

ANNUAL REPORT
2025

FITTERS
Diversified Berhad

198601000595 (149735-M)

DIVERSIFIED GROWTH
THROUGH INNOVATION & TECHNOLOGY



VISION

To be a global driving force in bringing cutting edge technology to enhance the quality of life



MISSION

Provide engineering and creative solutions through innovation and technology



CORE VALUE



- Forefront in engineering
- Innovative in meeting business challenges
- Technology driven management and workforce – talent
- Training the team to meet future challenges
- Exceptional returns for stakeholders
- Research emphasis towards delivery of reliable services
- Social responsibility at the centre of the business model

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CORPORATE PROFILE



FITTERS Diversified Berhad (“FITTERS”) and its subsidiaries (“the Group”) commenced its business operations as a fire protection and prevention solutions provider in the 1970s. On 4 October 1994, FITTERS gained official listing on the Second Board of Bursa Malaysia Securities Berhad (“Bursa Securities”) and was subsequently promoted to the Main Board of Bursa Securities on 4 July 2007.

FITTERS continue to remain as Malaysia’s premier “one-stop” fire protection specialist and is involved in the manufacturing, trading and specialised installation of fire-fighting equipment as well as the supply of fire safety protection products and services.

Over the years, with a clear vision and strategic planning, FITTERS has ventured into various businesses and has enhanced its value through the Group’s diversification strategies. FITTERS is now a diversified group engaged in the following core businesses:

- Fire Services (ONE-STOP Fire Protection Specialist)

- Property Development & Construction

- Renewable & Waste-to-Energy and Green Palm Oil Mill



FIRE SERVICES (ONE-STOP FIRE PROTECTION SPECIALIST)

A renowned “one-stop” fire protection specialist providing integrated fire protection and prevention solutions to a wide range of customers.

PROPERTY DEVELOPMENT & CONSTRUCTION

It started its first property development project on a prime 8.43 acres commercial land in Setapak, Kuala Lumpur. Moving forward, it will focus on niche property development opportunities.

RENEWABLE & WASTE-TO-ENERGY AND GREEN PALM OIL MILL

A technology integrator and developer of “Waste-To-Energy”, “Waste-To-Resource” projects as well as “Green Mill Zero-Waste” solutions through proprietary technologies.

**CORPORATE PROFILE
(CONT'D)**

**FIRE
SERVICES**

FITTERS' Fire Services Division is involved in the manufacturing, trading and specialised installation of fire-fighting materials and equipment as well as the supply of fire safety protection products and services. FITTERS has a large clientele database.



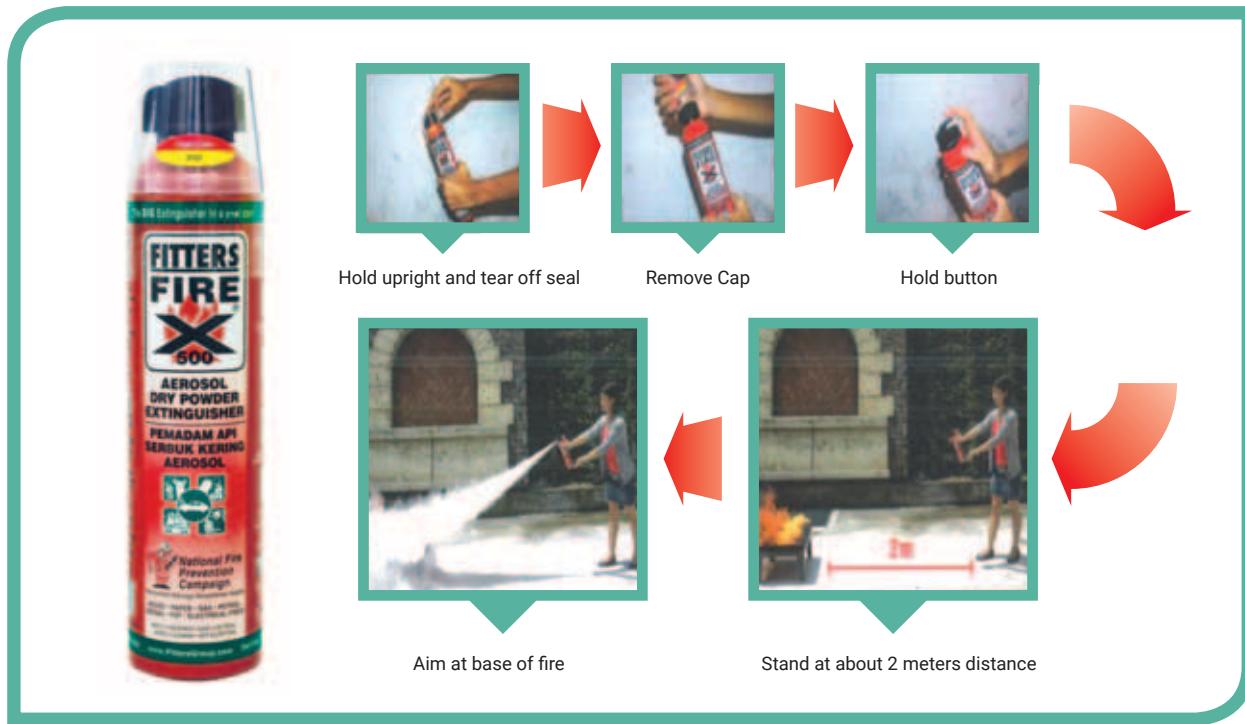
FITTERS safety apparels is a "ONE-STOP" Protective Clothing Specialist and distribution of fire retardant uniforms, supplier of Scotchlite reflective material and protective personal equipment ("PPE") in Malaysia. Responding to the demand for PPE and N95 masks during the COVID pandemic, FITTERS has taken on a new distributorship for supply of these products to hospitals.

Our objectives and focus are providing exceptional customer service with high quality products and we never compromise on safety.

We are continuously improving our uniforms and PPE through research and development that can be used to protect and keep people safe from risk of fire hazard and work at place.

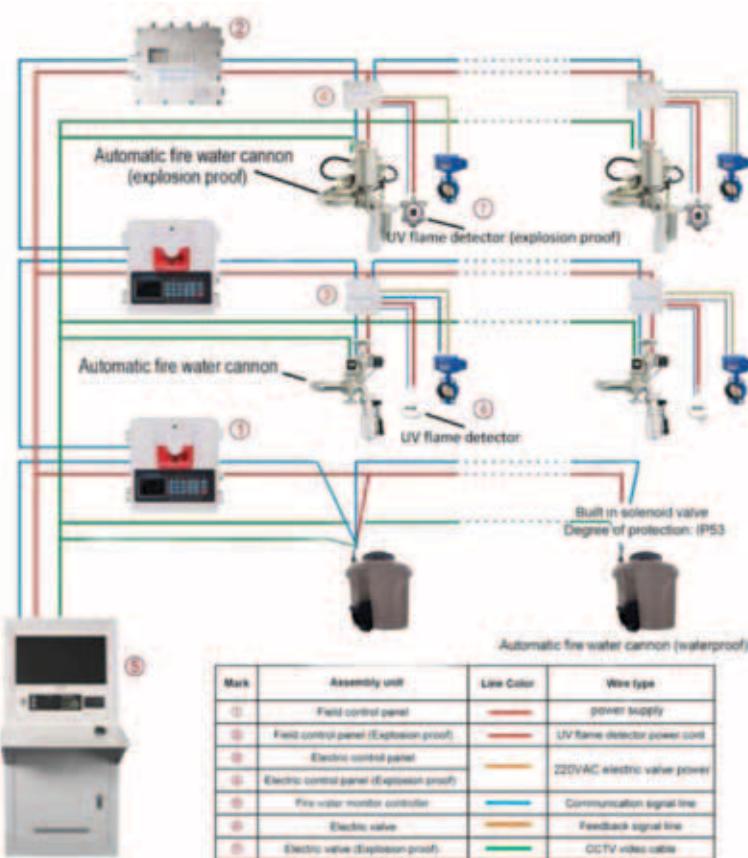


CORPORATE PROFILE (CONT'D)



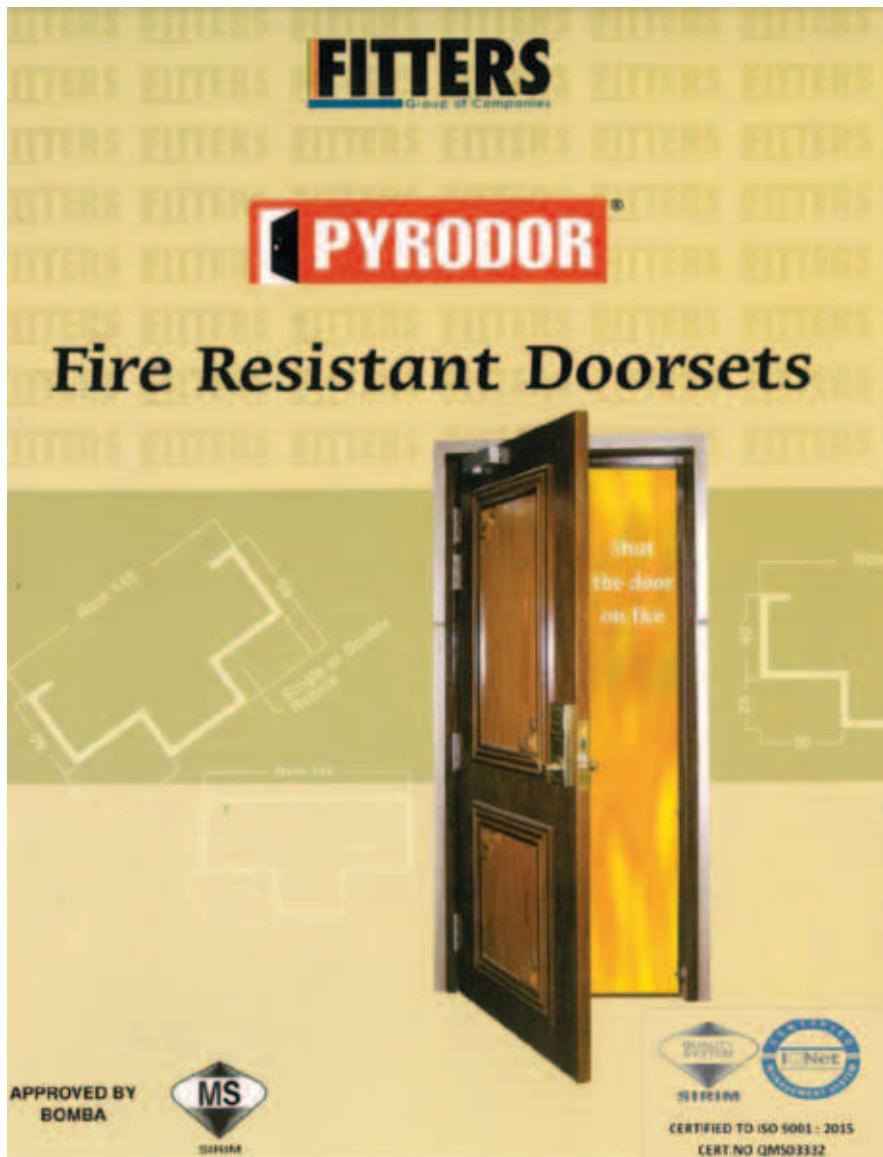
Re-introducing FITTERS FIRE-X easy to use light-weight fire extinguisher, suitable for home and car usage. For ease of order, it is now available on the Dropee & Lapasar platform under Petronas and SHOPEE platform.

FITTERS Sdn Bhd introducing an Auto Tracking and Targeting Jet Suppression Fire Monitor. This system is suitable to install at open areas like atriums, podiums and warehouse where the sprinkler system is unable to perform at height more than eighteen (18) meter.



**CORPORATE PROFILE
(CONT'D)****FIRE DOOR
DIVISION**

We are the manufacturer and license holder of one (1) hour and two (2) hours Fire Resistant door.



①

BRAND : PYRODOR™ (FITTERS MARKETING TRADEMARK)

- ② PYRO
(IRONMONGERY)
- ② PYRO
(IRONMONGERY)

- ② PYROHINGE
(IRONMONGERY)
- ② PYROHINGE
(IRONMONGERY)

- ② PYROFRAME
(METAL FRAME)
- ② PYROFRAME
(METAL FRAME)

②

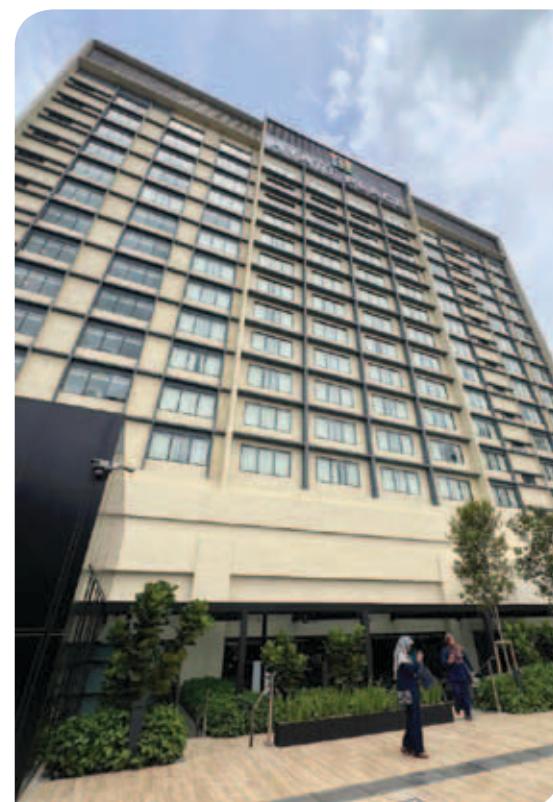
ORIGIN: MALAYSIA

③

APPROVAL: BOMBA & SIRIM

CORPORATE PROFILE (CONT'D)

FITTERS' engineering and contracting arm involved in Mechanical & Electrical ("M&E") contracting, include carrying out projects with a design and build concept.



CORPORATE PROFILE (CONT'D)

PROPERTY DEVELOPMENT & CONSTRUCTION

FITTERS embarked on its property development journey with the successful completion of Setapak Central (*formerly KL Festival City Mall*), a three-storey shopping mall, in 2011. Building on this success, FITTERS introduced ZetaPark @ Setapak, transforming the area into a mixed-use development featuring commercial spaces, retail outlets, and residential properties.

In October 2016, FITTERS expanded its portfolio with the launch of ZetaDeSkye, a prestigious condominium project comprising two 24-storey towers. The successful execution of these projects has driven the Group to explore further specialized property development opportunities, enhancing its division dedicated to project management and construction.



In recent years, our Construction Division achieved notable milestones with the completion of two-storey and three-storey terrace houses at Azalea and Belleza projects in July 2020 and February 2024, respectively. Both projects are located on the outskirts of Bukit Rahman Putra, Selangor. These accomplishments underscore our unwavering commitment to delivering high-quality residential developments.

Looking ahead, we are actively advancing the redevelopment of Plaza Pekeliling Global Tower, strategically located along Jalan Tun Razak in Kuala Lumpur, and well-connected by both MRT and LRT. Our team is preparing to submit the building plan, marking the initial steps towards transforming this property into a modern, multi-functional office building. This redevelopment project aligns with our strategic objective to maximize the value of our existing assets, ensuring they meet contemporary market demands and contribute to our long-term growth.

CORPORATE PROFILE (CONT'D)

RENEWABLE & WASTE-TO-ENERGY AND GREEN PALM OIL MILL

Renewable & waste-to-energy division focuses on sustainable “Green Mill Zero-Waste” solutions through the use of advanced proprietary technologies to produce renewable energy and recover valuable resources from waste.

Ozone Medical Waste Treatment Plant (OMWTP) in Sendayan Tech Valley has been a medical waste operator for more than 4,000 private healthcare centres from all over Peninsular Malaysia.



FITTERS owns a palm oil mill in Kedah that focus on sustainable “Green Mill Zero-Waste”. It is involved in the manufacturing and trading of Crude Palm Oil (CPO), Palm Kernel (PK) and other related products.



**CORPORATE PROFILE
(CONT'D)****JHB1 Data Centre - Johor****BERT - Selangor****Jernih Residence - Kajang****GDS - Johor**

CORPORATE PROFILE (CONT'D)

Pantai Sentral Park - Kuala Lumpur



SAILH - PH1 - Shah Alam



Parcel CP2 - Selangor



Solarvest - Kuala Lumpur



**CORPORATE PROFILE
(CONT'D)****Sunway Dhill - Damansara** **Tropicana Grandhill - Genting** 

CORPORATE INFORMATION

BOARD OF DIRECTORS

				
DATO' SOK ONE A/L ESEN Independent Non-Executive Chairman	DATUK TAN CHOR HOW CHRISTOPHER Executive Director	WONG KOK SEONG Independent Non-Executive Director	PANG SIAW SIAN Non-Independent Non-Executive Director	PANG WEI KANG Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Chairman	Wong Kok Seong
Members	Dato' Sok One A/L Esen Pang Siaw Sian

NOMINATION AND REMUNERATION COMMITTEE

Chairperson	Wong Kok Seong
Members	Dato' Sok One A/L Esen Pang Siaw Sian

COMPANY SECRETARIES

Chang Ngee Chuang
(MAICSA 7077854)
(SSM Practising Certificate No.
201908001421)

REGISTERED OFFICE

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2A, Jalan Stesen Sentral 2,
KL Sentral
50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel No. : 603-2935 9134

HEAD OFFICE

Wisma FITTERS
No. 1, Jalan Tembaga SD 5/2
Bandar Sri Damansara
52200 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel No. : 603-6276 7155
Fax No. : 603-6275 8692
Email : fdb@fittersgroup.com

FIRE SERVICES DIVISION

Manufacturing & Trading

Contact : Mr. Y S Chin
Tel No. : 603-6277 9009
Fax No. : 603-6275 2780
Email : fdb@fittersgroup.com

M&E Engineering Services

Contact : Mr. Y S Chin
Tel No. : 603-6276 7155
Fax No. : 603-6275 8712
Email : project@fittersgroup.com

CMS / Maintenance Services

Contact : Mr. Y S Chin
Tel No. : 603-6276 7155
Fax No. : 603-6275 8692
Email : mps@fittersgroup.com

PROPERTY DEVELOPMENT & CONSTRUCTION DIVISION

Contact : Mr. S K Gan
Tel No. : 603-6277 6768
Fax No. : 603-6277 7106
Email : zetapark@fittersgroup.com

RENEWABLE & WASTE-TO-ENERGY/ GREEN MILL

Contact : Mr. Ngu Wang Keat
Tel No. : 603-6277 2200
Fax No. : 603-6272 1535
Email : enquiry@futurenrg.net

CORPORATE INFORMATION
 (CONT'D)

 BRANCH
 OFFICES

Northern:	Southern:
66B, Lintang Angsana Bandar Baru Ayer Itam 11500 Pulau Pinang Contact : Mr. Tee Joo Seng Tel No. : 604-829 0734 Fax No. : 604-829 0731 Email : penang@fittersgroup.com	12 & 12A, Jalan Sagu 5 Taman Daya, 81100 Johor Bahru Tel No. : 607-3559 585 Fax No. : 607-3530 062 Email : johor@fittersgroup.com
Central:	Sarawak
13 & 13A, Jalan Dato' Haji Megat Khas Taman Bandaraya Utama 31400 Ipoh, Perak Contact : Mr. Choo Hin Keong Tel No. : 605-5477 622 Fax No. : 605-5477 623 Email : ipoh@fittersgroup.com	28, G Floor, Wisma Koperkasa Jalan Simpang Tiga 93300 Kuching, Sarawak Tel No. : 608-25 0221 Fax No. : 608-25 6221 Email : sarawaku@fittersgroup.com

AUDITORS

LTTH PLT
LLP0020047-LCA
Chartered Accountants
29A, Jalan SS 22/19
Damansara Jaya
47400 Petaling Jaya
Selangor Darul Ehsan
Tel No. : 603-7727 8971 & 7727 9069
Email : admin@ltthplt.com

 PRINCIPAL
 BANKERS

AmBank (M) Berhad
CIMB Bank Berhad
Hong Leong Bank Berhad
HSBC Bank Malaysia Berhad
Malayan Banking Berhad
Public Bank Berhad
RHB Bank Berhad
United Overseas Bank (M) Berhad

 SHARE
 REGISTRAR

SECTRARS MANAGEMENT SDN. BHD.
Lot 9-7, Menara Sentral Vista
No. 150, Jalan Sultan Abdul Samad,
Brickfields
50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel No. : 603-2276 6138 / 6139 /
6130
Fax No. : 603-2276 6131

SOLICITORS

Ong, Ric & Partners
Soon Eng Thye & Co

WEBSITE

<http://www.fittersgroup.com>

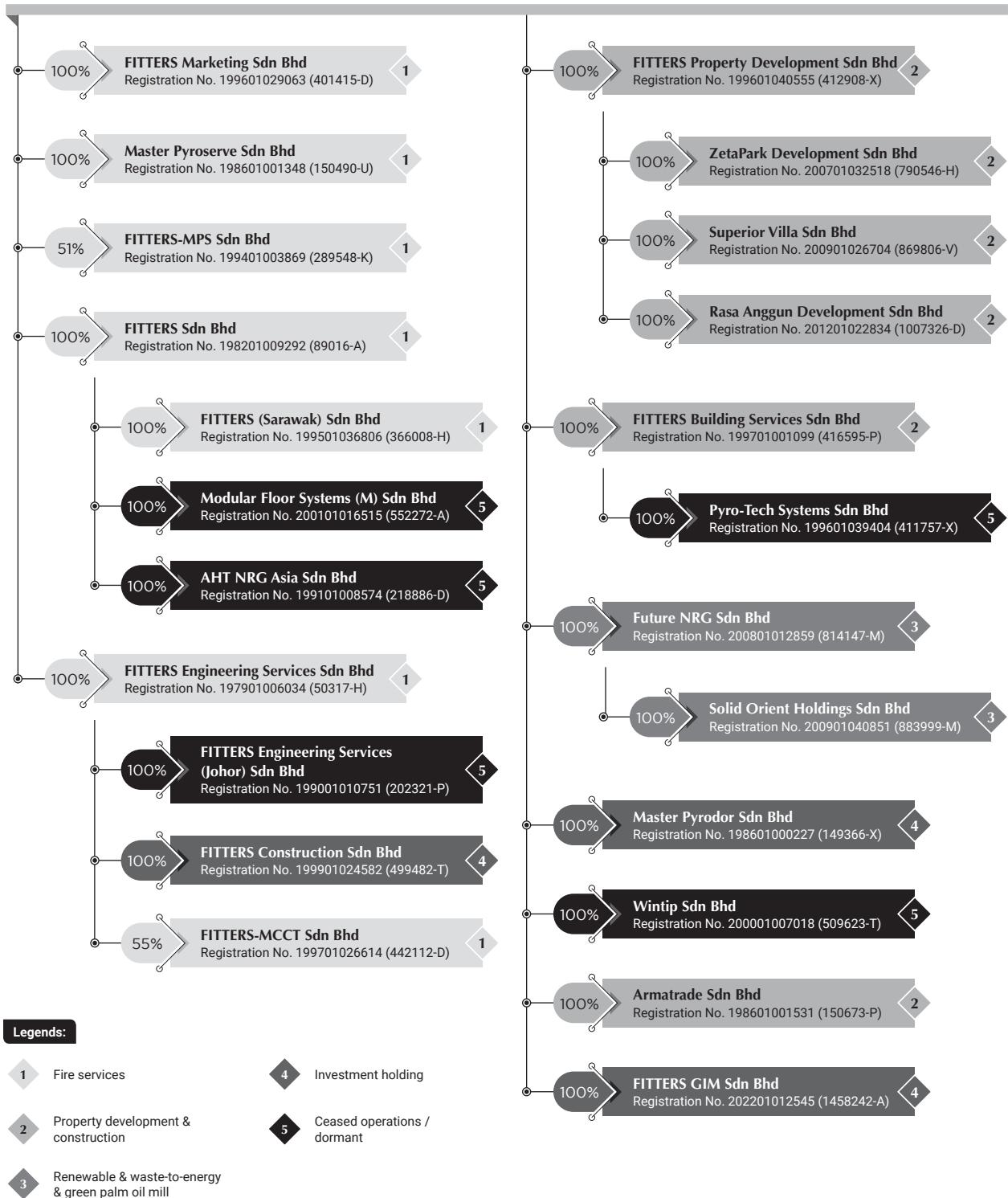
 STOCK
 EXCHANGE
 LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Name : FITTERS
Stock Code : 9318

CORPORATE STRUCTURE

FITTERS

Diversified Berhad



MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS

FITTERS Diversified Berhad ("FITTERS" or the "Company") and its group of companies ("FITTERS Group" or the "Group") is principally involved in the following core business segments:

- (i) Renewable and waste-to-energy – comprising palm oil mill operations and waste treatment operations;
- (ii) Fire services – including the trading, installation and servicing of fire safety equipment and systems; and
- (iii) Property development and construction.

On 13 June 2025, FITTERS announced the change of its financial year end ("FYE") from 31 March to 31 August. As such, the current audited financial statements of the Group cover a 17-month financial period ("FPE") from 1 April 2024 to 31 August 2025.

On 4 April 2025, the Company entered into a non-binding letter of intent ("LOI") with Cyclacel Pharmaceuticals, Inc. ("Cyclacel"), a NASDAQ listed company, to negotiate the proposed disposal of FITTERS Sdn Bhd ("FSB") ("FSB Disposal"). On 6 May 2025, an exchange agreement was executed and the FSB Disposal was completed on 12 September 2025. The disposal consideration amounted to USD4,978,005.00, satisfied entirely by 699,158 new Cyclacel shares at the issue price of USD7.12 per share.

Following the completion of the FSB Disposal, FSB and its subsidiaries (namely FITTERS (Sarawak) Sdn Bhd ("FITTERS Sarawak"), Modular Floor Systems (M) Sdn Bhd and AHT NRG Asia Sdn Bhd) ceased to be a part of the Group. Prior to the FSB Disposal, Modular Floor Systems (M) Sdn Bhd and AHT NRG Asia Sdn Bhd were no longer having any operations while FSB and FITTERS Sarawak were principally engaged in trading and installation of fire safety materials and equipment.

	17-month FPE 31 August 2025	FYE 31 March 2024
	RM'000	RM'000
Revenue	593,055	285,889
Gross profit ("GP")	54,216	30,264
Profit before tax ("PBT") / (Loss) before tax ("LBT")	15,532	(10,514)
Profit after tax ("PAT") / (Loss) after tax ("LAT")	13,644	(16,424)
Profit / (Loss) attributable to owners of the Company	13,648	(16,498)
Profit / (Loss) per share (sen)	0.58	(0.70)

The Group recorded revenue of RM593.1 million for 17-month FPE 31 August 2025, representing a 107.4% increase compared to RM285.9 million in FYE 31 March 2024. On an annualised basis, this translates to a 46.4% growth, primarily driven by higher contributions from the fire services segment, as well as increased renewable and waste-to-energy activities.

Gross profit improved to RM54.2 million, compared to RM30.3 million in FYE 31 March 2024. On an annualised basis, this reflects a 26.5% increase, driven by better project margins, improved cost management and enhanced production efficiency across the Group's operations.

Consequently, the Group returned to profitability with a PAT of RM13.6 million, compared to an LAT of RM16.4 million in FYE 31 March 2024.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

RENEWABLE & WASTE-TO-ENERGY

The renewable & waste-to-energy segment has been the Group's largest revenue contributor, contributing more than 35% to the Group's revenue in each of the last 5 financial years up to FYE 31 March 2024. For 17-month FPE 31 August 2025, this segment contributed approximately 67.2% of the Group's revenue, reflecting its growing scale and the impact of the extended financial period.

Palm oil mill

The Group operates a palm oil mill in Kuala Ketil, Kedah with a milling capacity of approximately 60MT per hour. During 17-month FPE 31 August 2025, the mill processed approximately 397,800 MT of fresh fruit bunches ("FFB"), compared to approximately 194,000 MT for FYE 31 March 2024. The higher volume reflected the longer financial period (17 months versus 12 months) as well as consistent crop supply sourced from surrounding estates and smallholders. Throughout the period, the mill maintained stable operating efficiency and plant uptime, allowing it to operate at healthy utilisation levels.

Medical waste treatment plant

The Group operates a medical waste treatment plant in Sendayan Tech Valley, Negeri Sembilan that can treat up to 10MT of medical waste per day. Since commencing operations in September 2017, this plant has received medical waste from more than 4,000 private healthcare centres across Peninsular Malaysia. During 17-month FPE 31 August 2025, the plant continued to record stable and consistent demand, reflecting the essential nature of regulated medical waste management services within the healthcare sector and the recurring nature of its customer base.

Financial commentary

	17-month FPE 31 August 2025	FYE 31 March 2024
	RM'000	RM'000
Revenue	398,499	168,210
PAT / LAT	5,894	(10,219)

For 17-month FPE 31 August 2025, segment revenue increased by 136.9% to RM398.5 million from RM168.2 million in FYE 31 March 2024. This segment also recorded a PAT of RM5.9 million, as opposed to an LAT of RM10.2 million in the previous financial year.

Beyond the longer reporting period, the increase in revenue was primarily driven by stronger operational performance in the palm oil milling operations. The Group recorded significantly higher sales volumes for both crude palm oil ("CPO") and palm kernel, supported by steady mill uptime and increased processing activity throughout the period. Average realised CPO prices were also favourable, averaging around RM4,200 per MT, which contributed positively to revenue. Extraction yields also remained stable with oil extraction rates close to industry norms, enabling the Group to sustain efficient production output.

This segment returned to a PAT position, supported by stronger GP margins and improved economies of scale derived from higher processing volumes. Cost management was more effective during the period, resulting in better control of direct milling expenses and overheads.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

FIRE SERVICES

The fire services segment has been the Group's second largest revenue contributor, contributing more than 20% to the Group's revenue in the last 5 financial years up to FYE 31 March 2024. For 17-month FPE 31 August 2025, this segment contributed approximately 32.0% of the Group's revenue.

The Group offers a comprehensive range of fire protection and prevention solutions, including fire detection and suppression systems, fire-resistant door sets, fire extinguishers, fire safety apparel and foam systems. The mechanical and electrical engineering division also provides design-and-build contracting services and has an established track record, having completed high-profile projects such as KLCC Lot C, Menara Telekom and Genting Sky Casino and Mall. In addition, FITTERS continues to maintain a sizeable portfolio of recurring fire maintenance clients across various sectors.

During 17-month FPE 31 August 2025, the Group secured several new fire protection and prevention contracts for data centre developments, reflecting the increasing demand for specialised fire safety solutions in mission-critical facilities. Progress for ongoing contracts also remained steady, contributing to higher project billings for the period.

Financial commentary

	17-month FPE 31 August 2025	FYE 31 March 2024
	RM'000	RM'000
Revenue	189,758	98,797
PAT	4,644	459

For 17-month FPE 31 August 2025, revenue increased by 92.1% to RM191.0 million from RM98.7 million in FYE 31 March 2024. In line with stronger project execution and higher billings, this segment's PAT rose significantly to RM4.6 million, compared to RM0.5 million in the previous financial year.

The increase in revenue was mainly driven by improved work progress for ongoing fire services and mechanical and electrical projects. This segment also benefitted from active construction activity within the data centre sector, where multiple projects contributed meaningfully to billings during the period.

Following the completion of the FSB Disposal on 12 September 2025, FSB and its subsidiaries were deconsolidated from the Group. The net revenue of RM8.3 million and PAT of RM0.4 million contributed by these entities up to the date of disposal have been reclassified to discontinued operations. This divestment did not have a significant impact on this segment's financial performance for 17-month FPE 31 August 2025, as the entities had recorded relatively modest contributions prior to disposal.

PROPERTY DEVELOPMENT & CONSTRUCTION

The Group's property development and construction segment has historically undertaken selected development and project management assignments. The Group first entered this segment through the development of ZetaPark, an integrated commercial, retail and residential project in Setapak, Kuala Lumpur. This was followed by ZetaDeSkye, a prestigious condominium development comprising two 24-storey residential towers, further establishing the Group's track record in the high-rise property segment.

Subsequently, the Group was appointed for the project management and construction of two phases of a residential development in Taman Putra:

- (i) Phase 1 – Azalea, with a contract value of RM97.8 million, completed in July 2020, and
- (ii) Phase 2 – Belleza, with a contract value of RM81.5 million, completed in February 2024.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT & CONSTRUCTION (CONT'D)

During 17-month FPE 31 August 2025, the Group did not secure any new property development or construction projects. Nevertheless, this segment continued to carry out post-completion activities and ongoing compliance matters associated with the Belleza project.

The Group is also involved in the proposed re-development of Plaza Perkeliling. Preparatory and pre-development work continued during the period, with efforts directed towards obtaining the relevant regulatory approvals before physical development can commence. Beyond this, the Group continues to assess and explore viable property development and construction opportunities, although no new commitments were made during the financial period.

Financial commentary

	17-month FPE 31 August 2025	FYE 31 March 2024
	RM'000	RM'000
Revenue	4,798	18,882
PAT	236	606

For 17-month FPE 31 August 2025, this segment recorded revenue of RM4.8 million, representing an 74.6% decrease compared to RM18.9 million in FYE 31 March 2024. The decline was expected, as the Group completed the Belleza project in February 2024 and did not undertake any new property development or construction projects during the period. Accordingly, revenue recognised during the current period is primarily related to the final progress billings, variation order adjustments and certification of outstanding items for the Belleza project.

This segment recorded a PAT of RM0.2 million, compared to RM0.6 million in the previous financial year. The lower profit was due to the absence of new projects to absorb fixed project management overheads, coupled with the significantly reduced contribution from the Belleza project as it approached financial completion.

The Group will continue to be selective in pursuing property development and construction opportunities, focusing on projects with sustainable demand prospects, manageable risk exposure and reasonable development margins.

REVIEW OF FINANCIAL POSITION

	17-month FPE 31 August 2025	FYE 31 March 2024
	RM'000	RM'000
Total assets	486,517	483,414
Total liabilities	82,526	91,684
Shareholders' equity / Net assets	403,942	391,677
Net current assets	296,930	268,182
Financial ratios		
Current ratio(1)	4.79	4.09
Gearing ratio(2)	0.03	0.07
Trade receivables turnover days(3)	42	69
Trade payables turnover days(4)	26	46

**MANAGEMENT DISCUSSION AND ANALYSIS
(CONT'D)****REVIEW OF FINANCIAL POSITION (CONT'D)****Notes:**

- (1) Current assets / Current liabilities
- (2) Total borrowings / Shareholders' equity
- (3) Average trade receivables / Total revenue x 365 days (or 517 days, in the case of 17-month FPE 31 August 2025)
- (4) Average trade payables / Cost of sales x 365 days (or 517 days, in the case of 17-month FPE 31 August 2025)

As at 31 August 2025, the Group's total assets stood at RM486.5 million compared to RM483.4 million as at 31 March 2024, while total liabilities decreased to RM82.5 million from RM91.7 million. Consequently, shareholders' equity increased to RM403.9 million from RM391.7 million. Net current assets rose to RM296.9 million from RM268.2 million, supported by higher trade and other receivables in line with the increased sales recorded during 17-month FPE 31 August 2025. Cash and bank balances, however, were lower at the end of the current financial period.

The Group's gearing ratio reduced to 0.03 times as at 31 August 2025 from 0.07 times as at 31 March 2024, mainly due to the reduction in total borrowings. The current ratio also increased to 4.79 times from 4.09 times previously, reflecting a stronger liquidity position.

Trade receivables turnover days reduced to 42 days compared to 69 days previously, driven by more efficient collection efforts and improved credit control. Trade payables turnover also reduced to 26 days as compared to 46 days previously, consistent with the Group's settlement of supplier balances during the period.

Non-current assets, consisting primarily of property, plant and equipment, decreased to RM100.6 million from RM115.7 million. This was mainly due to depreciation charges for the current financial period as well as the de-consolidation of FSB's property, plant and equipment due to the FSB Disposal.

Current assets increased to RM375.2 million as at 31 August 2025 compared to RM354.9 million previously, driven mainly by higher trade receivables arising from increased revenue in the current financial period. The Group's cash and short-term deposits decreased to RM27.3 million as at 31 August 2025 from RM150.7 million as at 31 March 2024. The decline was mainly due to utilisation of funds for working capital and project-related payments during the period including refundable deposit paid in connection with proposed property acquisition, as disclosed in financial statements.

Non-current liability comprising deferred tax liabilities and long-term borrowings, did not change materially compared to the previous financial year.

Current liabilities consisted primarily of trade and other payables and short-term borrowings. Trade payables decreased as the Group made substantial payments to suppliers and contractors before the close of the current financial period. Other payables also declined, mainly due to the settlement of project-related accruals.

On 12 September 2025, the Company completed the FSB Disposal. After the FSB Disposal, FSB and its subsidiaries ceased to be subsidiaries of the Group.

Subsequently, on 3 October 2025, Solid Orient Holdings Sdn. Bhd., a wholly-owned subsidiary of the Company, entered a Memorandum of Understanding with Interchcity Bioenergy Sdn. Bhd. to explore the utilisation of palm oil mill waste, specifically empty fruit bunch fibre and palm kernel shell for sustainable waste valorisation collaboration. This initiative reflects the Group's continued efforts to pursue opportunities within renewable and waste-to-energy solutions.

Save as aforementioned, we are not aware of any other known trends and events that are reasonably likely to have a material effect on the Group's operations, performance, financial condition and liquidity.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

ANTICIPATED OR KNOWN RISKS

Fluctuation in price or availability of raw materials

The performance of the Group's palm oil business is influenced, among other factors, by fluctuations in commodity and raw material prices. Crude palm oil ("CPO") prices, which vary on a daily basis, are subject to global oils and fats market demand-and-supply dynamics that are beyond the Group's control.

In addition, the prices and availability of raw materials, including fresh fruit bunches ("FFB"), may be affected by factors such as global supply and demand conditions, the state of the global economy, inflationary pressures, environmental regulations, and labour unrest.

Furthermore, any sudden shortage of supply arising from unexpected events (such as natural disasters, forest fires or adverse weather conditions) may disrupt the Group's mill operations. Significant fluctuations in the prices or availability of raw materials may increase the Group's cost of sales and could adversely impact the Group's profitability.

Sustainability of order book

The Group's revenue from both its fire services segment and its property development and construction segment is largely dependent on the sustainability of its order book. The size and continuity of the order book are influenced by overall business and economic conditions in Malaysia, as well as the Group's ability to successfully tender for new projects. In this regard, the Group faces competition from other industry players on factors such as pricing, timely delivery, and quality.

There is no assurance that the Group's existing projects will not experience delays or termination, nor can there be certainty that the Group's order book will be maintained at its current level in the future.

Availability and cost of labour

The Group's profitability may be impacted by increases in labour costs, particularly if the Group is unable to pass on such cost increases to its customers, which may in turn reduce its profit margins.

The palm oil, fire services, and construction industries are labour-intensive, and the Group's mill operations as well as its fire services and construction projects require substantial manpower. The Group continues to face challenges in recruiting local workers and therefore relies significantly on foreign labour. This reliance has been further compounded by an industry-wide shortage of foreign workers in recent years.

As a result, the Group is required to comply with Government policies relating to the recruitment and employment of foreign workers. Any changes to such policies may adversely affect the Group's ability to employ the necessary manpower. While the Group has taken steps to mitigate these risks, there is no assurance that changes in these factors will not have a material adverse effect on the Group.

Competition risk

The Group faces competition from both new entrants and existing industry players in the palm oil and fire services sectors. These industries are highly competitive due to the presence of numerous local and international producers of palm oil products as well as other suppliers of fire protection systems. Such competition may affect the Group's revenue and market share, which may in turn impact the Group's financial performance.

In the palm oil industry in particular, competitors continuously invest in developing more advanced technologies and product formulations to strengthen their market position and gain a competitive advantage. This ongoing innovation may intensify competitive pressures on the Group.

In addition, the barriers to entry for new distributors of fire protection equipment are relatively low, as such distributors may source products or systems that already carry the requisite certifications obtained by the respective manufacturers or suppliers.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

ANTICIPATED OR KNOWN RISKS (CONT'D)

Competition risk (Cont'd)

Consequently, the competition faced by the Group may result in, among others, downward pressure on the prices of the Group's products and thereby affecting its profit margins. These factors may adversely affect the Group's business operations and financial performance. There can be no assurance that the Group will be able to continue competing effectively in these industries, and any inability to do so may adversely affect the Group's growth prospects and financial performance.

FUTURE PROSPECTS & OUTLOOK

The Group operates in three principal business segments:

- (i) Renewable and waste-to-energy – comprising palm oil mill operations and waste treatment operations;
- (ii) Fire Services – including the trading, installation and servicing of fire safety equipment and systems; and
- (iii) Property development and construction.

Palm oil mill operations have been the Group's largest revenue contributor in the past 5 financial years and for 17-month FPE 31 August 2025. This operation continues to demonstrate resilience despite ongoing labour constraints and uncertainties in the broader economic environment. The Group expects that CPO prices will remain robust at levels close to RM4,000 per metric tonne, supported by Indonesia government's implementation of the B40 biodiesel mandate and progress toward the B50 biodiesel mandate, which will further increase domestic biodiesel consumption and tighten global palm oil supply. Notwithstanding this, management remains cautious of price volatility arising from global supply-demand dynamics and competition from other edible oils.

Domestically, Malaysia's Budget 2025 introduces several measures, including the new minimum wage policy, removal of fuel subsidies, expansion of the SST, mandatory EPF contributions for foreign workers and higher electricity tariffs. All these are anticipated to increase operational costs, not just for the Group's palm oil mill operations, but also for other segments within the Group's business. As such, management remains focused on enhancing mill efficiency through greater automation, optimising production yields, and maintaining disciplined cost control initiatives to strengthen the Group's financial position.

In respect of the medical waste treatment operations, the market remains strictly regulated and highly competitive in pricing. Nonetheless, demand has remained stable, supported by increased medical waste collection volumes from private healthcare facilities across Peninsular Malaysia. Operational efficiency continues to improve following the implementation of the e-Consignment Note (eCN) system, which enhances traceability and improves the safety and compliance of collection and disposal processes.

The fire services segment has been the Group's second largest revenue contributor in the past 5 financial years and for 17-month FPE 31 August 2025. The growth was primarily driven by progress on multiple hyperscale data centre projects, a sector that continues to expand rapidly in Malaysia due to rising digitalisation and cloud infrastructure investments.

The Group expects the data centre sector to remain a key driver of order book visibility over the next few years. Continued participation in large-scale facilities is expected to support revenue stability and contribute positively to margins. However, challenges remain particularly the impact of the United States' trade tariff policies and domestic minimum wage adjustments, which may lead to upward pressure on project costs and potential timing delays. The Group will continue to prioritise operational efficiency, engineering excellence and prudent project management to preserve profitability.

For the property development and construction business, the Group completed Phase 2 of the Taman Putra development (Belleza project) in February 2024. No new development or construction projects were secured during the current financial period, in line with a cautious approach toward capital deployment amid market uncertainties.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

FUTURE PROSPECTS & OUTLOOK (CONT'D)

For the proposed redevelopment of Plaza Perkeliling, preparatory and planning activities continued throughout the period, with the team progressing on securing the necessary approvals from the relevant authorities. The project remains part of the Group's long-term strategy to unlock value from existing landbank and reposition key assets for sustainable returns. The Group also continues to evaluate selected property development and construction opportunities, focusing on projects with sustainable demand profiles, manageable risk exposure and acceptable development margins.

Despite a challenging operating environment, the Group delivered stable performance in the financial period under review. Looking ahead, the Board remains cautiously optimistic. The renewable and waste-to-energy segment is expected to remain a steady earnings base, the fire services segment is supported by a healthy pipeline from data centre projects, while the property development and construction segment will focus on prudent capital allocation and selective opportunities.

The Group will continue to strengthen operational resilience through cost rationalisation, improved productivity, and disciplined financial management. Management will also monitor closely the evolving macroeconomic conditions and policy developments to ensure that business units remain agile and responsive.

DIVIDEND POLICY

The declaration of interim dividends and the recommendation of final dividends are subject to the discretion of our Board and any final dividend for the year is subject to shareholders' approval.

Although we have not formulated a dividend policy or payout ratio, we recognise that it is important to reward our investors with dividends. Therefore, we intend to pay dividends to shareholders in the future to allow our shareholders to participate in our profits subject to various factors including, amongst others, our financial performance, cash flow requirement, availability of distributable reserves and capital expenditure plans.

The payment of dividends or other distributions will depend on distributable profits, operating results, financial condition, capital expenditure plans and other factors that our Board deem relevant.

SUSTAINABILITY STATEMENT

ABOUT THIS REPORT

Welcome to the Sustainability Statement of FITTERS Diversified Berhad ("FITTERS"). Building on the foundation laid in our previous report, we continue to reaffirm our commitment to environmental stewardship, social responsibility, and strong governance practices. Since our establishment in the 1970s, FITTERS has grown into a trusted one-stop fire protection specialist, with operations spanning manufacturing, trading, specialised installation of firefighting systems, property development, and innovative waste management solutions.

This year's statement highlights our ongoing efforts to embed sustainable practices across our Malaysian operations, reflecting our pursuit of greater transparency, ethical conduct, and responsible resource management. We share our progress, areas for improvement, and the initiatives undertaken to create long-term value for our stakeholders and the communities we serve.

At FITTERS, sustainability remains central to our business strategy. We understand the need to balance economic performance with environmental conservation and social well-being. This commitment continues to guide our actions as we innovate, adapt, and strengthen our resilience to support a sustainable future for generations to come.

Scope and Basis of Scope

This Sustainability Statement ("this Statement") covers all operations of FITTERS within Malaysia. The reporting scope includes all divisions and business units under our organisational control, ensuring comprehensive and consistent coverage of our sustainability practices, initiatives, and performance, unless otherwise stated.

FITTERS acknowledges the importance of providing accurate, reliable, and meaningful sustainability data. While every effort has been made to ensure the completeness of information presented, certain data limitations may affect comparability with previous reporting periods. We remain committed to progressively enhancing the quality, depth, and transparency of our sustainability disclosures in line with evolving regulatory expectations and stakeholder needs.

Following the resignation of the Company's previous Auditors, the Board of Directors resolved to change the Company's financial year end ("FYE") from 31 March to the financial period ended ("FPE") 31 August to allow sufficient time for the newly appointed Auditors to prepare and audit the Group's financial statements. Consequently, this Statement corresponds to the extended financial reporting period from 1 April 2024 to 31 August 2025.

Reporting Frameworks and Standards

We have prepared our report in accordance with Bursa Malaysia Securities Berhad's ("Bursa Malaysia") Main Market Listing Requirements and with guidance from its Sustainability Reporting Guidelines (3rd edition). We are constantly enhancing our sustainability strategy, which will contribute to the enhancement of the framework over the years.

Feedback

We welcome feedback from stakeholders as part of our ongoing efforts to enhance our sustainability practices and disclosures. We encourage stakeholders to share any comments, queries, or suggestions relating to this Statement or our sustainability initiatives. All correspondence may be directed to our designated email address at fdb@fittersgroup.com.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY

Sustainability Governance

A strong and accountable corporate governance structure remains central to FITTERS' long-term success. It supports a culture of integrity, strengthens organisational resilience, and sustains stakeholder and investor confidence. In 2025, the Group continues to enhance its sustainability governance approach to ensure our practices remain relevant, effective, and aligned with evolving market expectations.

Our sustainability framework is overseen by the Board of Directors ("the Board") and executed throughout the organisation with the support of Senior Management. The Board provides strategic direction by embedding material sustainability considerations into the Group's long-term business plans, operational priorities, and risk management processes.

Senior Management continues to play a pivotal role in driving implementation. The team works collaboratively across all business units to manage sustainability-related impacts, risks, and opportunities in a coordinated and integrated manner. This ensures that sustainability initiatives contribute meaningfully to value creation, operational efficiency, and the Group's broader strategic goals.

The roles and responsibilities within our sustainability governance structure are outlined in the following table:

Role	Responsibilities
Board of Directors	<ul style="list-style-type: none"> Develops and leads the sustainability framework. Integrates sustainability into the Group's long-term strategic plans. Promotes sustainability in key business processes. Ensures corporate success and maintains investors' confidence. Cultivates a culture of integrity within the organisation. Provides oversight and guidance on sustainability initiatives.
Senior Management Team	<ul style="list-style-type: none"> Implements the sustainability framework across operations. Collaborates to oversee sustainability management. Manages associated impacts, risks, and opportunities. Optimises value creation through integrated sustainability efforts. Supports the Board in promoting and integrating sustainability. Ensures that sustainability practices are embedded in day-to-day operations.

Material Matters & Assessment Process

Our sustainability material matters are determined via an in-depth materiality assessment to identify and assess key risks and opportunities to ensure long-term sustainable growth. The assessment involves evaluating the significance of each sustainability issue based on its levels of impact and influence on the Group. This process allows us to focus on impact-based solutions for our customers while empowering our communities as we embed sustainability across our core business.

The materiality assessment takes into account various factors, including current economic, environmental, social, and governance trends both locally and globally.

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

Material Matters & Assessment Process

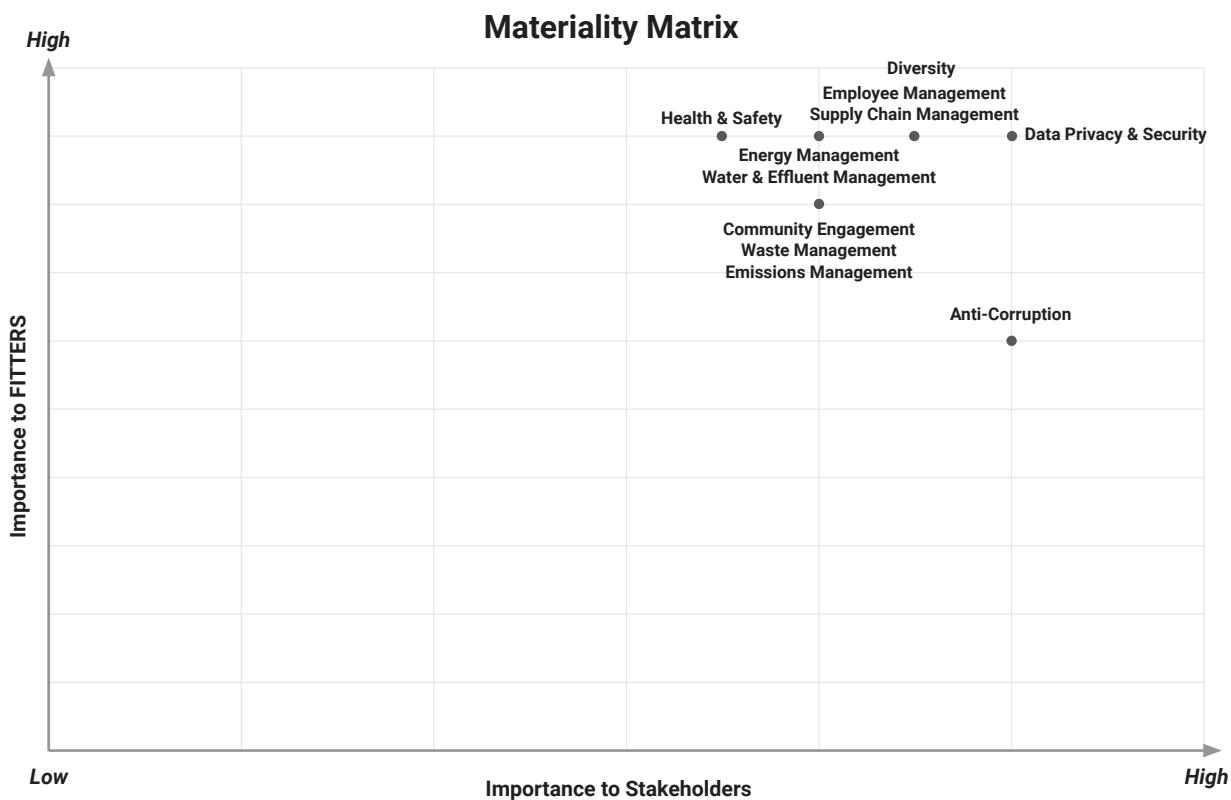
FITTERS engages with different stakeholder groups to identify, prioritise and address material sustainability matters. For effective engagement with our stakeholders, various methods are employed, including but not limited to the following:

Role Stakeholder Group	Engagement Approach	Engagement Focus & Objectives
Shareholders & Investors	<ul style="list-style-type: none"> • Annual General Meeting / Extraordinary General Meeting • Annual reports • Quarterly reports • Announcements to Bursa Malaysia Securities Berhad 	<ul style="list-style-type: none"> • Shareholders' and investors' confidence
Employees	<ul style="list-style-type: none"> • Staff performance appraisal • Management and committee meetings • Professional development 	<ul style="list-style-type: none"> • Compensation, welfare and employee care • Safe and conducive workplace • Continuing professional development
Customers	<ul style="list-style-type: none"> • Customer feedback form and survey • Proposals / quotations / agreements • Meetings 	<ul style="list-style-type: none"> • Product's quality assurance • Payment terms and timeliness • Business continuity
Suppliers	<ul style="list-style-type: none"> • Meetings • Proposals / quotations / agreements 	<ul style="list-style-type: none"> • Product and service quality • Competitive price and terms of payments • Maintaining long-term relationship
Regulators & Government Authorities	<ul style="list-style-type: none"> • Participation in events, briefings and consultations initiated by regulators and relevant government authority • Liaison with government/ regulatory bodies for application/ document submissions • Compliance with rules and regulations of regulators, and other governmental or regulatory bodies • Consistent fact finding and fact sharing communication with regulators 	<ul style="list-style-type: none"> • Continuous communication to obtain updates on relevant information and issues of concern • Obtain and keep abreast of latest regulatory updates, pronouncements or announcements • Rules and regulatory compliances and submissions under the oversight of compliance and internal audit departments

SUSTAINABILITY STATEMENT (CONT'D)

OUR APPROACH TO SUSTAINABILITY (CONT'D)

Materiality Matrix



SUSTAINABILITY STATEMENT (CONT'D)

MANAGEMENT APPROACH FOR MATERIAL MATTERS

Supply Chain Management

Why is this important?

A robust, transparent, and localised supply chain is indispensable for safeguarding and enhancing FITTERS' value proposition in a dynamic global environment. Our strategic focus on effective supply chain management enables us to not only meet production and delivery targets but also to future-proof our operations. Specifically, it allows us to mitigate strategic risks by proactively addressing potential disruptions, ranging from geopolitical shifts to climate-related events, thereby securing business continuity. Furthermore, it helps us to enhance competitiveness and value by reducing operational costs, improving process efficiency, and ensuring the superior quality that our customers expect, maintaining our market edge. Finally, this approach allows us to effectively uphold sustainability commitments by actively minimising our environmental footprint and contributing positively to the economic and social development of the communities in which we operate.

Our approach

At FITTERS, our approach is centred on fostering a sustainable, highly resilient, and deeply localised supply chain. We firmly believe that our commercial success is intrinsically linked to the well-being and growth of our local ecosystem.

To achieve this, our strategy prioritises local partnership, with 95% of our suppliers being local. We emphasise building long-term, mutually beneficial relationships rooted in trust, quality, and shared values. This prioritisation directly strengthens the Malaysian economy, driving community development and job creation. Concurrently, rigorous procurement practices are integral to driving competitiveness and value; we maintain continuous and stringent efforts to identify and source the most suitable, sustainable, and cost-competitive materials. This critical function directly supports our continuous product improvement programmes, delivering enhanced value-added solutions across all our diversified business units. Finally, we are committed to full traceability and ethical sourcing. By striving to source the maximum proportion of inputs locally, we empower the surrounding economy while concurrently reducing the environmental impact associated with transportation. For the specialised components in our fire services division sourced internationally, we mandate that our principals adhere to strict international standards of reliability and legality.

Our performance

Our commitment to localisation and quality assurance remains a key performance metric, demonstrating the resilience and consistency of our sourcing strategy.

Indicator	FYE 2024 (%)	FPE 2025 (%)
Proportion of Local Suppliers	95%	95%
Proportion of Foreign Suppliers	5%	5%
Certification	ISO 9001:2015	ISO 9001:2015

SUSTAINABILITY STATEMENT (CONT'D)

MANAGEMENT APPROACH FOR MATERIAL MATTERS (CONT'D)

Community Investment

Why is this important?

Community investment remains a core pillar of our corporate responsibility and a vital element in fostering positive, sustainable relationships with the communities in which we operate. By contributing proactively to local development, we not only strengthen our corporate reputation but also cultivate a supportive and reciprocal environment that benefits both the company and the local population. Our commitment, which includes supporting local economies and improving the overall quality of life, demonstrates our responsibility as a dedicated corporate citizen and is directly aligned with our broader sustainability goals. This strategic investment is crucial for building trust and loyalty among local stakeholders, which is essential for FITTERS' long-term stability and success.

Our approach

The Group is deeply dedicated to generating a positive and lasting impact on the communities we serve. Our community investment strategy is focused on identifying and actively supporting high-impact initiatives that directly address the most pressing needs of our local communities. We prioritise projects that promote essential areas such as education, health, and social well-being, as well as those that stimulate local economic development, thereby ensuring sustainable and meaningful benefits. We work in close consultation with local community leaders and stakeholders to thoroughly understand their needs and collaboratively develop effective solutions. Furthermore, we actively encourage and promote employee volunteerism and participation in community projects, strengthening both our engagement and the scope of our impact.

Moving beyond our prior modest contribution, FITTERS has significantly increased its commitment in 2025, focusing resources on projects that deliver measurable social value. Our dedication to sustainable and impactful community projects will continue to guide our efforts, allowing us to make a significant difference in the lives of those in our local communities. We remain committed to building strong, supportive relationships with our community stakeholders and contributing substantially to the overall well-being and development of the areas where we operate.

Our performance

The 2025 financial year marked a pivotal expansion in our community support efforts, reflecting our enhanced commitment to social impact:

Indicator	FYE 2024	FPE 2025
Total amount invested in the community (RM)	1,000	20,000
Total number of individuals benefiting from the investment in communities	1	16

This increase underscores our commitment to expanding our reach and delivering tangible social returns to a broader group of beneficiaries.

SUSTAINABILITY STATEMENT (CONT'D)

MANAGEMENT APPROACH FOR MATERIAL MATTERS (CONT'D)

Anti-Corruption

Why is this important?

At FITTERS, maintaining an unyielding standard of integrity and ethical conduct is paramount to the sustainability and long-term success of our business. We recognise that robust anti-corruption measures are critical to preserving the trust of our diverse stakeholders, including investors, customers, employees, and the communities in which we operate. By strictly adhering to anti-corruption protocols, we not only ensure compliance with legal obligations but also safeguard the Group's reputation and financial health. A corruption-free environment is essential for attracting top talent, fostering resilient business relationships, and securing a competitive advantage in the marketplace.

Our approach

Our governance framework is meticulously designed to comply with the best practices outlined in the Main Market Listing Requirements and the Malaysian Code on Corporate Governance. We have established a comprehensive ecosystem of policies to guide ethical decision-making across all operations.

Central to this framework is our Code of Ethics and Conduct, which delineates the behavioural standards expected of all employees, directors, and associated persons, serving as the primary reference point for professional integrity.

Complementing the Code is our Whistleblowing Policy, which provides a confidential and secure mechanism for stakeholders to report suspected wrongdoing or unethical behaviour without fear of retaliation or reprisal. This is further reinforced by the Board-approved Anti-Bribery and Corruption Policy, which unequivocally defines the Group's zero-tolerance stance on bribery. The ABC Policy specifies prohibited conduct and outlines the responsibilities of all parties, including contractors and suppliers, mandating strict adherence to relevant legislation. Furthermore, while ISO 9001:2015 serves primarily as a quality management standard, its implementation within our operations underpins our anti-corruption efforts by promoting a culture of rigorous accountability and process control.

Our performance

The Group maintained a clean record with zero confirmed incidents of corruption. This reflects the effectiveness of our current policy framework in deterring unethical behaviour. However, regarding proactive engagement, we are pleased to report that 8.30% of our employees received formal anti-corruption training during the year. We remain highly aware of the importance of these initiatives and are committed to implementing comprehensive training programs and structured risk assessments in the near future.

SUSTAINABILITY STATEMENT (CONT'D)

MANAGEMENT APPROACH FOR MATERIAL MATTERS (CONT'D)

Anti-Corruption (Cont'd)

Our performance (Cont'd)

Indicator	FYE 2024	FPE 2025
Confirmed Incidents of Corruption	NIL	NIL
Employees Trained on Anti-Corruption (%)	0	8.30
Operations Assessed for Corruption Risk	NIL	NIL
Certification	ISO 9001:2015	ISO 9001:2015

Data privacy & security

Why is this important?

In today's digital landscape, where information is a valuable asset and a core component of business operations, Data Privacy and Security are critical to maintaining stakeholder trust and ensuring business integrity. Protecting the personal data of our customers, employees, and partners is essential for fostering long-term relationships and upholding our commitment to ethical business practices.

Safeguarding this data is vital for two primary reasons: first, it prevents unauthorised access, data breaches, and other security threats that could severely damage our reputation and lead to significant financial losses. Second, strict compliance with data protection regulations, such as the Personal Data Protection Act ("PDPA") 2010, is a non-negotiable legal and ethical requirement, ensuring we handle personal data responsibly and transparently. For FITTERS, therefore, data protection is fundamental to our operational resilience and our social license to operate.

Our approach

FITTERS is dedicated to ensuring the highest standards of data privacy and security across all our operations. Our approach includes compliance with the PDPA. We strictly adhere to the regulations set forth by the PDPA, which governs the collection, use, and storage of personal data in Malaysia. This compliance ensures that we handle personal data responsibly and transparently.

**SUSTAINABILITY STATEMENT
(CONT'D)****MANAGEMENT APPROACH FOR MATERIAL MATTERS (CONT'D)****Data privacy & security (Cont'd)****Our performance (Cont'd)**

Our performance reflects the effectiveness of our governance structure and technical safeguards in maintaining data integrity and customer trust.

Indicator	FYE 2024	FPE 2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	NIL	NIL

Employee Management**Why is this important?**

At FITTERS, our success is fundamentally powered by our people. Effective human capital management is crucial for sustained operational excellence and the achievement of our strategic business objectives. We recognise that investing proactively in our workforce, through competitive remuneration, comprehensive training, and upholding fair labour standards, is the most direct route to higher productivity, continuous innovation, and overall corporate stability. By creating a skilled, motivated, and aligned workforce, we ensure FITTERS remains an employer of choice, capable of attracting and retaining top-tier talent.

Our approach

We are dedicated to cultivating a robust and nurturing work environment that supports the continuous professional trajectory of every employee. Our strategy for managing and developing our talent focuses on ensuring a high-quality, proficient, and committed workforce. This begins with a high priority on continuous learning and upskilling, where employees are provided access to diverse, structured training programmes, both internal and external, designed to sharpen job-specific competencies and prepare them for future roles. Furthermore, the integration of quality management principles, underpinned by our ISO 9001:2015 certification, ensures consistency and high standards in our development programmes, guaranteeing quality and proficient workforce expertise across the Group. Finally, we maintain a firm commitment to equitable employment by ensuring employment terms are fair, align with all applicable labour laws and regulations, and remain competitive within the market, which is crucial for securing and retaining a committed and high-performing team.

SUSTAINABILITY STATEMENT (CONT'D)

MANAGEMENT APPROACH FOR MATERIAL MATTERS (CONT'D)

Employee Management (Cont'd)

Our performance (Cont'd)

Our commitment to fair labour practices and development is reflected in the following indicators for the financial year:

Indicator	FYE 2024	FPE 2025
Substantiated Complaints (Human Rights)	NIL	NIL
Relevant Certification	ISO 9001:2015	ISO 9001:2015

Training and Development Investment

We prioritise continuous learning across all employee categories, reflected in the total training hours achieved:

Employee Category	FYE 2024 (hours)	FPE 2025 (hours)
Management	369.5	852
Executive	182	925
Non-Executive	168	587.5

Workforce Structure and Stability

The Group's strategic workforce planning involves maintaining an optimal balance of full-time permanent employees and contract staff. This balance is critical for ensuring operational flexibility, expertise retention, and efficient resource deployment.

Employment Status	FYE 2024 (%)	FPE 2025 (%)
Permanent Staff	87	70
Contract Staff	13	30
Total	100	100

Employee Turnover (By Category)

Maintaining workforce stability is key to our productivity. The total number of employee turnovers recorded is as follows:

Turnover Category	FYE 2024 (pax)	FPE 2025 (pax)
Permanent Staff	35	39
Contract Staff	14	15
Foreign Workers	1	4

**SUSTAINABILITY STATEMENT
(CONT'D)****MANAGEMENT APPROACH FOR MATERIAL MATTERS (CONT'D)****Diversity****Why is this important?**

Diversity is a crucial strategic asset, acting as a key driver of innovation, creativity, and competitive advantage across the FITTERS Group. Embracing a diverse and inclusive workforce allows us to integrate a wide array of perspectives and experiences, significantly enhancing our problem-solving capabilities and decision-making processes. Promoting diversity and inclusion also cultivates a positive, high-performing work environment where every employee feels valued and respected, leading to improved employee satisfaction, higher retention rates, and better productivity. This commitment is fundamental to our social responsibility and aligns with the evolving expectations of all our stakeholders.

Our approach

FITTERS is committed to cultivating a diverse and inclusive workplace that mirrors the communities in which we operate. We strictly adhere to policies that ensure equal opportunities for all employees and candidates, regardless of gender, age, ethnicity, or other characteristics.

Our approach promotes a fair and respectful work environment by accepting all gender expressions without prejudice. We actively ensure that different cultural celebrations are equally observed and honoured, while respecting individual ethnic sensitivities throughout our operations. Our effective human capital management practices are designed to prevent discrimination and promote inclusivity at all levels of the organisation, from recruitment through career advancement.

We also uphold the principle of building a robust and effective Board of Directors based on merit, character, experience, skill, and competence, irrespective of gender. We believe that diverse perspectives at the governance level lead to superior strategic oversight and long-term value creation.

Our performance

We are pleased to report that our commitment to an equitable workplace remains strong, with zero incidents of discrimination reported and recorded during the financial year under review.

Our commitment to diversity is reflected in the composition of our workforce and leadership profiles, spanning gender, age, and ethnicity:

Board Diversity

The Group maintains its commitment to gender diversity and achieved a remarkable balance in its age profile during the reporting year.