmly independent across its offerings. Guided by its three-pronged strategy of embracing technology, maintaining agility and adapting to an evolving business landscape, the group continues to play a leading role in Malaysia's financial services industry.

## Corporate Vision

# SOLUTIONS BEYOND RISK

MARC's corporate vision illustrates our commitment to helping organisations anticipate and swiftly respond to business risks. We use a proven, data-driven approach to provide bespoke research and advisory services in the areas of ratings, solutions and data analytics. We also provide learning programmes related to debt capital markets, risk management, project finance and economics.

## Corporate Milestones

### 2015

- Named as Malaysia's Project Finance Rating Agency of the Year by The Asset magazine.
- Rated the second-largest single project sukuk issued in the global market, the RM8.98 billion Sukuk Murabahah issued by Jimah East Power Sdn Bhd to fund the development of a 2x1,000-megawatt ultra-supercritical coal-fired plant.
- Rated the issuance programme of RM10.0 billion for CIMB Group Holdings Berhad.
- Rated the issuance programme of RM10.0 billion for Malayan Banking Berhad.
- Launched Investment Manager Ratings, a new rating offering to assess the quality of fund management companies.

### 2016

- Named as Malaysia's Project Finance Rating Agency of the Year by The Asset magazine.
- Voted as the 2016 Best Islamic Rating Agency by GIFA.
- Rated the RM400.0 million Sukuk Wakalah issued by Islamic Development Bank, its first ringgit-denominated sukuk.
- Rated Malaysia's largest offering of project sukuk for the year of RM3.64 billion multi-tranche Sukuk Wakalah issued by Lebuhraya DUKE Fasa 3 Sdn Bhd which IFR Asia Awards 2016 recognised as the 2016 Islamic Issue of the Year.

### 2017

- Voted as the 2017 Best Islamic Rating Agency by GIFA.
- Rated the world's largest Green Sustainable and Responsible Investment (SRI) Sukuk, the RM1.0 billion Sukuk Murabahah issued by Quantum Solar Park (Semenanjung) Sdn Bhd to finance the construction of the largest solar power project in Southeast Asia.
- Rated the RM400.0 million Sukuk Wakalah issued by Beijing Enterprise Water Group (M) Limited, the first ever ringgit-denominated sukuk issued by a Chinese conglomerate for a water infrastructure project.
- Rated the RM3.0 billion Multi-Currency Islamic Medium-Term Notes (IMTN) Programme (Sukuk Murabahah) issued by Fortune Premiere Sdn Bhd, a wholly-owned subsidiary of IOI Properties Group Berhad.

### 2018

- Named as Malaysia's Rating Agency of the Year by The Asset magazine.
- Voted as the 2018 Best Islamic Rating Agency by GIFA.
- Rated the RM245.0 million Green SRI Sukuk Wakalah issued by Sinar Kamiri Sdn Bhd.
- Rated the RM240.0 million Green SRI Sukuk Murabahah issued by UiTM Solar Power Sdn Bhd.
- Launched Impact Bond Assessments (IBAs) which can be carried out on green bonds, social bonds or sustainability bonds including sukuk which are issued under Malaysia's SRI Sukuk Framework.

### 2019

- Named as Malaysia's Rating Agency of the Year by The Asset magazine.
- Voted as the 2019 Best Islamic Rating Agency by GIFA.
- Rated the RM10.0 billion Sukuk Programme issued by Sunway Treasury Sukuk Sdn Bhd.
- Rated the IMTN Programme of up to RM3.5 billion by DRB-HICOM Berhad.
- Rated the IMTN Programme of up to RM1.0 billion by Penang Port Sdn Bhd.
- Rated the RM1.0 billion Perpetual Sukuk Musharakah Programme by WCT Holdings Berhad.
- Assigned financial institution ratings to China Construction Bank (Malaysia) Berhad.

### 2020

- Named as Malaysia's Rating Agency of the Year by The Asset magazine.
- Voted as the 2020 Best Islamic Rating Agency by GIFA.
- Rated the RM3.0 billion Perpetual Sukuk Wakalah Programme issued by TG Excellence Berhad.
- Rated the IMTN Programme of up to RM3.0 billion issued by Pengerang LNG (Two) Sdn Bhd.
- Rated the RM4.5 billion Sukuk Musharakah Programme issued by Sime Darby Property Berhad.
- Rated the Sukuk Murabahah/Multi-Currency Medium-Term Notes Programme with a combined limit of up to RM2.0 billion issued by OSK Rated Bond Sdn Bhd.
- Rated the RM5.0 billion IMTN Programme issued by Bank Pembangunan Malaysia Berhad.

### 2021

- Named as Malaysia's Rating Agency of the Year and Project Finance Rating Agency of the Year by The Asset magazine.
- Recognised by The Asset magazine for its role as external reviewer for Small Medium Enterprise Development Bank Malaysia Berhad's (SME Bank) RM500 million ASEAN Sustainability Sukuk, which was named Best Sustainability Sukuk 2021.
- Voted as the 2021 Best Islamic Rating Agency by GIFA.
- Rated the RM2.0 billion IMTN Programme (Sukuk Musharakah) and RM2.0 billion Perpetual Sukuk Programme issued by UMW Holdings Berhad.
- Rated the IMTN Programme of up to RM3.0 billion (which shall include Sustainability IMTNs) and Islamic Commercial Papers (ICP) Programme of up to RM1.0 billion, with a combined limit in nominal value of up to RM3.0 billion issued by SME Bank.
- Rated the IMTN and ICP Programmes with a combined limit of up to RM3.0 billion issued by F&N Capital Sdn Bhd.
- Rated the RM3.0 billion IMTN Programme issued by S P Setia Berhad.

### 2022

- Awarded for its role as external reviewer of SME Bank's RM500 million ASEAN Sustainability Wakala Bi Al-Istithmar Sukuk, which won the Best ASEAN Sustainability Sukuk (Malaysia).
- Voted as the 2022 Best Islamic Rating Agency by GIFA.
- Rated the IMTN (Sukuk Wakalah) Programme of up to RM3.0 billion by KPJ Healthcare Berhad's special purpose vehicle, Point Zone (M) Sdn Bhd.
- Rated the IMTN Sukuk Wakalah Programme of up to RM10.0 billion issued by TNB Power Generation Sdn Bhd.
- Rated the Sukuk Programme of up to RM5.5 billion issued by Amanat Lebuhraya Rakyat Berhad.
- Recognised for its Sustainability Sukuk Assessment of Agrote Business (M) Sdn Bhd's RM200 million ASEAN Sustainability SRI Murabaha Sukuk, which won the Most Innovative Deal (Sustainable Finance) from The Asset magazine.

## Corporate Milestones

## Corporate Milestones

### 2023

- Awarded Best Islamic Rating Agency 2023 at the 13<sup>th</sup> GIFA.
- Rated the ICP Programme and IMTN Programme with a combined limit of up to RM10.0 billion in nominal value, issued by PETRONAS Dagangan Berhad.
- Rated the Sukuk Wakalah Programme of up to RM5.0 billion issued by Bank Muamalat Malaysia Berhad.
- Rated the RM5.0 billion Perpetual Sukuk Programme issued by Sunway Berhad.
- Rated the RM10.0 billion IMTN Programme issued by Sunway Treasury Sukuk Sdn Bhd.

### 2024

- Awarded Best Islamic Rating Agency 2024 at the 14<sup>th</sup> GIFA.
- Rated the IMTN Programme of up to RM3.0 billion and ICP Programme of up to RM500.0 million, with a combined aggregate limit of up to RM3.0 billion, issued by SIBS Sdn Bhd.
- Rated the Structured Covered Sukuk Murabahah issued by MBSB Bank Berhad.
- Rated the RM1.5 billion Sustainability IMTN Programme issued by Berapit Mobility Sdn Bhd.
- Assigned a "Gold" Impact Assessment to Johor Plantations Group Berhad's Sustainable Finance Framework, the first of its kind by a plantation company.
- Assigned a "Gold" Impact Assessment to Bank Kerjasama Rakyat Malaysia Berhad's Sustainability Sukuk Framework.
- Rated the IMTN (Sukuk Wakalah) Programme of up to RM5.0 billion issued by Sunway Healthcare Treasury Sdn Bhd.
- Assigned a "Gold" Impact Assessment to Malaysia Rail Link Sdn Bhd's SDG Sukuk Framework.
- Rated the RM750 million IMTN Programme issued by LBS Bina Group Berhad.

### 2025

- Awarded Best Islamic Rating Agency in Malaysia at The Asset Triple A Islamic Finance Awards.
- Named Best Islamic Rating Agency 2025 at the Global Islamic Finance Awards.
- Rated the Islamic Commercial Papers Programme of up to RM1 billion issued by Khazanah Nasional Berhad.
- Rated the RM6 billion Islamic Medium-Term Notes Sukuk Wakalah issued by PNB Merdeka Ventures Sdn Bhd.
- Rated Pantai Holdings Sdn Bhd's existing ICP Programme and IMTN Programme with a combined aggregate limit of up to RM15 billion.

## Corporate Information

### BOARD OF DIRECTORS

#### MALAYSIAN RATING CORPORATION BERHAD

**Tan Sri Dr Nik Norzrul Thani N.Hassan Thani**  
Chairman

**Wendy Cheong**

**Dato' Wan Mohd Fadzmi Che Wan Othman Fadzilah**  
(Effective 6 March 2025)

**Lim Hun Soon @ David Lim** (Effective 6 March 2025)

**Mohammad Ridzuan Abdul Aziz** (Effective 6 March 2025)

**Dr Veerinderjeet Singh** (Retired on 17 April 2025)

**Toi See Jong** (Retired on 17 April 2025)

#### MARC RATINGS BERHAD

**Tan Sri Dr Nik Norzrul Thani N.Hassan Thani**  
Chairman

**Ng Kok Kheng**

**Tan Nyat Chuan**

**Dr Mohd Nordin Mohd Zain** (Effective 6 March 2025)

**Amita Shyam Shrivastava** (Effective 6 March 2025)

**Arshad Mohamed Ismail**

#### MARC DATA SDN BHD

**Mohammad Ridzuan Abdul Aziz** (Effective 20 March 2025)

**Tan Nyat Chuan**

**Arshad Mohamed Ismail**

**Toi See Jong** (Resigned on 17 April 2025)

**Dr Veerinderjeet Singh** (Resigned on 17 April 2025)

#### MARC SOLUTIONS SDN BHD

**Ng Kok Kheng**

**Amita Shyam Shrivastava** (Effective 21 April 2025)

**Arshad Mohamed Ismail**

**Wendy Cheong** (Resigned on 21 April 2025)

#### MARC LEARNING SDN BHD

**Arshad Mohamed Ismail**

**Rajan Paramesran** (Ceased effective 31 July 2025)

**Mohammad Farish Mohd Noor** (Effective 1 August 2025)

## Corporate Information

### RATING COMMITTEE

**Sharizad Juma'at**  
Chairman

**Lee Jin Ghee, Kirby**

**Krishna Kumar**

**Rajan Paramesran** (Ceased effective 31 July 2025)

**Hafiza Abdul Rashid** (Effective 1 April 2025)

**Taufiq Kamal** (Effective 1 August 2025)

### SUSTAINABILITY COMMITTEE

**Dr Gary William Theseira**

**Dr Alwin Long**

**Arshad Mohamed Ismail**

### SENIOR MANAGEMENT

**Arshad Mohamed Ismail**  
Group Chief Executive Officer, Chief Executive Officer,  
MARC Ratings Berhad (Effective 1 August 2025)

**Mohammad Farish Mohd Noor**  
Chief Financial Officer

**Badrul Hisham Zawawi**  
Chief Commercial Officer

**Rajan Paramesran**  
Chief Executive Officer, MARC Ratings Berhad  
(Ceased effective 31 July 2025)

**Hafiza Abdul Rashid**  
Chief Rating Officer, MARC Ratings Berhad

**Dr Ray Choy**  
Chief Economist, MARC Ratings Berhad

**Vikraman Kalia Purumal**  
Chief Executive Officer, MARC Data Sdn Bhd  
(Effective 8 August 2025)

**Taufiq Kamal**  
Deputy Chief Rating Officer, MARC Ratings Berhad  
(Effective 1 April 2025)

### MARC RATINGS BERHAD

**Arshad Mohamed Ismail**  
Chief Executive Officer (Effective 1 August 2025)

**Rajan Paramesran**  
Chief Executive Officer (Ceased effective 31 July 2025)

**Hafiza Abdul Rashid**  
Chief Rating Officer

**Dr Ray Choy**  
Chief Economist Economic Research

**Taufiq Kamal**  
Deputy Chief Rating Officer (Effective 1 April 2025)

**Sharidan Salleh**  
Senior Head, Ratings Portfolio, Oil & Gas and Power

**Yazmin Abdul Aziz**  
Head, Ratings Portfolio, Structured Finance, Property & Retail

**Elmer Lim Chon Meng**  
Head, Ratings Portfolio, Financial Services

### MARC DATA SDN BHD

**Vikraman Kalia Purumal**  
Chief Executive Officer (Effective 8 August 2025)

**Choong Keng Yew**  
Head of Credit and Operations

### COMPANY SECRETARIES

**Tan Kok Siong**  
(LS No: 0009932)  
(SSM PC No: 202008001592)  
(Effective 8 January 2026)

**Cynthia Gloria Louis**  
(MAICSA No: 7008306)  
(SSM PC No: 201908003061)  
(Resigned on 31 December 2025)

**Chew Mei Ling**  
(MAICSA No: 7019175)  
(SSM PC No: 201908003178)  
(Resigned on 31 December 2025)

### AUDITOR

**Deloitte Malaysia PLT** (formerly known as Deloitte PLT)  
**Chartered Accountants**  
Level 16, Menara LGB,  
1 Jalan Wan Kadir,  
Taman Tun Dr Ismail,  
60000 Kuala Lumpur.

### REGISTERED OFFICE

19-07, Level 19, Q Sentral,  
2A Jalan Stesen Sentral 2,  
Kuala Lumpur Sentral,  
50470 Kuala Lumpur.  
Tel : +603 2717 2900  
Fax : +603 2717 2920  
Email : marc@marc.com.my  
Website : www.marc.com.my

## Corporate Information



# 02. CORPORATE INFORMATION

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## Board of Directors of Malaysian Rating Corporation Berhad



From left to right:

**01** MOHAMMAD RIDZUAN ABDUL AZIZ  
*Independent Non-Executive Director*

**04** DATO' WAN MOHD FADZMI  
CHE WAN OTHMAN FADZILAH  
*Independent Non-Executive Director*

**02** WENDY CHEONG  
*Non-Independent Non-Executive Director*

**05** LIM HUN SOON @ DAVID LIM  
*Independent Non-Executive Director*

**03** TAN SRI DR NIK NORZRUL  
THANI N.HASSAN THANI  
*Independent Non-Executive Chairman*

## Board of Directors Profiles

## Independent Non-Executive Chairman



**TAN SRI DR NIK NORZRUL  
THANI N.HASSAN THANI**

**JOINED THE BOARD:**  
2021

**SUBSIDIARY (AS CHAIRMAN):**  
MARC Ratings Berhad  
(effective 1 November 2023)

**Tan Sri Dr Nik Norzrul Thani** is the Executive Chairman of Zaid Ibrahim & Co., one of Malaysia's largest law firms. Before joining Zaid Ibrahim & Co., he worked at international law firm Baker & McKenzie. In 2017, he was appointed Chairman of the Malaysia-Singapore Business Council by the Ministry of International Trade & Industry.

Tan Sri Dr Nik Norzrul Thani is currently also the Chairman of Malaysian Rating Corporation Berhad (MARC), IHH Healthcare Berhad, SD Guthrie Berhad (formerly known as Sime Darby Plantation Berhad), and T7 Global Berhad, as well as a director of several public companies including Cagamas Holdings Berhad.

Tan Sri Dr Nik Norzrul Thani obtained his LLB (Hons) from the University of Buckingham; LLM from Queen Mary College, University of London; and PhD in Law from the School of Oriental and African Studies (SOAS), University of London; and is a Barrister at Law, Lincoln's Inn. He was a Fulbright Visiting Scholar at Harvard Law School from 1996 to 1997, a Chevening Fellow at the Oxford Centre for Islamic Studies, Oxford University, from 2004 to 2005, and a Fellow of the Financial Services Institute of Australasia (FINSIA).

## Board of Directors Profiles

## Non-Independent Non-Executive Director



**WENDY CHEONG**

**JOINED THE BOARD:**  
2021

**BOARD COMMITTEE (AS MEMBER):**  
Nomination and Remuneration

**Wendy Cheong** is Managing Director-Regional Head of Asia Pacific (APAC) for Moody's Ratings, and CEO of Moody's Ratings Singapore.

As Moody's senior representative in APAC, Wendy is responsible for regional operations, strategy, support functions and regulatory relations. She is an executive board member for all of Moody's Ratings' entities in APAC and a non-executive director for its domestic rating agency affiliates in China, India, South Korea, Malaysia and Vietnam.

In addition to her regional role, Wendy is part of Moody's global operating committee.

During her 15 years at Moody's, Wendy has held global and regional roles in New York, Hong Kong and Singapore, including as Chief of Staff for Moody's CEO and Head of Strategy for APAC.

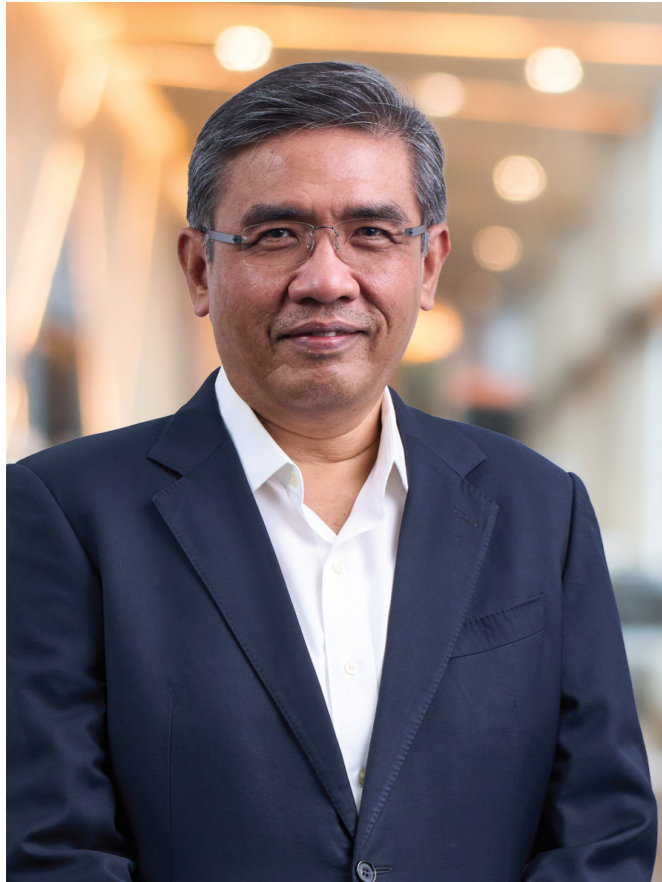
Before joining Moody's, Wendy held senior strategy, sales and marketing positions at Prudential plc and Singapore Telecoms.

With a passion for philanthropy and gender equality, she was previously on the Board of the Asian Venture Philanthropy Network and acted as Moody's global executive sponsor for the Women's BRG from 2020 to 2023.

Wendy holds a Bachelor of Arts in Southeast Asian Studies from the National University of Singapore.

## Board of Directors Profiles

## Independent Non-Executive Director



**DATO' WAN MOHD FADZMI  
CHE WAN OTHMAN FADZILAH**

**JOINED THE BOARD:**  
2025

**BOARD COMMITTEE:**

- Nomination and Remuneration
- Audit and Risk

**Dato' Wan Mohd Fadzmi Che Wan Othman Fadzilah** has over 25 years of experience in domestic and international banking. He specialises in managing large-scale financial institutions, with a strong emphasis on global market revenue generation, asset and liability management, risk management and product strategy.

## Board of Directors Profiles

## Independent Non-Executive Director



**LIM HUN SOON @ DAVID LIM**

**JOINED THE BOARD:**  
2025

**BOARD COMMITTEE:**

- Nomination and Remuneration

**Lim Hun Soon @ David Lim** is an Independent Non-Executive Director of MARC Berhad. David is a highly experienced chartered accountant and corporate governance expert with over three decades of leadership in financial auditing, ethics, and strategic advisory roles. He has deep expertise in auditing, compliance and board processes from his extensive career at KPMG.

## Board of Directors Profiles

### Independent Non-Executive Director



**MOHAMMAD RIDZUAN  
ABDUL AZIZ**

**Mohammad Ridzuan Abdul Aziz** is an Independent Non-Executive Director of MARC Berhad. He has a diverse background in the financial services sector and fintech industry, including roles with market regulators such as the Kuala Lumpur Stock Exchange and Securities Commission Malaysia. His expertise encompasses regional financial regulatory requirements and compliance risk management, among others.

**JOINED THE BOARD:**  
2025

**BOARD COMMITTEE:**  
Audit and Risk

**DIRECTOR FOR:**  
MARC Data Sdn Bhd

## Rating Committee of MARC Ratings Berhad

From left to right:

- 01** **Krishna Kumar**  
*Member, Rating Committee*
- 04** **Taufiq Kamal**  
*Member, Rating Committee, Deputy Chief Rating Officer, MARC Ratings Berhad*
- 02** **Hafiza Abdul Rashid**  
*Member, Rating Committee  
Chief Rating Officer, MARC Ratings Berhad*
- 05** **Lee Jin Ghee, Kirby**  
*Member, Rating Committee*
- 03** **Sharizad Juma'at**  
*Chairman, Rating Committee*



## Rating Committee Profiles

### Chairman, Rating Committee



**SHARIZAD JUMA'AT**

**Sharizad Juma'at** has more than 30 years of debt capital market experience, encompassing equity, treasury, fixed income, credit analysis, private equity, and property investment. Her most recent roles were as CEO of RHB Islamic International Asset Management Berhad, Head of Institutional Business of RHB Asset Management (RHBAM) Group, and Regional Head of RHBAM Islamic Business where she was responsible for driving business in Malaysia, Singapore, Indonesia, and Hong Kong for the group's retail, wholesale, and institutional markets.

She also served as the CEO of AmanahRaya Investment Management Sdn Bhd from 2004 to 2013 where she was instrumental in the setting up of AmanahRaya REITs and its listing on Bursa Malaysia. Prior to this, Sharizad served with the Employees Provident Fund as its Head of Equity Investments and Head of Treasury/ Fixed Income, for over 18 years. She commenced her career at Permodalan Nasional Berhad as a research analyst.

Sharizad is active on the speaking circuit, where she regularly participates as a panel speaker in conferences related to capital markets and Shariah business, and as a participant in asset and wealth management roundtable discussions.

Upon her retirement from RHBAM Group in May 2020, she currently sits on several Investment Advisory Committees and is a member of several Boards.

She holds a Bachelor of Biochemistry degree (Honours) from Universiti Kebangsaan Malaysia and an MBA specialising in Finance from Michigan State University, East Lansing, USA. She also participated in the Senior Leadership Management Programme at Harvard University, Boston, USA.

Sharizad was appointed to the RC on 26 October 2020.

### Member, Rating Committee



**LEE JIN GHEE, KIRBY**

**Kirby Lee Jin Ghee** has more than 17 years of debt capital market experience, encompassing structured finance, project finance, and large, complex corporate finance restructuring transactions covering the Southeast Asian region. He is also experienced in credit rating for a wide range of industries and corporate borrowers in Malaysia. He was formerly the Head of Debt Capital Markets at Citigroup Malaysia, where he was involved in providing corporate advisory and funding solutions to Malaysian corporates. Before Citigroup, he served as the Head of Infrastructure, Utilities, and Real Estate Ratings at a domestic credit rating agency, where he was an analyst for 10 years.

Kirby holds a Bachelor of Science in Production Engineering and Management degree from the Loughborough University of Technology, UK, and an MBA specialising in Finance from Bayes Business School (formerly known as CASS Business School), UK.

Kirby was appointed as a member of the RC on 1 October 2019.

### Member, Rating Committee



**KRISHNA KUMAR**

**Krishna Kumar** is a highly experienced professional with over 28 years of expertise in investment banking, credit, trade finance, consumer and business banking, and risk management. He has held various senior roles in the industry, including Chief Financial Services Officer at Agrobank, Head of Commercial and SME Finance at Al Rajhi Bank, and Head of International Asset Management at Maybank International. Krishna has also presented at the Regional Symposium in South Korea organised by UN-FAO, APRACA, NACF, and AFMA, where he shared Agrobank's contribution to marketing and finance of the organic supply chain in Malaysia.

In addition to his industry experience, Krishna serves on the Professional Credit Examination Committee at the Asian Institute of Chartered Bankers and was the Accreditation Assessor for the Finance Accreditation Agency in Kuala Lumpur. He was also a Taskforce Member for Bank Negara Malaysia, where he contributed to product development for small and medium-sized enterprises in Malaysia. Krishna actively conducts various trade seminars for government departments as well as credit, trade, early care, and recovery for bankers.

Krishna holds a Master's in business administration and management from Southern Cross University, Australia.

He was appointed to the RC on 5 March 2023.

### Member, Rating Committee



**HAFIZA ABDUL RASHID**

➔ Please refer to page 25 for further information.



**TAUFIQ KAMAL**

➔ Please refer to page 26 for further information.

## Rating Committee Profiles

## Sustainability Committee of MARC Solutions Sdn Bhd

From left to right:

**01** Dr Gary William Theseira  
Member, Sustainability Committee

**02** Dr Alwin Long  
Member, Sustainability Committee

**03** Arshad Mohamed Ismail  
Member, Sustainability Committee, Group Chief Executive Officer, MARC



## Sustainability Committee Profiles

Member, Sustainability Committee



**Dr Gary Theseira** chairs the council of Climate Governance Malaysia (CGM), the Malaysian Chapter of the Climate Governance initiative under the World Economic Forum. He is also an adjunct faculty member at the Asia School of Business (ASB), serves on the board of the Centre for Environment, Technology and Development Malaysia (CETDEM), and is advisor to the Malaysian Green Technology and Climate Change Corporation (MGTC).

Previously, he was Deputy Undersecretary for Climate Change at the Ministry of Natural Resources and Environment (NRE) and negotiated for Malaysia at 14 UN Climate Change Conferences (COPs). In 2012, the G-77 and China appointed him to coordinate negotiations leading to the 2015 Paris Agreement. In 2018, he was appointed by the Minister of Energy, Science, Technology, Environment and Climate Change, YB Yeo Bee Yin, as Special Functions Officer on Environment and Climate Change.

Dr Theseira has a PhD in Agronomy from Mississippi State University and conducted Post Doctoral Research at the University of Minnesota.

Member, Sustainability Committee



**Dr Alwin Long** is a research fellow for the United Nations Sustainable Development Solutions Network (UNSDSN) and a pioneer in low-carbon energy transitions in Malaysia. His work focuses on developing inclusive and sustainable energy models that address both environmental and social dimensions. Dr Long is also a Fellow of the ASEAN Academy of Engineering and Technology (AAET) and the Chief Executive Officer of ATECH Energy, a B Corp-certified energy services company (ESCO). Additionally, he is a member of the CEO Action Network (CAN), a coalition committed to advancing sustainability and climate action within the corporate sector.



>> Please refer to page 23 for further information.

## Senior Management

### Back row (left to right):

- 01 **Taufiq Kamal**  
Deputy Chief Rating Officer,  
MARC Ratings Berhad
- 02 **Vikraman Kalia Purumal**  
Chief Executive Officer, MARC Data Sdn Bhd
- 03 **Dr Ray Choy**  
Chief Economist, MARC Ratings Berhad

### Front row (left to right):

- 01 **Mohammad Farish Mohd Noor**  
Chief Financial Officer, MARC
- 02 **Arshad Mohamed Ismail**  
Group Chief Executive Officer, MARC  
Chief Executive Officer, MARC Ratings Berhad
- 03 **Badrul Hisham Zawawi**  
Chief Commercial Officer, MARC
- 04 **Hafiza Abdul Rashid**  
Chief Rating Officer, MARC Ratings Berhad



## Senior Management Profiles

### Group Chief Executive Officer (GCEO), Malaysian Rating Corporation Berhad (MARC)



**ARSHAD MOHAMED ISMAIL**

**Chief Executive Officer (CEO):**  
MARC Ratings Berhad

**Executive Director for:**

- MARC Ratings Berhad
- MARC Data Sdn Bhd
- MARC Solutions Sdn Bhd
- MARC Learning Sdn Bhd

**Arshad Mohamed Ismail** is the GCEO of MARC. He has vast experience in banking and finance, especially in the areas of corporate banking, debt capital markets, Islamic finance, asset management, and development finance.

Prior to MARC, Arshad was President and CEO of Export-Import Bank of Malaysia Berhad (EXIM Bank), and before that, President and GCEO of Bank Pembangunan Malaysia Berhad. He has held various leadership and management roles at Maybank Islamic Berhad, International Islamic Liquidity Management Corporation (IILM), Abu Dhabi's Al Hilal Bank, Saudi Arabia's Aayan Capital, and HSBC Amanah in the United Arab Emirates, among others.

Arshad holds a Bachelor of Law degree from the International Islamic University Malaysia as well as a Master of Business Administration from the London Business School, UK. He is a Fellow Chartered Banker with the Asian Institute of Chartered Bankers. In 2015, Arshad was elected to the SC-OCIS Fellowship in Islamic Finance at the Oxford Centre for Islamic Studies.

## Senior Management Profiles

## Chief Financial Officer (CFO) MARC



MOHAMMAD FARISH MOHD NOOR

**Director for:**

- MARC Learning Sdn Bhd

**Mohammad Farish Mohd Noor** has served as MARC's CFO since 2022, bringing over 29 years of experience in corporate finance, strategic planning, and financial operations across Malaysia and Australia. He plays a key role in shaping the Group's financial strategy, ensuring sound fiscal governance and long-term sustainability.

Throughout his career, Farish has led initiatives focused on cost optimisation, capital efficiency, and operational excellence. His leadership has contributed to strengthening financial performance and enhancing organisational resilience.

Farish is a Fellow Chartered Accountant (FCA) with Chartered Accountants Australia and New Zealand (CAANZ) and a member of the Malaysian Institute of Accountants (MIA). He began his career in 1996 as an Auditor with Ernst & Young and has since held senior leadership roles at PETRONAS, Rio Tinto Group (Australia), the MMC Group of Companies, and UEM Edgenta Berhad Group. Prior to joining MARC, he served as CFO of Chemical Company of Malaysia Berhad.

Farish holds a Bachelor of Commerce in Accounting and Finance from the University of Melbourne, Australia.

## Chief Commercial Officer MARC



BADRUL HISHAM ZAWAWI

**Badrul Hisham Zawawi** is the Chief Commercial Officer of MARC, where he oversees the Group's business origination and development, ESG solutions, training initiatives, and strategic communications. He plays a key role in supporting MARC Group's business diversification efforts and the expansion of its service offerings.

With over 25 years of experience in the banking and financial services industry, Badrul has held roles across corporate banking, risk management, and business development. His industry experience includes tenures at Affin Bank, where he served in the Corporate Banking Division, followed by roles in Risk Management at Maybank and business and corporate banking positions at RHB Bank, Asian Finance Bank, and MBSB Bank.

Badrul holds a Bachelor of Science in Finance from Indiana State University.

## Chief Rating Officer MARC Ratings Berhad



HAFIZA ABDUL RASHID

**Hafiza Abdul Rashid** is the Chief Rating Officer of MARC Ratings Berhad and was appointed to the Rating Committee on 1 April 2025. She oversees the agency's rating operations and analytical functions. Prior to her current role, she served as Rating Portfolio Head for Infrastructure and Telecommunications, where she led credit assessments across key infrastructure-related sectors.

She has more than 25 years of experience spanning credit rating, financial services, and risk management. Hafiza began her career in the banking industry before moving into the credit rating industry, where she held analytical and leadership roles for over 17 years. She subsequently joined UEM Group Berhad, where she spent close to eight years in risk management.

Hafiza holds a Master of Business Administration (Finance) from Western Illinois University.

## Chief Economist MARC Ratings Berhad



DR RAY CHOY

**Dr Ray Choy** is the Chief Economist at MARC Ratings Berhad, where he leads the research team covering macroeconomics and financial markets.

With experience in global financial markets since 2002, Dr Ray's expertise spans economic research, foreign exchange, commodities, equity and fixed income investments, and credit risk ratings. Prior to joining MARC, he had led the research divisions of CIMB Group and RHB Banking Group across Southeast Asia, following senior roles in international fund management.

Dr Ray has been recognised and ranked for his work by Alpha Southeast Asia, The Asset, Bond Pricing Agency Malaysia (BPAM), The Edge, Lipper, and Focus Economics. He is a regular columnist for The Edge Malaysia Weekly and has published in peer-reviewed academic journals. He is also the author of Essays in Bond Market Economics. In addition to his professional work, Dr Ray contributes to academia as an adjunct faculty member at various universities. He is also listed on the Directors' Registry of the Institute of Corporate Directors Malaysia (ICDM).

Dr Ray holds a Bachelor of Arts in Business and Finance from Heriot-Watt University, a Bachelor of Science in Politics and International Relations from the University of London (LSE), and a Master of Science in Finance (Economic Policy) from SOAS, University of London. He earned his PhD from the University of Nottingham, where his doctoral research focused on sovereign credit ratings.

## Senior Management Profiles

Chief Executive Officer (CEO), MARC Data Sdn Bhd

Deputy Chief Rating Officer, MARC Ratings Berhad



**VIKRAMAN KALIA PURUMAL**

**Vikraman Kalia Purumal**, CFA, is the Chief Executive Officer of MARC Data Sdn Bhd. In his role, he oversees the strategic direction and operations of MARC Data, a credit reporting agency focused on data analytics and innovation in credit intelligence.

Vikraman brings over 18 years of financial services experience, encompassing investment management, strategic advisory, and organisational transformation. He was formerly Group Head of Strategy & Communications at Bank Pembangunan Malaysia Berhad (BPMB), where he led group strategy, transformation, and capital market initiatives. He began his career at Bank Negara Malaysia in the Reserves Management department, before moving on to Bain & Company as a management consultant focused on performance improvement and growth strategy mandates across Southeast Asia.

He is a Chartered Financial Analyst (CFA) and holds a Master of Science in Finance from the London Business School.



**TAUFIQ KAMAL**

**Taufiq Kamal** is the Deputy Chief Rating Officer of MARC Ratings Berhad and a member of the Rating Committee effective 1 August 2025. He has been with MARC for over 17 years and has extensive experience in corporate credit analysis and rating advisory across a broad range of sectors.

He is responsible for ratings in the property, automotive, and services sectors, and also oversees a portfolio of debt issuances by major Malaysian conglomerates. Over the course of his career at MARC, he has been involved in the assessment and monitoring of a wide range of corporate and structured financing transactions, contributing to the agency's analytical and rating capabilities.

Taufiq holds a Bachelor of Arts in Accounting and Finance from the University of the West of England.

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## Financial Highlights

## Chairman's Letter

### OPERATING REVENUE: BY GROUP

(Amount denoted in RM'000)



### PROFIT BEFORE TAX: BY GROUP

(Amount denoted in RM'000)



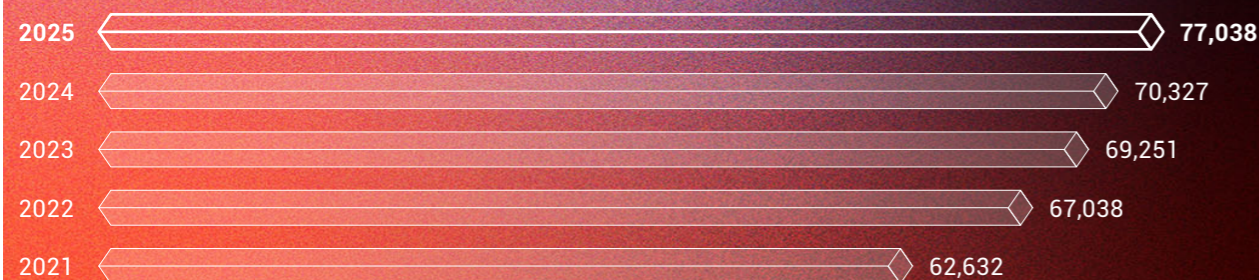
### PROFIT AFTER TAX: BY GROUP

(Amount denoted in RM'000)



### SHAREHOLDERS' FUND: BY GROUP

(Amount denoted in RM'000)



## Navigating Complexity, Delivering Confidence.



TAN SRI DR NIK NORZRUL  
THANI N.HASSAN THANI

**Dear Valued Stakeholders,**  
On behalf of the Board of Directors of Malaysian Rating Corporation Berhad (MARC), I am pleased to present the Company's Annual Report for the financial year ended 31 December 2025.

#### NAVIGATING A DYNAMIC LANDSCAPE

As we reflect on the year under review, the global economic and geopolitical landscape remains both complex and consequential. Continued macroeconomic uncertainty, heightened geopolitical fragmentation, and rapid structural change across financial markets have continued to challenge the resilience of issuers, investors, and institutions alike.

Global economic conditions during the year, such as rising US tariffs and weakening demand from China, presented a cautious transition phase for the economy. While inflationary pressures moderated across several major economies, interest rates remained elevated, continuing to test borrower resilience and capital allocation decisions.

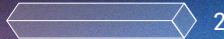
Geopolitical developments also continued to shape the credit environment. Ongoing regional crises such as the conflicts across Eastern Europe and the Middle East, trade fragmentation, and realignments in global supply chains contributed to volatility in commodity markets and foreign exchange rates.

## Chairman's Letter

## PERFORMANCE HIGHLIGHTS

## OPERATING REVENUE

RM25.52 MIL

2025  25.522024  25.01

## PROFIT BEFORE TAX

RM10.05 MIL

2025  10.052024  4.01

We have commenced implementation of Excellerate 2027, our three-year strategic plan designed to diversify and strengthen MARC's revenue base, with an emphasis on sustainability and credit reporting. This plan will enhance MARC's capabilities in these priority areas through the development of scalable, web-based ESG assessment tools and credit reporting solutions.

Structural transformation was another defining feature of 2025. The acceleration of digitalisation, the growing integration of artificial intelligence in financial decision-making, and the increasing materiality of climate and environmental risks continued to reshape credit fundamentals. Sustainability considerations, once peripheral, are now firmly embedded in long-term creditworthiness, particularly in sectors exposed to transition risk, regulatory change, and physical climate impacts.

In these conditions, investors, issuers, and regulators have relied on timely, rigorous, and impartial credit opinions to support informed decision-making.

## LEVERAGING OUR STRENGTHS

Despite a challenging economic landscape, Malaysia's economy demonstrated its resilience and grew by 5.2% in 2025 (2024: 5.1%). Steady domestic demand, a stable labour market, and continued investment in high-growth, high-value sectors, contributed to the country's economic growth and successfully positioned Malaysia as the second-fastest growing economy in Southeast Asia in 2025.

For MARC, our strong capabilities and institutional resilience, built and strengthened over the years, continued to underpin our performance, as reflected in our 2025 financial results. We concluded the year with operating revenue of RM25.52 million, representing a 2.04% increase from RM25.01 million in 2024.

Our reputation for providing accurate and reliable credit ratings continued to earn us global recognition. Our subsidiary, MARC Ratings Berhad, received the prestigious title of Best Islamic Rating Agency 2025 at the 15<sup>th</sup> Global Islamic Finance Awards (GIFA), held in Kuala Lumpur. This is the 11<sup>th</sup> time that MARC Ratings has received the award, signifying the rating agency's consistent performance and commitment to providing high-quality ratings that support

transparency, confidence, and growth in the Islamic finance sector. MARC Ratings was also recognised as Best Islamic Rating Agency in Malaysia at The Asset Triple A Islamic Finance Awards 2025, further strengthening its position as a trusted credit rating agency in the Islamic finance sector.

## IGNITING INSIGHTS TO DRIVE PROGRESS

The global credit environment is expected to remain challenging and dynamic in the period ahead with continued sensitivity to fiscal pressures, growth prospects, and geopolitical developments. While uncertainty persists, it also underscores the importance of robust credit analysis and forward-looking risk assessment.

As we look ahead to 2026, when MARC will mark its 30<sup>th</sup> anniversary, we do so with both pride and purpose. Since our first operations in 1996, we have witnessed profound transformations in global and Islamic finance – from the expansion of capital markets and the digitalisation of financial services to the increasing interconnectedness of economies. Throughout these changes, our core principles have remained unchanged: independence, transparency, and a commitment to analytical excellence.

Our expectations for the coming years are shaped by both opportunity and responsibility. The transition to a lower-carbon economy, advances in technology and artificial intelligence, and shifts in global trade and investment patterns will create new credit strengths for some issuers and material challenges for others. In this context, stakeholders will rely on rating agencies not only for assessments of current credit quality, but also for insight into longer-term structural risks and resilience.

To meet these expectations and spur the progress of the credit environment, MARC will continue to invest in our people, data, and analytical capabilities. We are committed to attracting and developing diverse talent, enhancing data transparency and model governance, and engaging constructively with regulators, issuers, and investors.

We have commenced implementation of Excellerate 2027, our three-year strategic plan designed to diversify and strengthen MARC's revenue base, with an emphasis on sustainability and credit reporting. This plan will enhance MARC's capabilities in these priority areas through the development of scalable, web-based ESG assessment tools and credit reporting solutions. In parallel, we continue to drive operational excellence by expanding automation across our workflows, enabling analysts to focus on delivering rigorous, high-value insights that support informed decision-making.

## Chairman's Letter

## ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to my fellow Board members for their guidance, independent judgment, and continued commitment to the highest standards of governance. I am equally grateful to the members of our Rating and Sustainability Committees as well as analytical teams, whose professionalism, rigour, and integrity underpin the credibility and consistency of our credit opinions.

I extend my thanks to our management and staff across all functions for their dedication, resilience, and adherence to our core values, particularly in an evolving regulatory and market environment. Their disciplined approach to risk assessment, transparency, and analytical excellence remains central to the trust placed in us by market participants.

I also wish to acknowledge our regulators and stakeholders for their constructive engagement and oversight, which continue to strengthen our framework and practices. Finally, I would like to thank our clients and users of our ratings and assessments for their continued confidence in our work. We remain committed to serving the market with independence, objectivity, and analytical precision.

**TAN SRI DR NIK NORZRUL THANI N.HASSAN THANI**  
Chairman

## GCEO's Statement

Igniting  
Insights,  
Driving  
Progress.

ARSHAD MOHAMED ISMAIL

Thirty years ago, MARC was established to strengthen confidence in Malaysia's capital markets. As we celebrate our 30<sup>th</sup> anniversary in 2026, this mandate remains firmly intact – but the environment in which we operate continues to evolve in complexity, scale and expectation.

2025 was, therefore, not a year of reflection. It was a year of strengthening foundations, sharpening execution and preparing the Group for its next phase of development. Over the past three decades, MARC has built its reputation on independent judgement, analytical depth and institutional credibility. In 2025, we focused on reinforcing these attributes while expanding our capabilities to remain relevant in a transforming financial landscape.

Our theme, "Igniting Insights, Driving Progress", reflects this commitment. Insight has always been our currency – grounded in data, shaped by experience and tested through market cycles. This year, we intensified our efforts to convert insight into measurable impact: supporting capital formation, strengthening risk transparency and expanding our capabilities beyond traditional ratings.



Through MARC Ratings Berhad, we successfully completed 23 new programme ratings during the year, representing a total programme size of RM56.82 billion. In addition, MARC Ratings secured 33 new mandates – the highest number since inception – with an aggregate value of RM70.2 billion. This achievement underscores the continued trust placed in us by the market and reinforces our strong competitive position within the Malaysian debt capital market.

**MARKET ENVIRONMENT AND RATINGS PERFORMANCE**

The domestic bond and sukuk market in 2025 reflected a more measured pace compared to the exceptional issuance volumes recorded in 2024. Global geopolitical tensions, tariff developments and monetary policy recalibrations influenced funding strategies and investor appetite.

Through MARC Ratings Berhad, we successfully completed 23 new programme ratings during the year, representing a total programme size of RM56.82 billion. In addition, MARC Ratings secured 33 new mandates – the highest number since inception – with an aggregate value of RM70.2 billion. This achievement underscores the continued trust placed in us by the market and reinforces our strong competitive position within the Malaysian debt capital market.

The number of review cases stood at 117, compared to 116 in 2024, reflecting sustained engagement with the domestic capital market and continued issuer confidence in our analytical assessments.

Our five-year long-term rating accuracy ratio (2021–2025) improved to 99.3%, while the rating stability rate rose to 96.9%, well above our long-term historical average. These outcomes underscore the consistency and reliability of our methodologies across market cycles.

In February 2025, we released Malaysia's first Data Centre Rating Methodology Paper – a pioneering initiative that positions MARC at the forefront of evaluating investments in the country's expanding digital infrastructure sector. The framework enhances transparency for investors and issuers in a rapidly developing asset class and underscores our commitment to anticipating structural shifts in the economy.

We also continued strengthening sector-specific research output through MARC Ratings' economic research division. Our forward-looking analyses on fiscal trends,

macroeconomic developments and capital market dynamics were widely sought by the media and market participants, reinforcing MARC's role as a trusted reference point.

**CAPABILITY EXPANSION AND DIVERSIFICATION**

While ratings remain the Group's central focus, diversification has become increasingly important to strengthen revenue stability and broaden our service offerings.

**MARC DATA**

MARC Data has continued building its presence since launching its corporate credit reporting services. By leveraging data analytics, we support businesses – particularly small and medium-sized enterprises (SMEs) seeking to improve their financial decision-making – with relevant financial information.

Our solutions provide insights into creditworthiness, market conditions and potential risks, reinforcing MARC Data's role as a dependable business information provider.

**MARC SOLUTIONS**

MARC Solutions expanded its environmental, social and governance (ESG) assessment services. As sustainability frameworks evolve, corporates increasingly require structured, credible and practical assessments to support financing and reporting requirements.

**MARC LEARNING**

Through MARC Learning, we delivered targeted programmes covering credit risk, macroeconomics, sukuk structures, ESG integration and capital market developments, contributing to professional development within the financial ecosystem.

## GCEO's Statement

## GCEO's Statement

**“**In 2025, MARC recorded operating revenue of RM25.52 million, representing a 2.04% increase from RM25.01 million in the previous year. Growth was supported by steady ratings activity and increasing contributions from diversification initiatives. Following strong issuance activity in 2024, 2025 reflected a more balanced market environment. The Group delivered stable earnings performance, supported by resilient ratings engagement and expanding complementary services.



## CORPORATE EVENTS AND INDUSTRY ENGAGEMENT

2025 was an active year for stakeholder engagement and thought leadership.

On 24 April 2025, MARC, in collaboration with Qhazanah Sabah Berhad, hosted the Sabah Renewable Energy Conference 2025: Corridor to Transform Vision to Reality (SAREC 2025) in Kota Kinabalu. Officiated by representatives of the Sabah State Government, the conference drew 300 participants from renewable energy players, government agencies, financial institutions, and utilities companies. Discussions covered economic outlook, renewable energy expansion challenges, policy frameworks, financing strategies and partnership opportunities.

On 14 May 2025, MARC hosted the Lead Managers' League Table Awards 2024 at The Majestic Hotel Kuala Lumpur, recognising leading capital market arrangers based on MARC-rated transactions. A special award – the Most

Innovative Sustainable Finance Deal Award – was presented to Johor Plantations Group Berhad, in recognition of the issuance of their RM1.35 billion sustainability-linked Sukuk Wakalah.

MARC's 29<sup>th</sup> Annual General Meeting was held on 24 June 2025 under the theme "Powering Foundations, Unlocking Potential", where shareholders approved the financial results and final dividend for FY2024.

On 11 July 2025, MARC convened An Afternoon Talk with MARC: Global Economic & Market Outlook, Geopolitics and Tariff Agendas in Kuala Lumpur, bringing together C-suite executives and senior leaders to discuss macroeconomic volatility and geopolitical developments.

The MARC Malaysian Bond & Sukuk Conference 2025 (MMBS 2025), held on 7 November 2025 under the theme "From Tariffs to Tech: Powering Growth in a Transforming World", examined global policy shifts, technology transformation and sustainability trends reshaping financial markets. During the conference, we highlighted the significance of our Data Centre Rating Methodology Paper, released earlier in the year, as a key framework supporting digital infrastructure financing.

On 29 November 2025, MARC hosted the MARC Recharge: Bond Beyond Business Pickleball Tournament, strengthening professional relationships among bankers, investors and financial partners.

## STRATEGIC COLLABORATION

On 23 July 2025, MARC and China Chengxin International Credit Rating Co, Ltd signed a Memorandum of Cooperation. The partnership aims to strengthen cross-border credit rating collaboration, enhance sustainable finance initiatives and facilitate joint macroeconomic research.

This cooperation reflects MARC's commitment to fostering knowledge exchange and measured regional engagement. Awards and Industry Recognition

In 2025, MARC received two notable industry recognitions, including:

- Best Islamic Rating Agency in Malaysia at The Asset Triple A Islamic Finance Awards
- Best Islamic Rating Agency 2025 at the Global Islamic Finance Awards (GIFA), marking the 11<sup>th</sup> time we have received this distinction

These recognitions reflect the strength of our analytical capabilities and the confidence placed in MARC across Malaysia's broader capital market ecosystem.

## FINANCIAL PERFORMANCE

In 2025, MARC recorded operating revenue of RM25.52 million, representing a 2.04% increase from RM25.01 million in the previous year. Growth was supported by steady ratings activity and increasing contributions from diversification initiatives.

Following strong issuance activity in 2024, 2025 reflected a more balanced market environment. The Group delivered stable earnings performance, supported by resilient ratings engagement and expanding complementary services.

## BUILDING TOWARDS 30 YEARS – UNPARALLELED EXCELLENCE

As we approach our 30<sup>th</sup> anniversary in 2026, MARC does so with a clear understanding of what has sustained us for nearly three decades: independence in judgment, consistency in performance, and the trust of the market.

The next chapter is not about growing for growth's sake. It is about sharpening our edge and deepening our impact. This means:

- **Delivering Ratings that Withstand Market Cycles:** Across infrastructure, digital assets, sustainability-linked instruments, and emerging financing models, our credit opinions will continue to provide the clarity investors need to make confident decisions.
- **Driving Research that Shapes Decisions:** MARC's insights will inform investors, policymakers, and regulators, strengthening Malaysia's financial ecosystem.
- **Expanding Data and Analytics Capabilities:** Leveraging our subsidiaries and strategic partnerships, MARC will provide businesses with intelligence and solutions beyond just ratings, enabling smarter risk management and strategic planning.
- **Upholding Uncompromising Governance Standards:** Integrity and transparency remain non-negotiable, even as markets evolve and competitive pressures intensify.

MARC's strength lies not only in what we do individually, but in how we operate as a group. Each subsidiary contributes specialised expertise – from credit assessment to market analytics, and from digital innovation to sustainable finance – allowing us to provide holistic solutions for a complex, interconnected capital market. Together, we are positioned to evolve from a credit rating agency into a multi-dimensional financial intelligence provider.

## GCEO's Statement

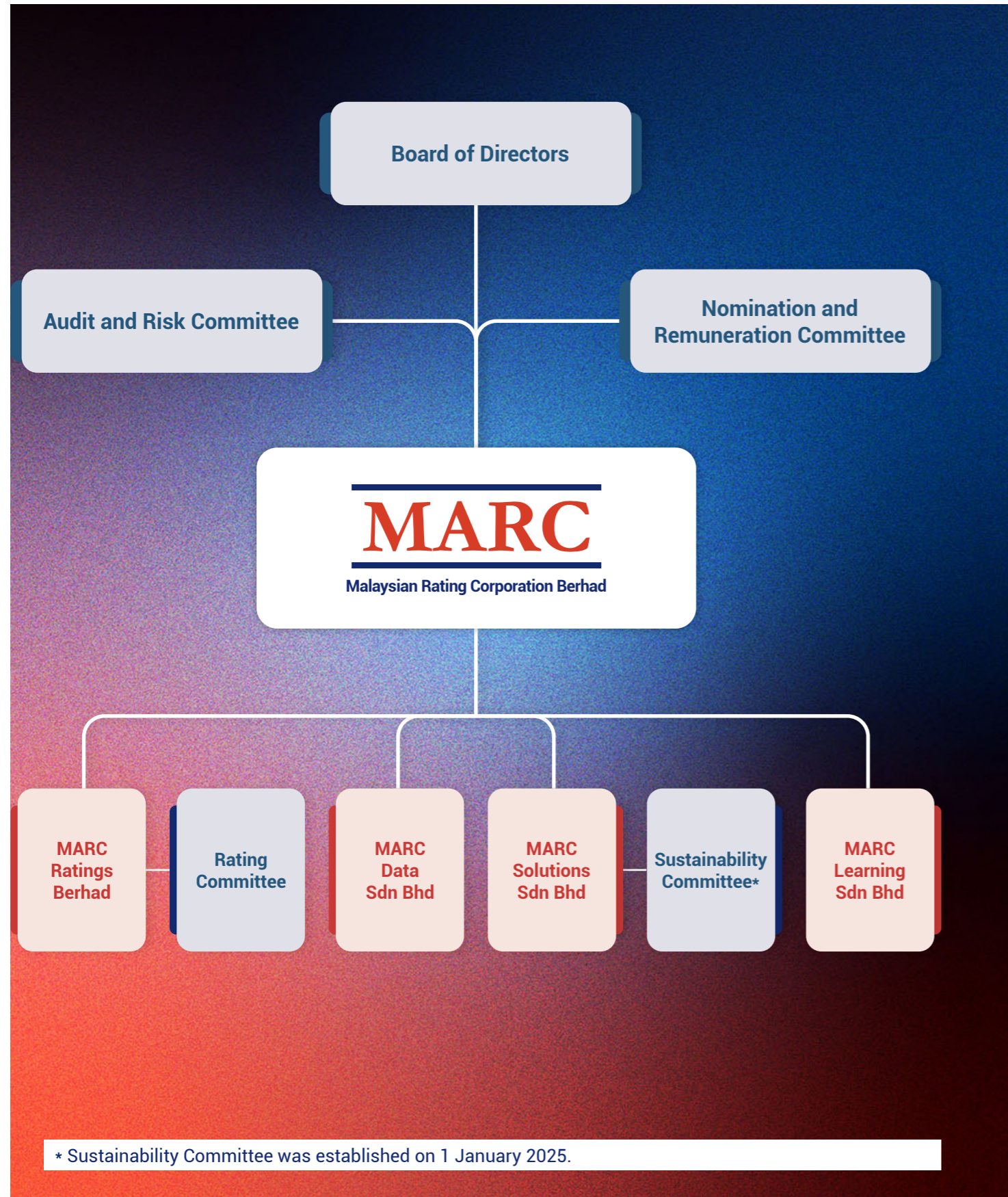


**"Unparalleled Excellence"** – MARC's 30<sup>th</sup> anniversary theme – will be defined not by slogans, but by outcomes. Thirty years of trust is not inherited. It is earned, repeatedly, through rigour, relevance, and reliability.

The next chapter begins with clarity and conviction. As we enter this milestone year, MARC will continue to set the benchmark for excellence in Malaysia's capital market.

**ARSHAD MOHAMED ISMAIL**  
Group Chief Executive Officer

# Corporate Governance Structure



# Roles and Functions

- BOARD OF DIRECTORS**
  - The Board is collectively responsible for the overall leadership of the Group, meeting its objectives and goals, and promoting its long-term sustainability and success within a framework of prudent and effective controls.
  - The role of the Board is to ensure the effective governance of the Company, set policies, monitor the performance of the Company, and support the management in the running of the Company.
  - Together with Management, the Board promotes good corporate governance culture within the Group, ensuring honest and ethical leadership, prudent and professional behaviour in the conduct of its business and in all aspects of its business operations.
- AUDIT AND RISK COMMITTEE**
  - The Audit and Risk Committee (ARC) assists the Board in fulfilling its oversight functions in relation to internal controls and financial reporting of the Group. The ARC provides the Board with assurance on the quality and reliability of the financial information reported by the Group while promoting efficiency, good governance practices, and risk management activities to ensure the proper conduct and safeguarding of the Group's assets.
  - The ARC reviews the performance of the Company's internal and external auditors and their reports on a risk-based planning approach. As part of its role, the committee monitors compliance with the Company's Code of Conduct and other internal policies as well as legal and regulatory requirements.
  - The ARC oversees Group-wide risk management strategy, policies, and mitigation efforts.
- NOMINATION AND REMUNERATION COMMITTEE**
  - The Nomination and Remuneration Committee (NRC) is responsible for assessing, reviewing, and recommending to the Board appointments of the Group Chief Executive Officer (GCEO), Board and RC members to promote the highest standards while seeking qualified candidates. The NRC provides an oversight of the appropriate structure of the Board, Board Committees, and the RC.
  - The NRC also assesses, reviews, and recommends to the Board remuneration matters of the GCEO, Directors, as well as members of the RC.
  - The NRC extends its responsibility to ensure that the Company's remuneration policies and practices are reasonable and fair, and that rewards for performance are sufficient to attract and retain high-calibre staff.
- RATING COMMITTEE**
  - The role of the Rating Committee (RC) is to deliberate and assign/affirm new ratings and surveillance ratings, review rating actions, provide an independent collective view, and review/approve the rating methodologies applied.
  - The RC ensures that rating decisions are based on sufficient information, incorporating all considerations pertinent for the rating at hand and applying MARC Ratings' approved rating methodologies.
  - The RC functions independently from the Board, meets as and when required to ensure timely rating actions, and comprises members who meet the eligibility criteria as set by the Securities Commission.
- SUSTAINABILITY COMMITTEE**
  - The Sustainability Committee (SC) is vested with the authority to affirm, suspend, withdraw, or revise the scoring recommendations associated with sustainability products. Additionally, the SC reserves the right to withdraw the assessment of a sustainability product when deemed appropriate.
  - The SC is responsible for the review and approval of all new or revised sustainability methodologies and frameworks.
  - The SC undertakes a self-assessment of its effectiveness on a regular basis, at a minimum annually, and contributes to the advancement of MARC's broader Environmental, Social, and Governance (ESG) and sustainability initiatives and agenda.

## Policies

### CHINESE WALL POLICY

- The Chinese Wall Policy serves to ensure that Rating Analysts have the necessary independence to express their respective opinions, free from the improper influence of other employees and third parties, and from financial and commercial considerations.
- The Policy also aims to protect the confidentiality of information given to the Rating Analysts in connection with the rating process.

### CODE OF CONDUCT

- The Code of Conduct (Code) sets forth prescribed standards for MARC's employees regarding the ethical conduct of its business. The Code incorporates regulatory requirements of the Securities Commission Malaysia's Guidelines on Registration of Credit Rating Agencies and complies with Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. It also reflects substantial adherence to the International Organisation of Securities Commissions' (IOSCO) Code of Conduct Fundamentals for Credit Rating Agencies.
- In addition, this Code incorporates provisions from the Best Practices Framework adopted by the Association of Credit Rating Agencies in Asia (ACRAA) and Malaysian Code of Corporate Governance (MCCG).

### PERSONAL INVESTMENT AND TRADING OF SECURITIES POLICY

- The Personal Investment and Trading of Securities Policy establishes a standard of conduct for MARC Ratings' employees, directors, and Rating Committee members regarding their dealings in personal investment and trading of securities.
- Accordingly, this Policy aims to prevent any real or apparent conflicts of interest which may be used by MARC Ratings' employees or non-employees for their own direct or indirect personal gain.

### BUSINESS CONTINUITY MANAGEMENT POLICY

- The Business Continuity Management Policy is designed to outline the roles and responsibilities, processes, and systems necessary to resume or restore the business operation of MARC as swiftly and smoothly as possible in the event of major and extended services outages caused by factors beyond the organisation's control, such as natural disasters and man-made events.
- The proper implementation of this Policy will ensure the survival of the organisation, protect corporate assets, and minimise financial losses and the loss of customers in the event of a disaster or when facing succession issues.

## Policies

### POLICY ON CONFLICT OF INTEREST FOR ANALYSTS AND POLICY ON CONFLICT OF INTEREST FOR RATING COMMITTEE

- MARC Ratings' Policy on Conflict of Interest for Analysts and Policy on Conflict of Interest for Rating Committee serve to define and manage potential conflicts of interest on behalf of analysts and Rating Committee members.
- Purposeful compliance with these policies will avoid both actual bias and appearance of bias and ensure that conflict of interest disclosures are made and disclosed in a manner that will allow users of MARC Ratings' credit ratings to make an informed decision about the existence and impact of conflicts of interest.

### MARC'S COMPLIANCE FRAMEWORK

- This compliance framework serves to provide an explicit commitment to MARC's stakeholders, including our regulator, of the organisation's commitment to regulatory compliance as well as compliance with our core values, internal policies and procedures, and code of conduct.
- The compliance framework is designed with the aim of minimising compliance risks and instilling a compliance culture, based on preventing, detecting, and responding to compliance issues.

### WHISTLEBLOWING POLICY

- MARC's Whistleblowing Policy serves to promote and maintain high standards of transparency, accountability, and ethics in the workplace. Ensuring that a process is in place to allow employees to report alleged improper or unlawful conduct without fear of retribution is an integral component of MARC's zero tolerance for inappropriate or unlawful workplace conduct.
- MARC is committed to maintaining an atmosphere of mutual workplace respect and appropriate business behaviour which is vital to the integrity and success of the organisation. To this end, MARC has in place a sound and effective whistleblowing policy

### ANTI-BRIBERY AND CORRUPTION POLICY

- MARC, including its subsidiaries, is committed to conducting its business dealings ethically, with integrity and in compliance with all applicable laws and regulations in the countries where it does business. MARC has a zero-tolerance position against all forms of bribery and corruption. MARC's Anti-Bribery and Corruption Policy sets out the responsibilities of MARC, and of those working for MARC on observing and upholding MARC's position on bribery and corruption.

# 04. SERVICES AND PEOPLE

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## MARC Ratings Berhad



MARC's track record in the provisioning of credit rating services dates back to 1996, when it commenced operations as one of only two domestic credit rating agencies licensed by the Securities Commission Malaysia. Today, these activities are undertaken through its wholly-owned subsidiary MARC Ratings Berhad, which has become a key pillar in the development and growth of the Malaysian capital market.

Since its inception, the Group has completed close to 850 credit ratings on both conventional and Islamic debt securities, representing a combined issue size of approximately RM900 billion as at end-December 2025. Through MARC Ratings, the Group delivers independent, informed, and forward-looking opinions on the relative creditworthiness of debt issuers and their ability to meet financial obligations. The agency remains committed to providing objective, rigorous, and value-adding analytical insights to support investors' decision-making and broader market confidence.

MARC Ratings' Credit Analysis Reports are underpinned by nearly three decades of demonstrated expertise and extensive research, applying transparent and well-established rating methodologies to produce high-quality, consistent, and actionable insights. The agency provides both public and private ratings across a wide spectrum of debt capital market instruments, serving issuers in diverse sectors including toll road and port operators, energy services providers, construction and real estate players, commodity producers, and manufacturers. MARC Ratings also maintains credit ratings on financial institutions, sovereigns, and state governments.

Over the years, MARC Ratings has demonstrated strong predictive capability in assessing credit default risk and has consistently delivered stable and reliable rating opinions. MARC Ratings' rating accuracy ratio continued to improve, with an accuracy rate of 99.1% for the five-year period between 2020 and 2025, reflecting continued enhancement in its ability to evaluate relative credit risk effectively.

## MARC Data Sdn Bhd

Malaysia's small and medium enterprises (SMEs) face persistent funding gaps, with credit applications being declined due to insufficient information rather than poor creditworthiness. Yet these businesses transact daily with government and corporate buyers, generating procurement and payment data that remain untapped for credit purposes.

MARC Data Sdn Bhd (MARC Data) connects procurement performance to credit assessment, helping lenders and buyers make better decisions. Licensed under the Credit Reporting Agencies Act 2010, the company enables lenders to finance capable businesses and helps procurement functions transact with creditworthy suppliers.

### 01 Business Information and Credit Reporting

MARC Data's credit reports consolidate data from multiple sources into a single view of a business' financial standing. Our reports include the latest SSM corporate profile, directors and shareholders information, financial highlights, charge details, document lodgement history, litigation records, and the MARC Data Credit Score.

Reports are also available for Registration of Business registered entities including enterprises, sole proprietorships, partnerships, and Limited Liability Partnership, subject to data availability.

### 02 Data Analytics Services

MARC Data provides analytical solutions including vendor vetting, industry-wide financial analysis, and market intelligence reporting.

In 2025, the company secured a contract with a major government-linked company to provide vendor vetting for its procurement processes, validating a broader opportunity in both government and corporate supply chains.

### 03 MARC Data Credit Score

The MARC Data Credit Score measures creditworthiness and default probability, incorporating financial metrics, payment behaviour, litigation history, and industry benchmarks.

For lenders, this is a consistent basis for credit decisions. For procurement teams, this means confidence in supplier viability. For businesses, the assessment is based on demonstrated performance rather than perception.

## MARC Solutions Sdn Bhd

MARC Solutions Sdn Bhd (MARC Solutions) provides environmental, social and governance (ESG) and sustainability-related offerings and solutions.



### 01 Impact Assessment (IA)

MARC Solutions provides independent external review services for bonds or sukuk issued under the Securities Commission Malaysia's Sustainable and Responsible Investment (SRI) and SRI-linked Sukuk Framework; ASEAN Green Bond Standards; ASEAN Sustainability Bond Standards; ASEAN Social Bond Standards; the International Capital Market Association's (ICMA) Green Bond Principles or Social Bond Principles or Sustainability Bond Guidelines, among others. Undertaken in accordance with the Impact Assessment methodology, MARC Solutions' Second Party Opinions (SPOs) help investors assess the environmental and/or social benefits of their investments or financings.

MARC Solutions has reviewed and updated the IA methodology to accommodate increased assessment complexities, including climate transition and sustainability-linked financing considerations, as well as provisions for integrated sustainable financing instruments. MARC Solutions' updated IA methodology is now available on MARC's website.

### 02 Enterprise Responsibility & Sustainability Assessment (ERSA)

Utilising Capital Market Malaysia's Simplified ESG Disclosure Guide as the mainframe, MARC Solutions' ERSA is a specialised tool designed to provide Small and Medium Enterprises (SMEs) with an affordable and accessible method to evaluate their ESG performance and for respective value chain owners to fulfill their ESG reporting requirements.

MARC Solutions' ERSA will be directly deployed onto a web-based, digital ESG platform. The maturity-based approach of ERSA ensures that SMEs and emerging corporates have a standardised and optimised sustainability screening platform, with flexibility and adaptability across various business maturity and sectors/sub-sectors.

### 03 Sustainability Committee

To highlight the Group's commitment to addressing the complex and evolving ESG challenges shaping today's global landscape, MARC Solutions formalised the appointment of a Sustainability Committee.

Besides supporting MARC Group's broader sustainability initiatives and agenda, the Committee also has the responsibility and authority to review and endorse scoring recommendations for MARC's sustainability offerings, and examine any new or revised sustainability methodology or framework, among others.

The establishment of the Committee marks a significant milestone in MARC Solutions' journey towards embedding sustainability at the heart of MARC Group's business strategy. It also highlights the group's proactive approach to continuously integrate ESG principles into its offerings and decision-making processes.

## MARC Learning Sdn Bhd



MARC Learning Sdn Bhd (MARC Learning) is the learning and development arm of MARC, offering a wide range of programmes on debt capital markets, risk management, project finance, economics, sustainability and other finance-related disciplines. In addition, MARC Learning provides soft skills training covering areas such as communication and customer service, human resources, and project management.

The company is committed to supporting the continuous development of corporate talent through engaging and interactive learning solutions, including pre-recorded courses, live online webinars, and in-person training. Programmes are designed with pre- and/or post-assessments to evaluate participants' comprehension and learning outcomes.

MARC Learning courses are delivered by highly qualified and experienced trainers who are also practitioners from various corporate sectors. The courses are recognised by regulatory bodies such as the Securities Industry Development Corporation (SIDC) as Continuing Professional Education (CPE)-approved and are eligible for claims under the Human Resource Development Corporation (HRD Corp).

### PUBLIC LEARNING

MARC Learning offers pre-recorded courses, live virtual webinars, and in-person training programmes that comply with SIDC and HRD Corp requirements. These options are ideal for individuals seeking to enhance their knowledge and skills in specific subjects or industries.

### CUSTOMISED LEARNING

MARC Learning also provides customised in-house training programmes tailored to the unique needs of each organisation. Course content, duration, and participant numbers can be adjusted to align with client objectives and requirements.

## Corporate Events and Awards

### SAREC 2025



MARC, in collaboration with Qhazanah Sabah Berhad, a wholly-owned investment arm of the Sabah State Government, hosted the Sabah Renewable Energy Conference 2025: Corridor to Transform Vision to Reality (SAREC 2025) on 24 April 2025. Held at Shangri-La Tanjung Aru, Kota Kinabalu, Sabah, the event was officiated by Yang Amat Berhormat Datuk Seri Panglima Haji Hajiji Haji Noor, the Chief Minister of Sabah, represented by Yang Berhormat Datuk Seri Panglima Masidi Manjun, Minister of Finance Sabah. The conference was attended by more than 250 delegates from government agencies, financial institutions, renewable energy developers, and utilities, among others.

The conference kicked off with a presentation on the economic and market outlook for 2025 and beyond, followed by a presentation on the current state of renewable energy in Sabah. The event then continued with four panel sessions and a fireside chat, discussing the challenges in the expansion of the renewable energy sector in Sabah; policy, financial as well as investment strategies for growth and returns in Sabah's renewable energy sector; as well as collaboration and partnership opportunities.

### LEAD MANAGERS' LEAGUE TABLE AWARDS 2024



MARC celebrated top capital market performers at its Lead Managers' League Table Awards 2024. The event was held at The Majestic Hotel Kuala Lumpur on 14 May 2025.

AmInvestment Bank Berhad emerged as the leader in the Issue Count category, topping the list for the number of lead-arranged debt and sukuk programmes rated by MARC Ratings. CIMB Investment Bank Berhad and Maybank Investment Bank Berhad tied for the first runner-up position, while Hong Leong Investment Bank Berhad, HSBC Amanah Malaysia Berhad, Alliance Islamic Bank Berhad, RHB Investment Bank Berhad, and United Overseas Bank (Malaysia) Berhad shared the second runner-up ranking.

Maybank Investment Bank Berhad topped the Issue Value category, for the total value of rated transactions arranged. AmInvestment Bank Berhad and CIMB Investment Bank Berhad were named first and second runners-up.

A special award – the Most Innovative Sustainable Finance Deal Award – was presented to Johor Plantations Group Berhad and its principal advisor and lead arranger, Maybank Investment Bank Berhad. This award was given in recognition of the RM1.35 billion sustainability-linked Sukuk Wakalah, the first of its kind by a plantation company, issued in conjunction with Johor Plantations Group's successful debut on the Main Market of Bursa Malaysia in July 2024.

## Corporate Events and Awards

### MARC AGM 2025

MARC held its 29<sup>th</sup> Annual General Meeting (AGM) on 24 June 2025, themed "Powering Foundations, Unlocking Potential" via virtual streaming. During the meeting, the Company's financial results and final dividend for the fiscal year ended 31 December 2024, were approved.

### AN AFTERNOON TALK WITH MARC: GLOBAL ECONOMIC AND MARKET OUTLOOK, GEOPOLITICS AND TARIFF AGENDAS



MARC brought together leading voices in finance, policy, and economics at its forum, "An Afternoon Talk with MARC: Global Economic and Market Outlook, Geopolitics and Tariff Agendas". Held on 11 July 2025 at M Resort & Hotel Kuala Lumpur, the discussions focused on navigating macroeconomic volatility, geopolitical tensions, and trade realignments shaping the second half of 2025 and beyond. The exclusive invitation-only event was attended by C-suite executives and senior management from financial institutions, government-linked companies and corporates.

The event began with a presentation by Dr Ray Choy, Chief Economist of MARC Ratings Berhad, on the global economic outlook for the second half of 2025. This was followed by an expert panel session titled "US Tariffs & Geopolitics: Demystifying Nested Agendas", where the panellists explored the intensification of trade tensions, US tariff strategies, supply chain recalibration, and the regional response from ASEAN economies.

### MARC AND CHINA'S CCXI SIGN MOC TO STRENGTHEN CROSS-BORDER CREDIT RATING AND SUSTAINABLE FINANCE



MARC and China Chengxin International Credit Rating Co., Ltd (CCXI), one of China's leading credit rating agencies, formalised a strategic partnership through the signing of a Memorandum of Cooperation (MoC) on 23 July 2025. The MoC signifies a shared commitment to strengthening cross-border collaboration in credit rating, macroeconomic research, and sustainable finance initiatives between Malaysia and China. Under the MoC, a joint working group will be formed to implement the cooperation framework, identify priority initiatives, and develop joint programmes.

### MARC RATINGS WINS BEST ISLAMIC RATING AGENCY IN MALAYSIA AT THE ASSET TRIPLE A ISLAMIC FINANCE AWARDS



MARC Ratings Berhad was recognised as Best Islamic Rating Agency in Malaysia at The Asset Triple A Islamic Finance Awards 2025, held on 27 August in Kuala Lumpur. The annual awards, organised by Hong Kong-based financial publication The Asset, honour excellence among financial institutions and market participants driving the growth of Islamic finance globally.

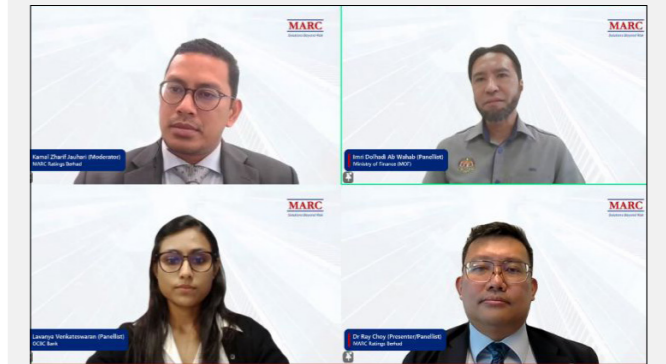
### MARC RATINGS NAMED BEST ISLAMIC RATING AGENCY 2025 AT GLOBAL ISLAMIC FINANCE AWARDS



MARC Ratings Berhad was named Best Islamic Rating Agency 2025 at the 15<sup>th</sup> Global Islamic Finance Awards (GIFA), held in Kuala Lumpur on 11 September 2025. The prestigious ceremony was attended by over 400 guests, including Prime Minister Datuk Seri Anwar Ibrahim and Deputy Prime Minister Datuk Seri Dr Ahmad Zahid Hamidi, and celebrated more than 60 winners from around the world. This recognition marks the 11<sup>th</sup> time MARC Ratings has received the award.

## Corporate Events and Awards

### MARC360 REFLECTIONS: ANALYSES OF MALAYSIA'S BUDGET 2026 AND POST-BUDGET DEBATES



MARC hosted "MARC360 Reflections: Analyses of Malaysia's Budget 2026 and Post-Budget Debates" on 15 October 2025. The webinar explored Malaysia's reform momentum, fiscal resilience, and economic prospects for 2026 and beyond, featuring prominent experts from both the public and private sectors. The session began with a presentation by Dr Ray Choy, Chief Economist at MARC Ratings Berhad, titled "Building Resilience Amid Global Risks", followed by a panel discussion titled "From Fiscal Priorities to National Progress".

## Corporate Events and Awards

### MMBS 2025: FROM TARIFFS TO TECH: POWERING GROWTH IN A TRANSFORMING WORLD



MARC convened the MARC Malaysian Bond & Sukuk Conference 2025 (MMBS 2025) on 7 November 2025 via Zoom. Held under the theme "From Tariffs to Tech: Powering Growth in a Transforming World", this year's conference – supported by Moody's Ratings as Event Partner – examined how global shifts in policy, technology, and sustainability are reshaping Malaysia's financial markets and investment landscape.

During the event, MARC GCEO Encik Arshad Mohamed Ismail also announced a significant milestone for MARC – the release of Malaysia's first Data Centre Rating Methodology Paper, a pioneering initiative that positions MARC at the forefront of evaluating and facilitating investments in the country's expanding digital infrastructure sector.

The conference opened with a keynote presentation titled "China's Economic Performance amid US Tariff Shocks" by a speaker from China Chengxin International Credit Rating Co., Ltd. (CCXI), one of China's largest credit rating agencies. The conference also featured a panel discussion titled "Setting Up the Foundations for Digital Infrastructure and Data Centres". The panel explored Malaysia's readiness to attract large-scale digital infrastructure investments, highlighting the importance of sustainable financing, energy efficiency, and regulatory alignment. The conference concluded with a presentation titled "Asia's Economic & Market Outlook: Beyond the Geoeconomic Storm", by Dr Ray Choy, Chief Economist at MARC Ratings Berhad.

### MARC RECHARGE: BOND BEYOND BUSINESS PICKLEBALL TOURNAMENT 2025



MARC hosted the "MARC Recharge: Bond Beyond Business Pickleball Tournament 2025" at BASE Pickle & Padel Club on 29 November 2025, a spirited event that saw bankers, investors and financial sector partners trading volleys, laughter and plenty of competitive fire. Designed as an energising break from boardrooms and year-end deadlines, the tournament enabled participants to connect, unwind and strengthen professional relationships in a dynamic setting.

## Corporate Social Responsibility and Club MARC

### ZAKAT CONTRIBUTION TO UTM AND USM

In 2025, zakat contributions amounting to RM60,000 were distributed under the Zakat Wakalah Programme to support asnaf students at two esteemed higher learning institutions, Universiti Teknologi Malaysia (UTM) and Universiti Sains Malaysia (USM). A total of 120 asnaf students (60 from each university) benefited from this initiative, which aimed to help cover a portion of their study fees. The zakat handover ceremonies were held at both universities' Kuala Lumpur campuses, with the ceremony at UTM taking place on 14 October 2025 and at USM on 15 October 2025. The zakat funds were derived from 12.5% of MARC staff zakat contributions received from Pusat Pungutan Zakat MAIWP.



### DONATION TO PERBADANAN KOTA BUKU

MARC made a donation to Perbadanan Kota Buku (PKB) in Cyberjaya in support of PKB's "Program Kota Budi ESG – Dua Juta Buku Tulis Kitar Semula: Memacu Pendidikan Lestari". The mock cheque presentation was held on 20 November 2025. Through this sponsorship, 6,500 recycled exercise books will be distributed to 650 students, primarily from the B40 community. This collaboration supports equitable education, responsible consumption and production, and sustainability.



### FESTIVE CELEBRATIONS

MARC staff came together throughout the year to celebrate various festive occasions. In February, they welcomed the Chinese New Year with a buffet lunch, at Dorsett Hartamas Kuala Lumpur, featuring the traditional yee sang prosperity toss. This was followed by a Hari Raya Aidilfitri Hi-Tea at Havana Kuala Lumpur in April, where staff gathered to enjoy festive delicacies and good company. The year concluded on a joyful note with a Christmas Hi-Tea and gift exchange at Dorsett Hartamas Kuala Lumpur in December.



# Corporate Social Responsibility and Club MARC

## STAFF ENGAGEMENT ACTIVITIES

Throughout the year, Club MARC arranged an array of engaging activities for the staff to gather and foster connections beyond the workplace. These included badminton and pickleball sessions, a movie outing at the cinema, an escape room challenge at Breakout, and exciting dirt kart and ATV experiences.



# Corporate Social Responsibility and Club MARC

## MARC COMPANY TRIP TO VIETNAM (HALONG BAY AND HANOI)

On 14-17 November, MARC staff and family members travelled to Halong Bay and Hanoi in Vietnam for the 2025 company trip. Highlights included a scenic cruise through the iconic limestone karsts of Halong Bay, with a stop at the Sung Sot Cave, the bay's largest and most beautiful cave; exploring Hanoi's bustling historic Old Quarter, renowned for its narrow, trade-specific streets; enjoying the picturesque surroundings of Hoan Kiem Lake, widely regarded as the symbolic centre of Hanoi; and a visit to the Temple of Literature, a revered site dedicated to Confucius and one of Vietnam's most important historical and cultural landmarks.

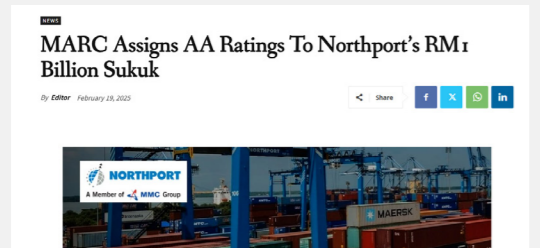


# MARC in the News

# MARC in the News

**19 FEBRUARY 2025**


**MARC Assigns AA Ratings to Northport's RM1 billion Sukuk**



<https://www.businesstoday.com.my/2025/02/19/marc-assigns-aa-ratings-to-northports-rm1-billion-sukuk/>

**09 MARCH 2025**

**MARC Affirms MMC Corp's RM2.5 billion Sukuk Rating**



<https://www.nst.com.my/business/corporate/2025/03/1185785/marc-affirms-mmc-corps-rm25bil-sukuk-rating%2%A0>

**02 MAY 2025**

**MARC Projects Malaysia's 1Q GDP Growth at 4.4%**



<https://www.thestar.com.my/business/business-news/2025/05/02/marc-projects-malaysia039s-1q-gdp-growth-at-44>

**14 MAY 2025**


**MARC: Unjuran Positif Untuk Pasaran Malaysia Susulan Tarif Tangguh 90 Hari Antara AS-China**



[https://www.bernama.com/bm/news.php/am/dunia/target='\\_blank?id=2422913](https://www.bernama.com/bm/news.php/am/dunia/target='_blank?id=2422913)

**10 APRIL 2025**

**Malaysia in Good Position to Negotiate with US on Tariffs, says MARC Ratings**



<https://theedgemaalaysia.com/node/750965>

**24 APRIL 2025**

**SAREC 2025 Strengthens Drive Toward Sustainable Energy Goals**



<https://www.dailyexpress.com.my/news/256949/sarec-2025-strengthens-drive-toward-sustainable-energy-goals/>

**14 MAY 2025**

**MARC Ratings Awards 2024 Top Lead Managers in the Domestic Bond and Sukuk Markets**



<https://www.businesstoday.com.my/2025/05/14/marc-ratings-awards-2024-top-lead-managers-in-the-domestic-bond-and-sukuk-markets/>

**16 JULY 2025**

**MARC: Inflation to Stay Manageable Despite SST Hike**



<https://www.nst.com.my/business/corporate/2025/07/1245500/marc-inflation-stay-manageable-despite-sst-hike>

**26 APRIL 2025**

**SAREC 2025: Sabah's Econ Prospects Robust**



<https://www.dailyexpress.com.my/news/257065/sarec-2025-sabah-s-econ-prospects-robust/>

**02 MAY 2025**

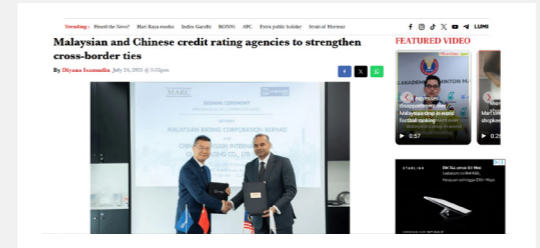
**Foreign Investors Returned to Malaysian Bonds with RM2.8 billion Inflows in April 2025**



<https://theedgemaalaysia.com/node/753759>

**24 JULY 2025**

**Malaysian and Chinese Credit Rating Agencies to Strengthen Cross-Border Ties**



<https://www.nst.com.my/business/corporate/2025/07/1249699/malaysian-and-chinese-credit-rating-agencies-strengthen-cross>

**04 AUGUST 2025**

**MARC Group CEO Arshad Mohamed Ismail Appointed CEO of MARC Ratings**



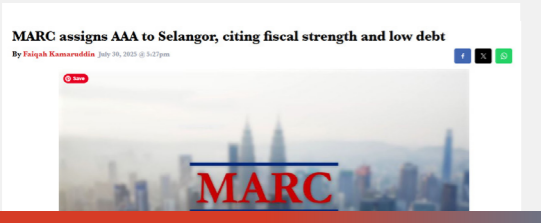
<https://themalaysianreserve.com/2025/08/04/marc-group-ceo-arshad-mohamed-ismail-appointed-ceo-of-marc-ratings/>

# MARC in the News

# MARC in the News

**30 JULY 2025**

**MARC Assigns AAA to Selangor, Citing Fiscal Strength and Low Debt**



<https://www.nst.com.my/business/economy/2025/07/1252877/marc-assigns-aaa-selangor-citing-fiscal-strength-and-low-debt?source=widget>

**15 OCTOBER 2025**

**MARC Ratings Sees Possible OPR Cut in 2026 Amid Tame Inflation and Moderate Growth**



<https://theedgemalaysia.com/node/774186>

**07 NOVEMBER 2025**

**Bond Market in Early Stages of Financing Participation for Digital Infra, Date Centre - MARC**



<https://www.thestar.com.my/business/business-news/2025/11/07/bond-market-in-early-stages-of-financing-participation-for-digital-infra-date-centre---marc>

**08 NOVEMBER 2025**

**Beza Kadar Fed, OPR Dijangka Terus Berkurangan Tahun Hadapan**



<https://berita.rtm.gov.my/ekonomi/senarai-berita-ekonomi/senarai-artikel/beza-kadar-fed-opr-dijangka-terus-berkurangan-tahun-hadapan>

**15 OCTOBER 2025**


**Pertumbuhan Ekonomi Malaysia Dipacu Permintaan Domestik, Infrastruktur**



<https://berita.rtm.gov.my/ekonomi/senarai-berita-ekonomi/senarai-artikel/pertumbuhan-ekonomi-malaysia-dipacu-permintaan-domestik-infrastruktur>

**07 NOVEMBER 2025**

**MARC Ratings Expects 25-Basis-Point OPR Cut Next Year**



<https://www.nst.com.my/business/corporate/2025/11/1310386/marc-ratings-expects-25-basis-point-opr-cut-next-year>

**04 DECEMBER 2025**

**Harga Sawit Diunjur Kekal Stabil Tahun Depan**



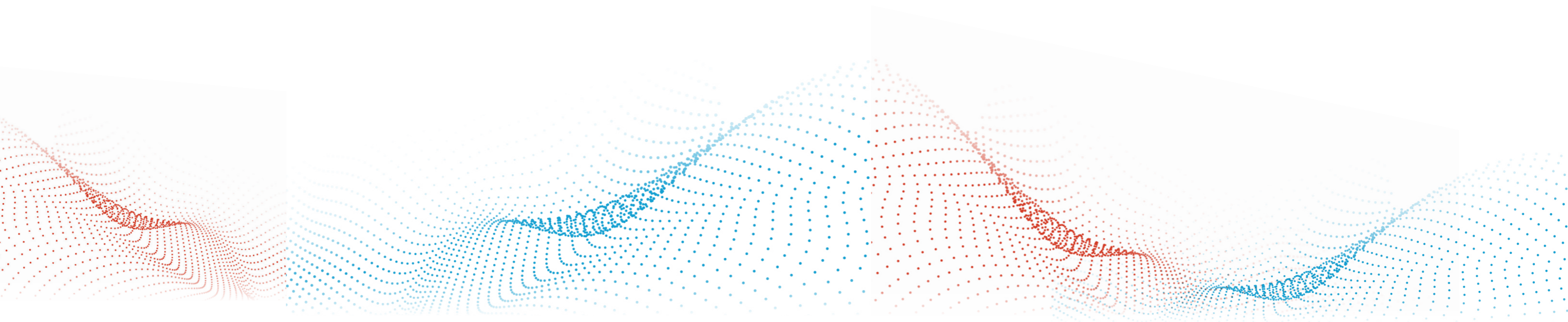
<https://www.astroawani.com/video/bisnes-x7sinh/harga-sawit-diunjur-kekal-stabil-tahun-depan-x9v0zd0>

**25 DECEMBER 2025**

**Ringgit Rises to 4.04 as Investor Confidence Strengthens; Economist Foresees Return to 3.82**



<https://themalaysianreserve.com/2025/12/25/ringgit-rises-to-4-04-as-investor-confidence-strengthens-economist-foresees-return-to-3-82/>



# 05. FINANCIAL STATEMENTS

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65	Statements of Financial Position		

## Directors' Report

The directors of **MALAYSIAN RATING CORPORATION BERHAD** have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

### PRINCIPAL ACTIVITIES

The principal activities of the Company are that of a holding company with provision of management services.

The principal activities of the subsidiaries are as stated in Note 15 to the financial statements. There have been no significant changes in the nature of these principal activities of the subsidiaries during the financial year.

### RESULTS OF OPERATIONS

	GROUP RM	COMPANY RM
Profit net of tax, attributable to owners of the parent	7,716,659	9,698,732

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

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

### DIVIDENDS

Dividends paid by the Company since the end of the previous financial year were as follows:

	RM
First and final single tier dividend of 5 sen per ordinary share in respect of financial year ended 31 December 2024	1,000,000

The directors has not recommended any dividend payment in respect of the current financial year.

### DIRECTORS

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

Tan Sri Dr Nik Norzrul Thani Bin N. Hassan Thani*	(Appointed 6 March 2025)
Cheong Huay Huay Wendy	(Appointed 6 March 2025)
Y. Bhg. Dato' Wan Mohd Fadzmi Che Wan Othman Fadzilah	(Appointed 6 March 2025)
Lim Hun Soon @ David Lim	(Retired on 17 April 2025)
Mohammad Ridzuan Bin Abdul Aziz*	(Retired on 17 April 2025)
Toi See Jong*	(Retired on 17 April 2025)
Dr Veerinderjeet Singh A/L Tejwant Singh*	(Retired on 17 April 2025)

\*The directors in office at the date of this report are also respective directors of the Company's subsidiaries.

## Directors' Report

### DIRECTORS (CONT'D.)

The names of the directors of the Company's subsidiaries (excluding directors who are also directors of the Company) in office since the beginning of the financial year to the date of this report are:

Ng Kok Kheng	
Tan Nyat Chuan	
Arshad Bin Mohamed Ismail	
Mohd Nordin Bin Mohd Zain	(Appointed 6 March 2025)
Amita Shyam Shrivastava	(Appointed 6 March 2025)
Mohammad Farish Bin Mohd Noor	(Appointed on 31 July 2025)
Rajaseharan A/L Paramesran	(Ceased 31 July 2025)

### SHARE OPTIONS

No options have been granted by the Company to any parties during the financial year to take up unissued shares of the Company.

### DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the directors of the Company has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors as shown below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

The details of the directors' remuneration for the financial year ended 31 December 2025 are set out below:

	Group RM	Company RM
Non-executive:		
Fees	355,289	165,000
Other emoluments	47,326	24,166
Benefits-in-kind	15,834	15,834
<b>Total non-executive directors' remuneration (including benefits-in-kind)</b>	<b>418,449</b>	<b>205,000</b>
<b>Total directors' remuneration</b>	<b>418,449</b>	<b>205,000</b>

During and at the end of the financial year, no arrangement subsisted to which the Company was a party whereby the directors of the Company might acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

## Directors' Report

### DIRECTORS' INTEREST

None of the directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

### OTHER STATUTORY INFORMATION

- (a) Before the statements of profit or loss and other comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:
- to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate allowance for doubtful debts had been made; and
  - to ensure that any current assets which were unlikely to realise their value as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances:
- which would render the amount written off as bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and
  - which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
- any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - any contingent liability of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
- no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations as and when they fall due; and
  - no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

## Directors' Report

### INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The directors and officers of the Group and of the Company are covered by Directors and Officers liability insurance which is maintained on a group basis by the Company in respect of liabilities arising from acts committed in their respective capacity as, Directors and Officers of the Company subject to the terms of the policy. The total amount of Directors and Officers Liability Insurance effected for the Directors and Officers of the Company was RM10,000,000 whilst the total amount of premium paid by Company during the financial year was RM14,698.

There were no indemnity given to or insurance effected for auditors of the Company in accordance with Section 289 of the Companies Act 2016.

### AUDITORS' REMUNERATION

The amount payable as remuneration of the auditors for the Group and of the Company for the financial year ended 31 December 2025 is amounting to RM81,500 and RM36,000 respectively.

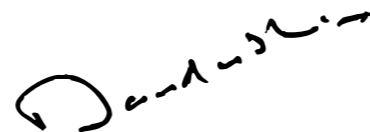
### AUDITORS

The auditors, Deloitte Malaysia PLT (formerly known as Deloitte PLT), have expressed their willingness to continue in office.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 7 May 2026.



Tan Sri Dr Nik Norzrul Thani Bin N.Hassan Thani



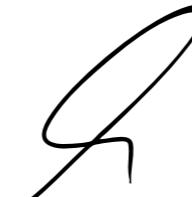
Lim Hun Soon @ David Lim

## Statement by Directors

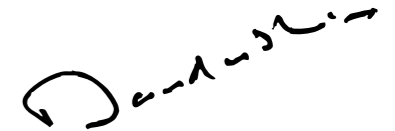
### Pursuant to Section 251(2) of the Companies Act, 2016

We, Tan Sri Dr Nik Norzrul Thani Bin N. Hassan Thani and Lim Hun Soon @ David Lim, being two of the directors of Malaysian Rating Corporation Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 64 to 102 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 7 May 2026.



Tan Sri Dr Nik Norzrul Thani Bin N.Hassan Thani



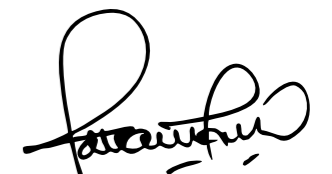
Lim Hun Soon @ David Lim

## Statutory Declaration

### Pursuant to Section 251(1)(b) of the Companies Act, 2016

I, Mohammad Farish Bin Mohd Noor, being the officer primarily responsible for the financial management of Malaysian Rating Corporation Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 64 to 102 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the abovenamed Mohammad Farish Bin Mohd Noor at Kuala Lumpur in the Federal Territory on 7 May 2026

Mohammad Farish Bin Mohd Noor

Before me,

50A-1, Jalan Kemuja  
Bangsar Utama,  
59000 Kuala Lumpur

## Independent Auditors' Report

to the members of Malaysian Rating Corporation Berhad (Incorporated in Malaysia)

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

#### Opinion

We have audited the financial statements of **Malaysian Rating Corporation Berhad**, which comprise the statements of financial position of the Group and of the Company as at 31 December 2025, and statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 64 to 102.

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

#### Basis for opinion

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

#### Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

#### Information Other than the Financial Statements and Auditors' Report thereon

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

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

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

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

#### Responsibilities of the Directors for the Financial Statements

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

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

## Independent Auditors' Report

to the members of Malaysian Rating Corporation Berhad (Incorporated in Malaysia)

### Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

#### Other Matter

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

**DELOITTE MALAYSIA PLT (LLP0010145-LCA)**  
Chartered Accountants (AF 0080)

**WONG KAR CHOON**  
Partner - 03153/08/2026 J  
Chartered Accountant

7 May 2026

## Statements of Profit or Loss and Other Comprehensive Income

For the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Revenue</b>	4	<b>25,518,177</b>	25,009,023	<b>10,235,496</b>	10,450,700
Cost of services rendered		(7,918,352)	(8,214,572)	-	-
<b>Gross profit</b>		<b>17,599,825</b>	16,794,451	<b>10,235,496</b>	10,450,700
<b>Other items of income</b>					
Interest income	5	968,099	851,145	655,447	468,737
Distribution income	6	8,217,626	1,620,424	8,217,626	1,599,747
Dividend income	7	23,237	103,654	5,023,237	6,103,654
Net foreign exchange (loss)/gain:					
Realised		(343)	1,611	-	-
Unrealised		(32)	(11)	(32)	(11)
Net unrealised loss on financial assets held at fair value through profit or loss ("FVTPL")		(4,000,875)	(310,770)	(4,000,875)	(330,828)
Other income	8	321,779	138,325	534,401	486,111
<b>Other items of expense</b>					
Public relations and marketing		(152,094)	(203,429)	(66,831)	(111,858)
Administrative expenses		(12,932,375)	(14,983,549)	(10,540,089)	(11,746,967)
<b>Profit before tax</b>	9	<b>10,044,847</b>	4,011,851	<b>10,058,380</b>	6,919,285
Income tax expense	12	(2,328,188)	(1,930,592)	(359,648)	(262,548)
<b>Profit for the year</b>		<b>7,716,659</b>	2,081,259	<b>9,698,732</b>	6,656,737
<b>Other comprehensive income/(loss)</b>					
<i>Other comprehensive loss that will not be reclassified to profit or loss in subsequent periods:</i>					
Net loss from changes in fair value on equity instruments at fair value through other comprehensive income ("FVTOCI")		(4,820)	(6,047)	(4,820)	(6,047)
Other comprehensive loss for the year, net of tax		(4,820)	(6,047)	(4,820)	(6,047)
<b>Total comprehensive income for the year</b>		<b>7,711,839</b>	2,075,212	<b>9,693,912</b>	6,650,690

The accompanying Notes form an integral part of the financial statements.

## Statements of Financial Position

As at 31 December 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	13	11,952,005	12,466,076	11,952,005	12,466,076
Intangible assets	14	636,375	959,278	766,375	959,278
Investment in subsidiaries	15	-	-	11,000,004	11,000,004
Deferred tax assets	16	1,176,037	1,472,458	590,207	753,184
Investment securities	17	55,760	60,580	55,760	60,580
		<b>13,820,177</b>	14,958,392	<b>24,364,351</b>	25,239,122
<b>Current assets</b>					
Trade and other receivables	18	6,126,102	3,858,828	566,099	364,873
Amount due from subsidiaries	19	-	-	16,710,106	8,100,560
Investment securities	17	26,885,858	28,665,278	26,885,858	27,554,653
Tax recoverable		2,798,562	2,484,480	1,454,951	1,593,479
Deposits with licenced financial institutions	20	30,090,519	23,312,901	11,556,348	10,262,652
Cash and bank balances	21	2,870,957	3,109,586	457,424	560,966
		<b>68,771,998</b>	61,431,073	<b>57,630,786</b>	48,437,183
<b>Total assets</b>		<b>82,592,175</b>	76,389,465	<b>81,995,137</b>	73,676,305
<b>Equity and liabilities</b>					
<b>Current liabilities</b>					
Other payables and accruals	22	5,553,832	6,062,961	2,065,687	2,408,644
Amount due to a subsidiary	19	-	-	-	32,123
		<b>5,553,832</b>	6,062,961	<b>2,065,687</b>	2,440,767
<b>Net current assets</b>		<b>63,218,166</b>	55,368,112	<b>55,565,099</b>	45,996,416
<b>Total liabilities</b>		<b>5,553,832</b>	6,062,961	<b>2,065,687</b>	2,440,767
<b>Net assets</b>		<b>77,038,343</b>	70,326,504	<b>79,929,450</b>	71,235,538
<b>Equity attributable to owners of the parent</b>					
Share capital	23	20,000,000	20,000,000	20,000,000	20,000,000
Retained earnings	24	57,050,752	50,334,093	59,941,859	51,243,127
Other reserves	25	(12,409)	(7,589)	(12,409)	(7,589)
<b>Total equity</b>		<b>77,038,343</b>	70,326,504	<b>79,929,450</b>	71,235,538
<b>Total equity and liabilities</b>		<b>82,592,175</b>	76,389,465	<b>81,995,137</b>	73,676,305

The accompanying Notes form an integral part of the financial statements.

## Statements of Changes in Equity

For the financial year ended 31 December 2025

	Note	Share capital RM	Distributable - Retained earnings RM	Non - distributable - Fair value adjustment reserve RM	Total equity RM
<b>Group</b>					
<b>At 1 January 2024</b>		20,000,000	49,252,834	(1,542)	69,251,292
Total comprehensive income		-	2,081,259	(6,047)	2,075,212
Transaction with shareholders:					
Dividends	31	-	(1,000,000)	-	(1,000,000)
<b>At 31 December 2024</b>		20,000,000	50,334,093	(7,589)	70,326,504
<b>At 1 January 2025</b>		20,000,000	50,334,093	(7,589)	70,326,504
Total comprehensive income		-	7,716,659	(4,820)	7,711,839
Transaction with shareholders:					
Dividends	31	-	(1,000,000)	-	(1,000,000)
<b>At 31 December 2025</b>		20,000,000	57,050,752	(12,409)	77,038,343
<b>Company</b>					
<b>At 1 January 2024</b>		20,000,000	45,586,390	(1,542)	65,584,848
Total comprehensive income		-	6,656,737	(6,047)	6,650,690
Transaction with shareholders:					
Dividends	31	-	(1,000,000)	-	(1,000,000)
<b>At 31 December 2024</b>		20,000,000	51,243,127	(7,589)	71,235,538
<b>At 1 January 2025</b>		20,000,000	51,243,127	(7,589)	71,235,538
Total comprehensive income		-	9,698,732	(4,820)	9,693,912
Transaction with shareholders:					
Dividends	31	-	(1,000,000)	-	(1,000,000)
<b>At 31 December 2025</b>		20,000,000	59,941,859	(12,409)	79,929,450

The accompanying Notes form an integral part of the financial statements.

## Statements of Cash Flows

For the financial year ended 31 December 2025

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Operating activities</b>				
(Deposits with)/Withdrawals from licenced financial institutions	(6,518,995)	1,666,960	(1,391,881)	(1,332,102)
Cash receipts from operations	37,678,840	47,642,565	10,293,547	10,491,857
Cash paid for operating expenses	(35,214,368)	(43,045,100)	(10,067,864)	(10,265,010)
Cash paid for low-value assets leases	(20,929)	(20,124)	(20,929)	(20,124)
Other cash receipts	264,373	88,071	264,112	60,976
Cash (used in)/generated from operations	(3,811,079)	6,332,372	(923,015)	(1,064,403)
Taxes paid	(2,597,993)	(3,172,958)	(58,143)	(476,564)
Taxes refunded	252,370	-	-	-
Net cash flows (used in)/generated from operating activities	(6,156,702)	3,159,414	(981,158)	(1,540,967)
<b>Investing activities</b>				
Dividend received	23,237	103,654	23,237	103,654
Dividend from a subsidiary	-	-	5,000,000	6,000,000
Purchase of investment securities	(25,455,186)	(1,618,691)	(25,455,186)	(1,598,014)
Proceeds from disposal of investment securities	23,574,192	235,445	22,463,567	235,445
Advances to subsidiaries	-	-	(8,641,669)	(2,911,789)
Interest received	9,067,619	2,420,748	8,552,650	1,998,476
Purchase of property, plant and equipment	(33,136)	(92,695)	(33,136)	(92,695)
Purchase of intangible assets	-	(714,336)	(130,000)	(714,336)
Proceeds from disposal of property, plant and equipment	-	108,500	-	108,500
Net cash flows generated from investing activities	7,176,726	442,625	1,779,463	3,129,241
<b>Financing activity</b>				
Dividends paid (Note 31)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Net cash flows used in financing activity	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Net increase/(decrease) in cash and cash equivalents	20,024	2,602,039	(201,695)	588,274
Effect of exchange rate changes on cash and cash equivalents	(32)	(11)	(32)	(11)
<b>Cash and cash equivalents at beginning of year</b>	<b>4,270,580</b>	<b>1,668,552</b>	<b>1,160,966</b>	<b>572,703</b>
<b>Cash and cash equivalents at end of year</b>	<b>4,290,572</b>	<b>4,270,580</b>	<b>959,239</b>	<b>1,160,966</b>
<b>Cash and cash equivalents comprise:</b>				
Deposits with licenced financial institutions (Note 20)	30,090,519	23,312,901	11,556,348	10,262,652
Cash and bank balances (Note 21)	2,870,957	3,109,586	457,424	560,966
	32,961,476	26,422,487	12,013,772	10,823,618
Less: Deposits with maturity:				
- more than 3 months	(28,670,904)	(22,151,907)	(11,054,533)	(9,662,652)
	4,290,572	4,270,580	959,239	1,160,966

The accompanying Notes form an integral part of the financial statements.

## Notes to the Financial Statements

31 December 2025

### 1. CORPORATE INFORMATION

The Company is a public limited liability company incorporated and domiciled in Malaysia. The registered office and the principal business of the Company is located at 19-07, Level 19 Q Sentral, 2A Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur.

The principal activities of the Company are that of a holding company with provision of management services.

The principal activities of the subsidiaries are disclosed in Note 15. There have been no significant changes in the nature of these principal activities of the subsidiaries during the financial year.

The financial statements of the Group and of the Company have been authorised by the Board of Directors for issuance on 7 May 2026.

### 2. MATERIAL ACCOUNTING POLICY INFORMATION

#### 2.1 Basis of preparation

The financial statements of the Company and its subsidiaries (the "Group") have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act, 2016 in Malaysia.

The financial statements of the Group and of the Company have been prepared on a historical cost basis, unless otherwise indicated in the material accounting policy information as disclosed in Notes 2.4 to 2.19.

The financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Group and of the Company.

#### 2.2 Adoption of Amendments to MFRSs

In the current financial year, the Group and the Company have adopted all the Amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") and effective for annual financial periods beginning on or after 1 January 2025:

Description	Effective for annual financial year beginning on or after
Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability	1 January 2025

The adoption of the above Amendments to MFRSs did not result in significant changes in the accounting policies of the Group and of the Company and has no significant effect on the financial performance or position of the Group and of the Company.

## Notes to the Financial Statements

31 December 2025

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.3 New Standards and Amendments to MFRSs in Issue but Not Yet Effective

At the date of authorisation for issue of these financial statements, the new MFRSs and Amendments to MFRSs which were in issue but not yet effective and not early adopted by the Group and the Company are as listed below:

Description	Effective for annual financial year beginning on or after
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates - Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be announced by MASB

The directors anticipate that the abovementioned new MFRSs and Amendments to MFRSs will be adopted in the financial statements of the Group and of the Company when they become effective and that the adoption of these new MFRSs and Amendments to MFRSs will have no material impact on the financial statements of the Group and of the Company in the period of initial application.

#### MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 *Presentation and Disclosure in Financial Statements* will replace MFRS 101 *Presentation of Financial Statements* upon its adoption. This new Standard introduces new requirements to improve the Group's and the Company's reporting of financial performance:

- present specified categories and defined subtotals in the statement of profit or loss
- provide disclosures on management-defined performance measures in the notes to financial statements
- improve aggregation and disaggregation

MFRS 18 requires retrospective application with specific transition provisions. The adoption of MFRS 18 may have impact on the financial statements of the Group and of the Company in the period of initial application. However, it is not practicable to provide a reasonable estimate of these effect of the adoption of the said MFRS 18 until the Group and the Company undertake a detailed review.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

The Group controls an investee if and only if the Group has all the following:

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

When the Group has less than a majority of the voting rights of an investee, the Group considers the following in assessing whether or not the Group's voting rights in an investee are sufficient to give it power over the investee:

- (i) The size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- (ii) Potential voting rights held by the Group, other vote holders or other parties;
- (iii) Rights arising from other contractual arrangements; and
- (iv) Any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Subsidiaries are consolidated when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full.

Losses within a subsidiary are attributed to the non-controlling interests even if that results in a deficit balance.

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. The resulting difference is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, a gain or loss calculated as the difference between:

- (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest; and
- (ii) the previous carrying amount of the assets and liabilities of the subsidiary and any non-controlling interest, is recognised in profit or loss.

The subsidiary's cumulative gain or loss which has been recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss or where applicable, transferred directly to retained earnings. The fair value of any investment retained in the former subsidiary at the date control is lost is regarded as the cost on initial recognition of the investment.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.5 Business combination

Acquisitions of subsidiaries are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. The Group elects on a transaction-by-transaction basis whether to measure the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are expenses and included in administrative expenses.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes in the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in accordance with MFRS 9 either in profit or loss or as a change to other comprehensive income. If the contingent consideration is classified as equity, it will not be remeasured. Subsequent settlement is accounted for within equity. In instances where the contingent consideration does not fall within the scope of MFRS 9, it is measured in accordance with the appropriate MFRS.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

A subsidiary is an entity over which the Group has all the following:

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

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

#### 2.6 Foreign currency

##### (i) Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's presentation currency.

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items denominated in foreign currencies measured at fair value are translated using the exchange rates at the date when the fair value was determined.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.6 Foreign currency (cont'd)

##### (ii) Foreign currency transactions

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity. Exchange differences arising from such non-monetary items are also recognised directly in equity.

##### (iii) Foreign currency exchange rate

The principal rate used for every unit of foreign currency ruling at the reporting date is as follows:

	2025 RM	2024 RM
United States Dollar	4.06	4.46

#### 2.7 Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company, and the cost of the item can be measured reliably.

Subsequent to recognition, property, plant and equipment and furniture and fixtures are measured at cost less accumulated depreciation and accumulated impairment losses. When significant parts of plant and equipment are required to be replaced in intervals, the Group and the Company recognise such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

- Furniture, fittings and office equipment: 5 years
- Motor vehicles: 5 years
- Computers: 2 to 4 years
- Renovation: 3 to 5 years
- Building: 50 years

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at end of each reporting period, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit and loss in the year the asset is derecognised.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.8 Intangible asset and amortisation

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Intangible assets with finite useful lives are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and amortisation method are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite useful lives is recognised in profit or loss.

Intangible assets not yet available for use are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. Such intangible assets are not amortised.

The Group's and the Company's intangible asset consists of computer software. The useful life of computer software is assessed to be finite. Computer software is amortised on a straight-line basis over 2 years to 4 years.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

#### 2.9 Impairment of non-financial assets

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

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

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses are recognised in profit or loss.

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

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.10 Financial assets

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

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

##### (i) Initial recognition and subsequent measurement

The Group and the Company determine the classification of their financial assets at initial recognition, and the category include financial assets at fair value through other comprehensive income ("FVTOCI") for equity instruments, FVTPL and amortised cost ("AC").

##### (a) Financial assets designated at FVTOCI (equity instruments)

Upon initial recognition, the Group and the Company can elect to classify irrevocably its equity investments as equity instruments designated at FVTOCI when they meet the definition of equity under MFRS 132 *Financial Instruments: Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised in the statements of profit or loss when the right of payment has been established, except when the Group and the Company benefit from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at FVTOCI are not subject to impairment assessment.

The Group and the Company elected to classify irrevocably its unquoted equity investments under this category.

##### (b) Financial assets at FVTPL

Financial assets are classified as financial assets at FVTPL if they are held for trading or are designated as such upon initial recognition. Financial assets held for trading are derivatives or financial assets acquired principally for the purpose of selling in the near term. Financial assets with cash flows that are not solely payments of principal and interest ("SPPI") are classified and measured at FVTPL, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at AC or at FVTOCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

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

The Group's and the Company's financial assets at FVTPL include investments in unquoted club membership, real estate investment trusts funds and unit trusts funds under this category.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.10 Financial assets (cont'd)

##### (i) Initial recognition and subsequent measurement (cont'd)

##### (c) Financial assets at AC

A financial asset is measured at AC if it is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are SPPI on the principal amount outstanding. The Group and the Company include in this category trade receivables and other receivables, amount due from subsidiaries, deposits with licenced financial institutions and cash and bank balances.

Subsequent to initial recognition, financial assets at AC are measured at AC using the effective interest or yield method. Gains and losses are recognised in profit or loss when the financial assets at AC are derecognised or impaired, and through the amortisation process.

##### (d) Derecognition

A financial asset is derecognised when:

- The rights to receive cash flows from the financial asset have expired; or
- The Group and the Company have transferred its rights to receive cash flows from the financial asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass through" arrangement; and either:
- The Group and the Company have transferred substantially all the risks and rewards of the financial asset; or
- The Group and the Company have neither transferred nor retained substantially all the risks and rewards of the financial asset, but has transferred control of the financial asset.

When the Group and the Company have transferred its rights to receive cash flows from a financial asset or has entered into a "pass through" arrangement and has neither transferred nor retained substantially all the risks and rewards of the financial asset nor transferred control of the financial asset, the financial asset is recognised to the extent of the Group's and the Company's continuing involvement in the financial asset. In that case, the Group and the Company also recognise an associated financial liability. The transferred financial asset and associated financial liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

##### (e) Impairment of financial assets

Expected credit loss ("ECL") are derived from unbiased and probability-weighted credit losses determine by evaluating a range of possible outcomes and considering future economic conditions.

At end of each reporting period, the Group and the Company assess whether there have been a significant increase in credit risk for financial assets since initial recognition by comparing the risk of default occurring over the remaining expected life between reporting date and the date of initial recognition. The Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort for this purpose. This includes quantitative and qualitative information.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.10 Financial assets (cont'd)

##### (i) Initial recognition and subsequent measurement (cont'd)

##### (e) Impairment of financial assets (cont'd)

The Group and the Company assess whether financial assets carried at amortised cost are credit impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

For financial assets measured at amortised cost, the Group and the Company apply the simplified approach as permitted by MFRS 9 which requires an entity to recognise a loss allowance based on lifetime ECL at end of each reporting period. The ECL is computed based on provisional matrix.

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group and the Company determine that the receivable does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write off. However, the financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's and the Company's procedures for recovery of amounts due.

For trade receivables, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognise a loss allowance based on lifetime ECLs at end of each reporting period. The Group and the Company have established an internal credit rating for the Company and a provision matrix for the subsidiaries that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

#### 2.11 Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and on hand, demand deposits, and short-term, highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

For the purpose of the statements of cash flow, cash and cash equivalent comprise cash and deposits with financial institutions with original maturity of three (3) months or less.

#### 2.12 Provisions

Provisions are recognised when the Group and the Company have a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.13 Financial liabilities

Financial liabilities are recognised when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

The financial liabilities of the Group and of the Company include other payables and accruals.

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

Financial liabilities are classified as current liabilities unless the Group and the Company have an unconditional right to defer settlement of the liabilities for at least twelve months after the reporting date.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired.

#### 2.14 Employee benefits

##### (i) Short-term benefits

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

##### (ii) Defined contribution plans

The Group and the Company participate in the national pension schemes as defined by the laws. The companies in the Group make contributions to the Employee Provident Fund in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

#### 2.15 Leases

##### (i) Classification

At inception of a contract, the Group and the Company assess whether a contract is, or contains, a lease arrangement based on whether the contract that conveys to the user (the lessee) the right to control the use of an identified asset for a period of time in exchange for consideration. If a contract contains more than one lease component, or a combination of leasing and services transactions, the consideration is allocated to each of these lease and non-lease components on conclusion and on each subsequent remeasurement of the contract on the basis of their relative stand-alone selling prices. The Group and the Company combine lease and non-lease components, in cases where splitting the non-lease component is not possible.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.15 Leases (cont'd)

##### (ii) Recognition and initial measurement

###### (1) The Group and the Company as lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use asset representing the right of use of the underlying assets.

##### Right-of-use ("ROU") assets

The Group and the Company recognise ROU assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). ROU assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

The cost of ROU assets includes the amount of lease liabilities adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The lease term includes periods covered by an option to extend if the Group and the Company are reasonably certain to exercise that option. Unless the Group and the Company are reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised ROU assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. ROU assets are subject to impairment assessment.

The impairment policy for ROU assets are in accordance with impairment of non-financial assets as described in Note 2.9.

##### Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (less any lease incentive receivables), variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company and payments of penalties for terminating a lease, if the lease term reflects the Group and the Company exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs. In calculating the present value of lease payments, the Group and the Company use incremental borrowing rate at the commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest/profit and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the fixed lease payments or a change in the assessment of an option to purchase the underlying asset.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.15 Leases (cont'd)

##### (ii) Recognition and initial measurement (cont'd)

###### (2) Short term leases and leases of low-value assets

The Group and the Company apply the short-term lease recognition exemption to its short-term leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. The Group and the Company also apply the lease of low-value assets recognition exemption to leases of assets that are considered of low-value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense when incurred.

#### 2.16 Revenue recognition

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

##### (i) Revenue from services

- Revenue from rating and surveillance services is recognised at point in time when services are rendered upon completion of milestones and deliverables.
- Revenue from subscriptions and sale of reports and data is recognised according to the service period.
- Revenue from seminars, training and conferences is recognised at point in time upon completion of services rendered.
- Revenue from technical collaboration is recognised at point in time upon completion of services rendered.
- Revenue from management fee is recognised at point in time upon completion of services rendered.

##### (ii) Interest income

Interest income is recognised using the effective interest method over the term of underlying investments.

##### (iii) Distribution income

Distribution income is recognised when the right of the payment has been established.

##### (iv) Dividend income

Dividend income is recognised when the Group's and the Company's right to receive payment is established.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.17 Income taxes

##### (i) Current tax

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

Income tax for the year comprises current and deferred tax. Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

##### (ii) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

## Notes to the Financial Statements

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 2.17 Income taxes (cont'd)

##### (iii) Sales and service tax

Revenues are recognised at net of the amount of sales and service tax ("SST"). Expenses and assets are recognised including the amount of SST. The net amount of SST payable to the taxation authority is included as part of payables in the statements of financial position.

#### 2.18 Share capital and share issuance expenses

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

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

#### 2.19 Fair value measurement

The Group and the Company measure financial instruments at end of each reporting period.

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

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

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

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

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

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

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

- Level 1 - unadjusted quoted market prices in active markets for identical assets or liabilities.
- Level 2 - inputs other than quoted market prices that are observable either directly or indirectly.
- Level 3 - input that is significant to the fair value measurement is unobservable.

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

## Notes to the Financial Statements

## 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's and the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future. Critical accounting estimates and assumptions used that are significant to the financial statements and areas involving higher degree of judgement and complexity, are as follows:

## 3.1 Deferred tax assets

The Group and the Company assess at the end of the reporting period whether there is probable and sufficient future taxable profits will be available against which the deductible temporary differences and other tax credits can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

## 4. REVENUE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Rating and surveillance fees	22,835,078	22,830,946	-	-
Seminars, training, conferences, subscriptions and publications	1,787,230	1,190,427	233,796	-
Technical collaboration fee/advisories	849,869	940,000	-	-
Management fee	-	-	10,001,700	10,450,700
Recoverable expenses	46,000	47,650	-	-
	<b>25,518,177</b>	<b>25,009,023</b>	<b>10,235,496</b>	<b>10,450,700</b>

## Timing of revenue recognition

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Services transferred at a point in time	24,371,489	24,023,919	10,235,496	10,450,700
Services transferred over time	1,146,688	985,104	-	-
	<b>25,518,177</b>	<b>25,009,023</b>	<b>10,235,496</b>	<b>10,450,700</b>

The Group and the Company have applied the practical expedient in MFRS 15: 121(a) allowing non-disclosure of the amount of the transaction price allocated to the remaining performance obligations for services transferred over time.

## 5. INTEREST INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deposits and money market placements	968,084	850,861	391,349	407,334
Advances to subsidiaries (Note 26(a))	-	-	264,098	61,403
Receivables	15	284	-	-
	<b>968,099</b>	<b>851,145</b>	<b>655,447</b>	<b>468,737</b>

## 6. DISTRIBUTION INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial investments at FVTPL	8,217,626	1,620,424	8,217,626	1,599,747

## 7. DIVIDEND INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Dividend income from:				
Subsidiary company	-	-	5,000,000	6,000,000
Investment securities at FVTPL	23,237	103,654	23,237	103,654
	<b>23,237</b>	<b>103,654</b>	<b>5,023,237</b>	<b>6,103,654</b>

## 8. OTHER INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Shared service income	-	-	226,899	347,786
Gain on disposal of property, plant and equipment	-	108,499	-	108,499
Gain on redemption of investment securities	319,569	28,415	305,518	28,415
Others	2,210	1,411	1,984	1,411
	<b>321,779</b>	<b>138,325</b>	<b>534,401</b>	<b>486,111</b>

Shared service income comprises of costs allocated to subsidiaries in respect of salary and benefits arising from the service agreement which took effect from 2019.

## Notes to the Financial Statements

## Notes to the Financial Statements

## 9. PROFIT BEFORE TAX

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

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration		81,500	71,500	36,000	26,000
Tax advisor fees		30,500	28,404	8,500	10,044
Expense from low-value assets leases		42,279	42,565	32,378	37,330
Depreciation of property, plant and equipment	13	547,207	629,305	547,207	629,305
Amortisation of intangible assets	14	322,903	273,292	322,903	273,292
Employee benefits expense	10	15,732,929	17,851,375	7,341,833	8,289,229
Printing and stationery		65,383	60,531	64,308	59,223
Professional fees		370,993	470,214	254,010	265,001
Insurance expenses		410,554	231,646	236,375	219,031
Staff benefit and staff training		534,371	25,261	246,159	-
Company trip		233,483	-	81,978	-
Rental of office premises		168,540	168,540	168,540	168,540
Directors' remuneration	11	418,449	542,768	205,000	349,873
Bad debts written off		-	75,000	-	-
(Writeback)/Allowance of ECL	18(a)(i)	(107,556)	19,140	-	(110,158)

## 10. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Salaries and bonuses	13,326,050	15,070,460	6,217,054	7,028,991
Contributions to defined contribution plan	1,949,258	2,268,304	891,386	1,056,863
Social security contributions	83,902	80,659	35,446	33,843
Other benefits	373,719	431,952	197,947	169,532
	15,732,929	17,851,375	7,341,833	8,289,229

## Notes to the Financial Statements

## 11. DIRECTORS' REMUNERATION

The details of remuneration receivable by directors of the Group and of the Company during the financial year are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Executive: Fees	-	5,133	-	-
Non-executive:				
Fees	355,289	464,015	165,000	292,253
Other emoluments	47,326	56,000	24,166	40,000
Benefits-in-kind	15,834	17,620	15,834	17,620
Total non-executive directors' remuneration (including benefits-in-kind)	418,449	537,635	205,000	349,873
Total directors' remuneration	418,449	542,768	205,000	349,873

## 12. INCOME TAX EXPENSE

## Major components of income tax expense

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current income tax:				
- Malaysian income tax	2,110,419	2,072,353	279,908	235,077
- (Over)/Underprovision in respect of previous years	(78,652)	163,828	(83,237)	157,567
	2,031,767	2,236,181	196,671	392,644
Deferred income tax (Note 16):				
- Origination and reversal of temporary differences	197,446	(360,477)	64,002	(184,984)
- Over recognition in respect of previous years	98,975	54,888	98,975	54,888
	296,421	(305,589)	162,977	(130,096)
Income tax expense recognised in profit or loss	2,328,188	1,930,592	359,648	262,548

## Notes to the Financial Statements

## 12. INCOME TAX EXPENSE (CONT'D)

**Reconciliation between tax expense and accounting profit**

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

A reconciliation of income tax expense applicable to net profit before tax at the statutory income tax rate to income tax expense at the effective income tax rate is as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	10,044,847	4,011,851	10,058,380	6,919,285
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	2,410,764	962,844	2,414,012	1,660,628
Tax effects of:				
Non-deductible expenses	198,245	153,791	141,918	133,301
Income not subject to taxation	(980,332)	(312,538)	(2,212,020)	(1,743,836)
(Over)/Underprovision of income tax in respect of previous years	(78,652)	163,828	(83,237)	157,567
Deferred tax assets not recognised	679,188	907,779	-	-
Over recognition of deferred tax assets in respect of previous years	98,975	54,888	98,975	54,888
Income tax expense recognised in profit or loss	2,328,188	1,930,592	359,648	262,548

The estimated amount of deductible temporary differences and unused tax losses, for which the net deferred tax assets is not recognised in the financial statements of the Group due to uncertainty of realisation, is as follows:

	Group	
	2025 RM	2024 RM
Deductible temporary differences arising from:		
Other payables and accruals	368,651	203,596
Deferred revenue	3,006	78,031
Unused tax losses	9,752,415	7,012,495
	10,124,072	7,294,122
Deferred tax assets not recognised at 24%	2,429,777	1,750,589

The unused tax losses which are subject to agreement by the tax authorities, are available for offset against the future chargeable profits.

Under the Malaysia Finance Act 2021 which was gazetted on 31 December 2021, the Group's tax losses brought forward from year of assessment 2018 and before, can be carried forward for 10 consecutive years of assessment (i.e. from year of assessments 2018 to 2028). Unused tax losses from year of assessment 2019 onwards can be carried forward for a maximum period of 10 consecutive years.

## Notes to the Financial Statements

## 12. INCOME TAX EXPENSE (CONT'D)

**Reconciliation between tax expense and accounting profit (cont'd)**

The expiry of the unused tax losses is as follows:

Year of assessment	Expiry year of assessment	Group	
		2025 RM	2024 RM
2022	2032	569,402	569,402
2023	2033	2,559,765	2,559,765
2024	2034	3,883,328	3,883,328
2025	2035	2,739,920	-
		9,752,415	7,012,495

## 13. PROPERTY, PLANT AND EQUIPMENT

	Furniture, fittings, and office equipment RM	Motor vehicles RM	Computers RM	Renovation RM	Building RM	Total RM
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**Group and Company****Cost**

At 1 January 2024	433,089	390,133	1,177,267	607,732	13,963,345	16,571,566
Additions	10,320	-	70,175	12,200	-	92,695
Disposals	-	(382,028)	(195,976)	-	-	(578,004)
At 31 December 2024/1 January 2025	443,409	8,105	1,051,466	619,932	13,963,345	16,086,257
Additions	1,450	-	24,647	7,039	-	33,136
At 31 December 2025	444,859	8,105	1,076,113	626,971	13,963,345	16,119,393

**Accumulated depreciation**

At 1 January 2024	362,808	314,824	708,421	284,664	1,898,163	3,568,880
Charge for the year (Note 9)	24,862	71,659	173,584	79,933	279,267	629,305
Disposals	-	(382,028)	(195,976)	-	-	(578,004)
At 31 December 2024/1 January 2025	387,670	4,455	686,029	364,597	2,177,430	3,620,181
Charge for the year (Note 9)	19,871	1,621	170,331	76,117	279,267	547,207
At 31 December 2025	407,541	6,076	856,360	440,714	2,456,697	4,167,388

**Net carrying amount**

At 31 December 2024	55,739	3,650	365,437	255,335	11,785,915	12,466,076
At 31 December 2025	37,318	2,029	219,753	186,257	11,506,648	11,952,005

The carrying amount of fully depreciated assets that are still in use amounted to RM1,359,020 (2024: RM1,148,806).

## Notes to the Financial Statements

## 14. INTANGIBLE ASSETS

	Computer Software RM
<b>Group</b>	
<b>Cost</b>	
At 1 January 2024	852,474
Additions	714,336
At 31 December 2024/1 January 2025 /31 December 2025	<b>1,566,810</b>
<b>Accumulated amortisation</b>	
At 1 January 2024	334,240
Charge for the year (Note 9)	273,292
At 31 December 2024/1 January 2025	<b>607,532</b>
Charge for the year (Note 9)	<b>322,903</b>
At 31 December 2025	<b>930,435</b>
<b>Net carrying amount</b>	
At 31 December 2024	959,278
At 31 December 2025	<b>636,375</b>

	Computer Software RM	Work-In-Progress RM	Total RM
<b>Company</b>			
<b>Cost</b>			
At 1 January 2024	852,474	-	852,474
Additions	714,336	-	714,336
At 31 December 2024/1 January 2025	<b>1,566,810</b>	-	<b>1,566,810</b>
Additions	-	<b>130,000</b>	<b>130,000</b>
At 31 December 2025	<b>1,566,810</b>	<b>130,000</b>	<b>1,696,810</b>
<b>Accumulated amortisation</b>			
At 1 January 2024	334,240	-	334,240
Charge for the year (Note 9)	273,292	-	273,292
At 31 December 2024/1 January 2025	<b>607,532</b>	-	<b>607,532</b>
Charge for the year (Note 9)	<b>322,903</b>	-	<b>322,903</b>
At 31 December 2025	<b>930,435</b>	-	<b>930,435</b>
<b>Net carrying amount</b>			
At 31 December 2024	959,278	-	959,278
At 31 December 2025	<b>636,375</b>	<b>130,000</b>	<b>766,375</b>

## Notes to the Financial Statements

## 15. INVESTMENT IN SUBSIDIARIES

	Company	
	2025 RM	2024 RM
Unquoted shares, at cost	<b>11,000,004</b>	11,000,004

Name	Country of incorporation	Principal activity	Proportion (%) of ownership interest	
			2025	2024
<i>Held by the Company:</i>				
MARC Solutions Sdn. Bhd.*	Malaysia	Consultancy management and advisory	100	100
MARC Learning Sdn. Bhd.*	Malaysia	Training	100	100
MARC Ratings Berhad*	Malaysia	Other financial service activities	100	100
MARC Data Sdn. Bhd.*	Malaysia	Collection agencies and credit bureaus data processing	100	100

\* Audited by Deloitte Malaysia PLT

## 16. DEFERRED TAX ASSETS

Movement of deferred tax assets is as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At 1 January	<b>1,472,458</b>	1,166,869	<b>753,184</b>	623,088
Recognised in profit or loss (Note 12)	<b>(296,421)</b>	305,589	<b>(162,977)</b>	130,096
At 31 December	<b>1,176,037</b>	1,472,458	<b>590,207</b>	753,184

Presented after appropriate offsetting as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deferred tax assets	<b>1,396,484</b>	1,622,634	<b>810,654</b>	903,360
Deferred tax liabilities	<b>(220,447)</b>	(150,176)	<b>(220,447)</b>	(150,176)
	<b>1,176,037</b>	1,472,458	<b>590,207</b>	753,184

## Notes to the Financial Statements

## 16. DEFERRED TAX ASSETS (CONT'D)

The components and movement of the deferred tax assets and liabilities during the financial year are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Deferred tax assets (before offsetting):</b>				
Temporary differences arising from:				
Allowance for ECL	73,933	99,746	-	-
Bonus provision	730,367	873,487	381,284	454,675
Deferred revenue	162,814	212,716	-	12,000
Unused tax losses	140,346	188,537	140,346	188,537
Unabsorbed capital allowances	289,024	248,148	289,024	248,148
	<b>1,396,484</b>	<b>1,622,634</b>	<b>810,654</b>	<b>903,360</b>
<b>Offsetting</b>	<b>(220,447)</b>	<b>(150,176)</b>	<b>(220,447)</b>	<b>(150,176)</b>
<b>Deferred tax assets (after offsetting)</b>	<b>1,176,037</b>	<b>1,472,458</b>	<b>590,207</b>	<b>753,184</b>
<b>Deferred tax liabilities (before offsetting):</b>				
Temporary differences arising from:				
Property, plant and equipment and intangible assets	220,447	150,176	220,447	150,176
<b>Offsetting</b>	<b>(220,447)</b>	<b>(150,176)</b>	<b>(220,447)</b>	<b>(150,176)</b>
<b>Deferred tax liabilities (after offsetting)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 17. INVESTMENT SECURITIES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Current</b>				
<i>FVTPL</i> (Quoted in Malaysia)				
Unit trust funds	26,885,858	27,138,468	26,885,858	26,027,843
Real estate investment trusts	-	1,526,810	-	1,526,810
<b>Total current investment securities</b>	<b>26,885,858</b>	<b>28,665,278</b>	<b>26,885,858</b>	<b>27,554,653</b>
<b>Non-current</b>				
<i>FVTOCI</i> (Unquoted outside Malaysia)				
Equity instruments	35,760	40,580	35,760	40,580
<i>FVTPL</i> (Unquoted in Malaysia)				
Club membership	20,000	20,000	20,000	20,000
<b>Total non-current investment securities</b>	<b>55,760</b>	<b>60,580</b>	<b>55,760</b>	<b>60,580</b>
<b>Total investment securities</b>	<b>26,941,618</b>	<b>28,725,858</b>	<b>26,941,618</b>	<b>27,615,233</b>

## Notes to the Financial Statements

## 18. TRADE AND OTHER RECEIVABLES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables	(a)	5,388,818	3,423,888	39,830	97,880
Other receivables					
Interest receivables		283,550	165,473	94,982	38,671
Refundable deposits		80,570	94,958	80,570	84,360
Sundry receivables		2,442	46,854	2,442	46,854
Prepayments		370,722	127,655	348,275	97,108
		<b>737,284</b>	<b>434,940</b>	<b>526,269</b>	<b>266,993</b>
<b>Total trade and other receivables</b>		<b>6,126,102</b>	<b>3,858,828</b>	<b>566,099</b>	<b>364,873</b>

## (a) Trade receivables

Trade receivables are non-interest bearing and are generally on 30 days (2024: 30 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables - third parties	5,696,874	3,839,500	39,830	97,880
Allowance for expected credit loss (Note 18(a)(i))	(308,056)	(415,612)	-	-
	<b>5,388,818</b>	<b>3,423,888</b>	<b>39,830</b>	<b>97,880</b>
Lifetime non-credit impaired	5,295,339	3,432,079	39,830	97,880
Lifetime credit impaired	401,535	407,421	-	-
Gross carrying amount	5,696,874	3,839,500	39,830	97,880
ECL:				
Non-credit impaired	(14,636)	(8,961)	-	-
Credit impaired	(293,420)	(406,651)	-	-
	<b>(308,056)</b>	<b>(415,612)</b>	<b>-</b>	<b>-</b>
<b>Net carrying amount</b>	<b>5,388,818</b>	<b>3,423,888</b>	<b>39,830</b>	<b>97,880</b>

## Notes to the Financial Statements

## 18. TRADE AND OTHER RECEIVABLES (CONT'D)

## (a) Trade receivables (cont'd)

Reconciliation allowance for expected credit loss are as follows:

## (i) Reconciliation of allowance for expected credit loss

	Lifetime non-credit impaired RM	Group Lifetime credit impaired RM	Total RM
Lifetime ECL			
At 1 January 2025	8,961	406,651	415,612
Allowance made/(Written off)	5,675	(113,231)	(107,556)
At 31 December 2025	14,636	293,420	308,056
At 1 January 2024	47,333	349,139	396,472
(Written off)/Allowance made	(38,372)	57,512	19,140
At 31 December 2024	8,961	406,651	415,612

	Lifetime non-credit impaired RM	Company Lifetime credit impaired RM	Total RM
Lifetime ECL			
At 1 January 2025	-	-	-
Written off	-	-	-
At 31 December 2025	-	-	-
At 1 January 2024	-	110,158	110,158
Written off	-	(110,158)	(110,158)
At 31 December 2024	-	-	-

## Notes to the Financial Statements

## 18. TRADE AND OTHER RECEIVABLES (CONT'D)

## (a) Trade receivables (cont'd.)

## (ii) Ageing analysis of gross trade receivables

The ageing analysis of the Group's and the Company's gross trade receivables are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Neither past due nor impaired balances	3,138,936	861,669	39,830	43,880
1 to 30 days past due	1,135,733	1,282,976	-	54,000
31 to 60 days past due	11,278	533,620	-	-
61 to 90 days past due	283,878	413,478	-	-
91 to 120 days past due	271,158	165,878	-	-
121 to 150 days past due	454,356	174,458	-	-
151 to 180 days past due	-	-	-	-
more than 180 days past due	401,535	407,421	-	-
	2,557,938	2,977,831	-	54,000
	5,696,874	3,839,500	39,830	97,880

## 19. AMOUNT DUE FROM SUBSIDIARIES, NET

	Company	
	2025 RM	2024 RM
(a) MARC Solutions Sdn. Bhd. Amount due from subsidiary	1,169,825	977,215
(b) MARC Learning Sdn. Bhd. Amount due from subsidiary	307,853	216,439
(c) MARC Ratings Berhad Amount due to subsidiary	-	(32,123)
Amount due from subsidiary	7,061,732	-
(d) MARC Data Sdn. Bhd. Amount due from subsidiary	8,170,696	6,906,906
	16,710,106	8,068,437

The amounts due from/(to) subsidiaries are repayable on demand, trade and non-trade in nature, unsecured and interest-free except from advances to subsidiaries which bears a 4% interest rate per annum. There is no ECL charged during the financial year.

## Notes to the Financial Statements

## 20. DEPOSITS WITH LICENCED FINANCIAL INSTITUTIONS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deposits with licenced financial institutions	<b>30,090,519</b>	23,312,901	<b>11,556,348</b>	10,262,652

The weighted average effective interest rates and average maturity of deposits at the reporting date were as follows:

	Group		Company	
	2025	2024	2025	2024
Weighted average effective interest rates (%)	<b>3.77</b>	3.77	<b>3.67</b>	3.88
Average maturity (days)	<b>130</b>	130	<b>153</b>	212

## 21. CASH AND BANK BALANCES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash at banks	<b>2,868,991</b>	3,107,013	<b>456,839</b>	560,073
Cash on hand	<b>1,966</b>	2,573	<b>585</b>	893
	<b>2,870,957</b>	3,109,586	<b>457,424</b>	560,966

## 22. OTHER PAYABLES AND ACCRUALS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Bonus provision	<b>3,411,845</b>	3,843,125	<b>1,588,685</b>	1,894,484
Accrued operating expenses	<b>409,874</b>	395,470	<b>323,034</b>	310,789
Deferred revenue	<b>681,397</b>	964,343	-	50,000
Sales and service tax	<b>896,748</b>	706,652	-	-
Others	<b>153,968</b>	153,371	<b>153,968</b>	153,371
	<b>5,553,832</b>	6,062,961	<b>2,065,687</b>	2,408,644

Movements in bonus provision are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At beginning of year	<b>3,843,125</b>	3,412,262	<b>1,894,484</b>	1,777,105
Utilisation	<b>(3,826,030)</b>	(3,269,156)	<b>(1,894,484)</b>	(1,755,923)
Additions	<b>3,394,750</b>	3,700,019	<b>1,588,685</b>	1,873,302
At end of year	<b>3,411,845</b>	3,843,125	<b>1,588,685</b>	1,894,484

## Notes to the Financial Statements

## 23. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2025	2024	2025 RM	2024 RM
<b>Issued and fully paid</b>				
At 1 January/31 December	<b>20,000,000</b>	20,000,000	<b>20,000,000</b>	20,000,000

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

## 24. RETAINED EARNINGS

The entire retained earnings of the Group and of the Company are available for distribution of dividend under the single-tier income tax system.

## 25. OTHER RESERVES

Other reserves consists of fair value adjustment reserve which represents the cumulative fair value changes, net of tax, of FVTOCI financial assets.

## 26. RELATED PARTY DISCLOSURES

## (a) Related party transactions

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Company and related parties took place at terms agreed between the parties during the financial year:

	Company	
	2025 RM	2024 RM
Advances from a subsidiary	-	(5,427,594)
Advances to subsidiaries	<b>1,861,000</b>	3,223,253
Interest expense	<b>(247)</b>	(26,810)
Interest income (Note 5)	<b>264,098</b>	61,403
Management fee income	<b>10,001,700</b>	10,450,700

## (b) Compensation of key management personnel

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term employee benefits	<b>5,389,386</b>	5,552,888	<b>2,561,842</b>	2,909,379
Defined contribution plan	<b>826,129</b>	841,680	<b>387,929</b>	446,285
	<b>6,215,515</b>	6,394,568	<b>2,949,771</b>	3,355,664

Key management personnel is defined as the Group Chief Executive Officer, Chief Commercial Officer, Chief Financial Officer, Chief Executive Officers, Chief Rating Officer, Deputy Chief Rating Officer and Chief Economist.

## Notes to the Financial Statements

## 27. OPERATING LEASE COMMITMENTS

The Group and the Company have entered into commercial leases on the use of office equipment. These leases have an average tenure of between three to five years with no contingent rent provision included in the contracts.

Future minimum rentals payable under non-cancellable operating lease at the reporting date are as follows:

	Group and Company	
	2025 RM	2024 RM
Not later than 1 year	21,734	20,124
Later than 1 year but not later than 5 years	34,412	51,987
	<b>56,146</b>	<b>72,111</b>

## 28. FAIR VALUE OF FINANCIAL INSTRUMENTS

## A. Fair value of financial instruments that are carried at fair value

Fair value hierarchy

The Group and the Company classify fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

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

There have been no transfers between Level 1 and Level 2 fair value measurements during the financial years ended 2025 and 2024.

## Notes to the Financial Statements

## 28. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)

## A. Fair value of financial instruments that are carried at fair value (cont'd)

The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy:

	Level 1		Level 2		Level 3		Total	
	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM
<b>Group</b>								
<b>Financial assets:</b>								
FVTPL								
(Quoted in Malaysia)								
Unit trust funds	26,885,858	27,138,468	-	-	-	-	26,885,858	27,138,468
Real estate	-	-	-	-	-	-	-	-
investment trusts	-	1,526,810	-	-	-	-	-	1,526,810
(Unquoted in Malaysia)								
Club membership	-	-	20,000	20,000	-	-	20,000	20,000
FVTOCI								
(Unquoted outside								
Malaysia) Equity								
instruments	-	-	35,760	40,580	-	-	35,760	40,580
<b>At 31 December</b>	<b>26,885,858</b>	<b>28,665,278</b>	<b>55,760</b>	<b>60,580</b>	<b>-</b>	<b>-</b>	<b>26,941,618</b>	<b>28,725,858</b>

For the financial year ended 31 December 2025 and 31 December 2024, there is no Level 3 financial assets at the Group.

## Notes to the Financial Statements

## Notes to the Financial Statements

## 28. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)

## A. Fair value of financial instruments that are carried at fair value (cont'd)

The following table shows an analysis of financial instruments carried at fair value by level of fair value hierarchy:

Company	Level 1		Level 2		Level 3		Total	
	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM	2025 RM	2024 RM
<b>Financial assets:</b>								
FVTPL								
(Quoted in Malaysia)								
Unit trust funds	26,885,858	26,027,843	-	-	-	-	26,885,858	26,027,843
Real estate								
investment trusts		1,526,810						1,526,810
(Unquoted in Malaysia)								
Club membership			20,000	20,000			20,000	20,000
FVTOCI								
(Unquoted outside								
Malaysia) Equity								
instruments			35,760	40,580			35,760	40,580
<b>At 31 December</b>	<b>26,885,858</b>	<b>27,554,653</b>	<b>55,760</b>	<b>60,580</b>	<b>-</b>	<b>-</b>	<b>26,941,618</b>	<b>27,615,233</b>

For the financial year ended 31 December 2025 and 31 December 2024, there is no Level 3 financial assets at the Group.

## 28. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)

## B. Fair value of financial instruments that are not carried at fair value

The estimated fair values of those financial assets and financial liabilities as at the reporting date approximate their carrying amounts as shown in the statements of financial position, except for the financial assets as disclosed below.

## (i) Equity instruments (unquoted outside Malaysia)

These equity instruments represent ordinary shares in a Bahrain rating agency that is not quoted on any market and does not have any comparable industry peer that is listed. The fair value is based on the net total asset of the Bahrain rating agency, an institution incorporated in Bahrain.

## (ii) Club membership (unquoted)

The fair value of the Company's investment in club membership is measured based on Level 2 fair value measurement derived from quoted market price of the golf club membership.

## C. Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	18
Amount due from subsidiaries, net	19
Deposits with licenced financial institutions	20
Cash and bank balances	21
Other payables and accruals	22

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short-term nature.

## 29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk, foreign currency risk and market price risk.

The Board of Directors reviews and agrees policies and procedures for the management of these risks, which are executed by the Group Chief Executive Officer and Chief Financial Officer. The audit committee provides independent oversight to the effectiveness of the risk management process.

It is, and has been throughout the current and previous financial years, the Group's policy that no derivatives shall be undertaken. The Group and the Company do not apply hedge accounting.

## Notes to the Financial Statements

### 29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

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

#### (a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities and cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group's and the Company's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group and the Company trade only with recognised and creditworthy third parties. It is the Group's and the Company's policy to receive part payment from customers upon signing of rating engagement letters in order to mitigate credit risks. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's and the Company's exposure to bad debts is not significant.

#### Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

#### Credit risk concentration profile

As at 31 December 2025, the Group had three (2024: two) customers that represented 26% (2024: 27%) of the gross trade receivables balance. The Company has significant exposure to one of its customer and it has major concentration of credit risk related to financial assets.

#### Financial assets that are neither past due nor impaired

Information regarding trade receivables that are neither past due nor impaired is disclosed in Note 18. Deposits with banks and other financial institutions and investment securities are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

#### Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 18.

#### (b) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group and the Company actively manage their operating cash flows and the availability of their funding so as to ensure that all repayment and funding needs are met. As part of their overall liquidity management, the Group and the Company maintain sufficient levels of cash to meet their working capital requirements.

All financial assets and financial liabilities are expected to be realised in the next financial year except for non-current investment securities.

## Notes to the Financial Statements

### 29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's interest-bearing financial assets are mainly short term in nature and have been mostly placed in fixed deposits with licenced financial institutions and in short term money market funds. Advances to subsidiaries are fixed at interest rate of 4% per annum.

#### Sensitivity analysis for interest rate risk

Sensitivity analysis has not been disclosed because the Group and the Company have no significant net exposure to interest rate risk as at the reporting date.

#### (d) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group and the Company are not significantly exposed to transactional currency exposures as the majority of the Group's and the Company's transactions, assets and liabilities are denominated in their functional currency.

The Group and the Company are also exposed to currency translation risk arising from its net investments in Bahrain. The Group's and the Company's net investments in Bahrain are not hedged as currency positions in USD are considered to be long-term in nature.

#### (e) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group and the Company are exposed to market price risk arising from its investment in real estate investment trusts ("REITs") and unit trust funds. These instruments are classified as FVTPL. The Group and the Company do not have exposure to commodity price risk.

The Group's and the Company's objective is to manage investment returns and market price risk by maintaining a diversified portfolio with steady yields within its investments. The Board of Directors approves the Group's and the Company's composition of investments and the approved composition limits are monitored by the management.

#### Sensitivity analysis for market price risk

At the reporting date, if the market value had been 5% higher/lower, with all other variables held constant, the Group's and the Company's profit before tax would have been RMNil (2024: RM76,341) higher/lower, arising as a result of an increase/decrease in the fair value of investments in real estate investment trusts ("REITs") classified as FVTPL. Based on past records, the impact of changes in the market value of the unit trust funds, with all variable held constant, is immaterial to the Group's and the Company's profit before tax and equity.

## Notes to the Financial Statements

### 30. CAPITAL MANAGEMENT

The primary objective of the Group's and the Company's capital management is to ensure that it maintains a sustainable capital position in order to support its business and operations.

The Group and Company manage their capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group and the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended 31 December 2025 and 31 December 2024.

MARC Ratings Berhad, a subsidiary of the Company is required by the Securities Commission ("SC") vide its Guidelines on Registration of Credit Rating Agencies (under Paragraph 4.03) revised on 10 January 2023 to maintain minimum shareholders' funds unimpaired by losses of RM10 million, or such amount as may be specified by the SC at all times, to operate independently and to withstand economic and financial pressures. This externally imposed capital requirement has been complied with by the subsidiary company for the financial year ended 31 December 2025.

### 31. DIVIDENDS

	Group and Company	
	2025 RM	2024 RM
<b>Recognised during the financial year:</b>		
Dividends on ordinary shares:		
- First and final single tier dividend of 5% at 5 sen per ordinary share in respect of financial year ended 31 December 2024 (2024: First and final single tier dividend of 5% at 5 sen per ordinary share in respect of financial year ended 31 December 2023)	1,000,000	1,000,000

## Malaysian Rating Corporation Berhad List of Shareholders

No.	Shareholder	Number of Shares	Percentage (%)
1.	Moody's Asia Pacific Limited	3,890,000	19.450
2.	CARE Ratings Limited	2,000,000	10.000
3.	Inter-Pacific Securities Sdn. Bhd. (FKA Berjaya Securities)	1,250,678	6.253
4.	JF Apex Securities Berhad	980,000	4.900
5.	Kenanga Investment Bank Berhad	980,000	4.900
6.	MIDF Amanah Investment Bank Berhad (FKA MBSB Investment Bank Bhd)	980,000	4.900
7.	RHB Investment Bank Berhad	980,000	4.900
8.	TA Enterprise Berhad	980,000	4.900
9.	MSIG Insurance (Malaysia) Bhd	850,000	4.250
10.	Malaysian Reinsurance Berhad	820,000	4.100
11.	Am Securities Holding Sdn. Bhd.	800,000	4.000
12.	Manulife Holdings Berhad	700,000	3.500
13.	Zurich Life Insurance Malaysia Berhad	700,000	3.500
14.	Chubb Insurance Malaysia Berhad	660,000	3.300
15.	AXA Affin General Insurance Berhad (FKA General Insurance Malaysia Bhd)	500,000	2.500
16.	Lonpac Insurance Bhd.	470,000	2.350
17.	Public Investment Bank Berhad	470,000	2.350
18.	Affin Hwang Investment Bank Berhad	400,000	2.000
19.	KAF Investment Bank Berhad	400,000	2.000
20.	Maybank Investment Bank Berhad	400,000	2.000
21.	Sun Life Malaysia Assurance Berhad	319,322	1.597
22.	Prudential Assurance Malaysia Berhad	235,000	1.175
23.	Berjaya Sampo Insurance Berhad	235,000	1.175

## Notice of 30<sup>th</sup> Annual General Meeting

**NOTICE IS HEREBY GIVEN** that the Thirtieth (30<sup>th</sup>) Annual General Meeting ("AGM") of the shareholders of Malaysian Rating Corporation Berhad ("MARC") will be held virtually through live streaming from the Broadcast Venue at 19-07, Level 19, Q Sentral, 2A Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Wilayah Persekutuan on **Wednesday, 24 June 2026** at **3.30 p.m.** to consider the following items of business:

### AGENDA

#### As Ordinary Business:

1. To receive the Audited Financial Statements together with the Reports of the Directors and Auditors for the financial year ended 31 December 2025.
2. To approve the payment of Group Directors' Fees and Group Directors' Benefits for an amount of RM248,803 for the period from the 29<sup>th</sup> AGM to the 30<sup>th</sup> AGM of the Company. (Resolution 1)
3. To approve the payment of Group Directors' Fees and Group Directors' Benefits for an amount up to RM730,000 for the period from the 30<sup>th</sup> AGM to the 31<sup>st</sup> AGM of the Company: (Resolution 2)  
  
Company: RM500,000  
Subsidiaries: RM230,000
4. To re-appoint Messrs Deloitte Malaysia PLT (LLP0010145-LCA & AF 0080) as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. (Resolution 3)

#### As Special Business:

5. To consider and, if thought fit, to pass the following resolution with or without modification as an Ordinary Resolution:

##### Ordinary Resolution

##### - Authority to Allot and Issue Shares by Directors

**THAT** pursuant to Sections 75 & 76 of the Companies Act, 2016 and subject always to the approval(s) from governmental/regulatory bodies where such approvals shall be necessary, the Directors be and are hereby authorised 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 to be issued does not exceed ten per centum (10%) of the issued share capital of the Company for the time being AND THAT such authority shall continue be in force until the conclusion of the next Annual General Meeting of the Company.

(Resolution 4)

6. To transact any other business for which due notice shall have been given.

#### BY ORDER OF THE BOARD

##### TAN KOK SIONG

(LS 0009932)

(SSM PC No. 202008001592)

##### TAN FONG SHIAN

(MAICSA No. 7023187)

(SSM PC No. 201908004045)

Company Secretaries

Dated: 29 May 2026

#### Notes:

- (1) The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act, 2016 which requires the Chairman of the meeting to be present at the main venue of the meeting. Shareholders are not required to attend the 30<sup>th</sup> AGM in person at the Broadcast Venue on the day of the meeting.
- (2) Any member entitled to attend and vote at this meeting is entitled to appoint a proxy to attend and vote instead of him. A member can appoint any person as his proxy.
- (3) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if such appointer is a corporation, under its Common Seal or the hand of its attorney.
- (4) The Proxy Form or Certificate of Appointment of Corporate Representative or Power of Attorney must be deposited at the Registered Office of the Company at 19-07, Level 19, Q Sentral, 2A Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur or sent via e-mail to kok.siong.tan@vistra.com not later than Monday, 22 June 2026 at 3.30 p.m.
- (5) The invitation to participate the 30<sup>th</sup> AGM will be sent to the email address provided by the shareholders. A shareholder who has appointed a proxy or authorised representative or attorney is required to provide their email address to participate at the 30<sup>th</sup> AGM not later than Monday, 22 June 2026 at 3:30 p.m.

As the 30<sup>th</sup> AGM is a virtual AGM, shareholders who are unable to participate in this 30<sup>th</sup> AGM may appoint the Chairman of the meeting as their proxy and indicate the voting instructions in the proxy form.

#### Explanatory Note on Special Business:

- (1) **Resolution 4 – Ordinary Resolution – Authority to Allot and Issue Shares by Directors**

The proposed Ordinary Resolution (Resolution 4), if passed, will empower Directors of the Company to allot and issue shares up to an aggregate amount not exceeding ten per centum (10%) of the issued share capital of the Company for the time being and for such purposes as the Directors consider would be in the interests of the Company. This authority, unless revoked or varied at a general meeting, will expire at the next Annual General Meeting.

## Notice of 30<sup>th</sup> Annual General Meeting

No. of Shares:

I/We \_\_\_\_\_

NRIC No. (New) \_\_\_\_\_ (Old) \_\_\_\_\_ Registration/Company No. \_\_\_\_\_

of \_\_\_\_\_ (full address)

Email address: \_\_\_\_\_ Contact number: \_\_\_\_\_

being a member(s) of **MALAYSIAN RATING CORPORATION BERHAD [Registration No. 199501035601 (364803-V)]** hereby appoint the following person(s):

Name	Address	NRIC/Passport No.	Email Address
*And/or failing him/her (delete as appropriate)			

or failing him/her/them, THE CHAIRMAN OF THE MEETING, as my/our proxy/proxies, to vote for me/us on my/our behalf at the Thirtieth (30<sup>th</sup>) Annual General Meeting ("AGM") of the Company to be held virtually through live streaming from the Broadcast Venue at 19-07, Level 19, Q Sentral, 2A Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur on Wednesday, 24 June 2026 at 3.30 p.m. and at any adjournment thereof in the manner indicated below in respect of the following Resolutions:

RESOLUTIONS		FOR	AGAINST
Resolution 1	Group Directors' Fees and Group Directors' Benefits for the period from the 29 <sup>th</sup> AGM to the 30 <sup>th</sup> AGM.		
Resolution 2	Group Directors' Fees and Group Directors' Benefits for the period from the 30 <sup>th</sup> AGM to the 31 <sup>st</sup> AGM.		
Resolution 3	Re-appointment of Auditors.		
Resolution 4	Authority to Allot and Issue Shares by Directors.		

Please indicate with an "X" in the appropriate space how you wish your votes to be cast. If you do not indicate how you wish your proxy to vote on any Resolution, the proxy will vote or abstain from voting at his/her/their discretion.

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature/common seal of Shareholder(s)

**Notes:**

- (1) The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act, 2016 which requires the Chairman of the meeting to be present at the main venue of the meeting. Shareholders are not required to attend the 30<sup>th</sup> AGM in person at the Broadcast Venue on the day of the meeting.
- (2) Any member entitled to attend and vote at this meeting is entitled to appoint a proxy to attend and vote instead of him. A member can appoint any person as his proxy.
- (3) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or if such appointer is a corporation, under its Common Seal or the hand of its attorney.
- (4) The Proxy Form or Certificate of Appointment of Corporate Representative or Power of Attorney must be deposited at the Registered Office of the Company at 19-07, Level 19, Q Sentral, 2A Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur or sent via e-mail to kok.siong.tan@vistra.com not later than Monday, 22 June 2026 at 3.30 p.m.
- (5) The invitation to participate at the 30<sup>th</sup> AGM will be sent to the email address provided by the shareholders. A shareholder who has appointed a proxy or authorised representative or attorney is required to provide their email address to participate at the 30<sup>th</sup> AGM not later than Monday, 22 June 2026 at 3.30 p.m.

**PERSONAL DATA NOTICE**

By submitting the proxy form, the shareholder or proxy accepts and agrees to the collection, use and disclosure of their personal data by the Company (or its agents or service providers) for the purpose of preparation and compilation of documents relating to the AGM (including any adjournment thereof).

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AFFIX  
STAMP

**MALAYSIAN RATING CORPORATION BERHAD**  
**Registration No. 199501035601 (364803-V)**  
19-07, Level 19, Q Sentral,  
2A Jalan Stesen Sentral 2,  
Kuala Lumpur Sentral,  
50470 Kuala Lumpur

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*Fold this flap for sealing*



[www.marc.com.my](http://www.marc.com.my)

**Malaysian Rating Corporation Berhad**

199501035601 (364803-V)

19-07, Level 19, Q Sentral, 2A Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia.

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