

**DANCOMECH HOLDINGS BERHAD**  
**Registration No. 201301020455 (1050285-U)**  
**(“the Company”)**  
(Incorporated in Malaysia)

Minutes of the Twelfth Annual General Meeting of the Company held at Greens III Sports Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor Darul Ehsan on Thursday, 29 May 2025 at 10.00 a.m.

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**Board of Directors** : Datuk Zainal Abidin Bin Ujud – *Independent Non-Executive Chairman*  
Mr Aik Swee Tong – *Managing Director*  
Mr Aik Cwo Shing – *Executive Director*  
Mr Gong Wooi Teik – *Senior Independent Non-Executive Director*  
Mr Lee Chen Yow – *Independent Non-Executive Director*  
Ms Sharon Lee Ching Yee – *Independent Non-Executive Director*

**In Attendance** : Ms Tan Fong Shian – *Company Secretary*  
Mr Tang Yuen Kin – *Group Chief Financial Officer*  
Mr Steve Ooi Poh Lim – *TGS TW PLT*  
Mr Aaron Ng Ting Shen – *TGS TW PLT*

The attendance of shareholders, corporate representatives, proxies and invitees is as per the Attendance List.

1. **INTRODUCTION**

Datuk Zainal Abidin Bin Ujud, the Chairman of the Board of Directors (“the Board”) of the Company (“Datuk Chairman”), extended a warm welcome to everyone present at the Company’s Twelfth Annual General Meeting (“AGM” or “the Meeting”) convened and held for the purpose of considering the business of the Company as set out in the Notice of AGM dated 30 April 2025.

Datuk Chairman then introduced the Directors, the Group Chief Financial Officer, the Company Secretary and the representatives of the external auditors, TGS TW PLT, to those present at the Meeting.

2. **QUORUM AND SHAREHOLDERS’ RIGHTS AS TO VOTING**

Upon receiving confirmation on the presence of a quorum in accordance with Rule 91 of the Company’s Constitution from the Company Secretary, Datuk Chairman duly called the Meeting to order.

Datuk Chairman informed that he would exercise his right as the Chairman of the Meeting to demand for a poll in accordance with Rule 97.1(a) of the Company’s Constitution in respect of all resolutions which would be put to vote at the Meeting.

The Meeting was also informed that the Company had appointed Boardroom Share Registrars Sdn Bhd as the Poll Administrators to conduct the polling process and Sky Corporate Services Sdn Bhd as the Scrutineers to verify the poll results.

Datuk Chairman further informed that the polling process for all the resolutions would be conducted upon completion of deliberation of all items to be transacted at the AGM.

3. **NOTICE**

There being no objection, the Notice convening the Meeting, having been circulated earlier to all shareholders of the Company within the prescribed notice period, was taken as read.

The Meeting was informed that in order to facilitate the orderly conduct of the Meeting, the question-and-answer (“Q&A”) sessions would be held after the Meeting had procedurally moved each proposed resolution.

4. **AUDITED FINANCIAL STATEMENTS AND REPORTS**

Datuk Chairman informed the Meeting that the first item on the agenda was to receive the Audited Financial Statements (“AFS”) of the Company for the financial year ended 31 December 2024 (“FYE2024”) together with the Reports of Directors and Auditors thereon, which having been circulated to all shareholders of the Company within the statutory period, were laid before the Meeting.

Datuk Chairman thereupon invited questions from the floor.

There being no questions raised, the AFS of the Company for FYE2024 together with the Directors’ and Auditors’ Reports thereon as laid before the Meeting were declared duly received by the shareholders of the Company.

5. **ORDINARY RESOLUTION 1**  
**RE-ELECTION OF DIRECTOR – MR AIK CWO SHING**

Datuk Chairman proceeded to the next item on the agenda and informed the Meeting that there would be a total of 10 resolutions to be passed at the Meeting and each must be separately considered and voted by poll by the shareholders.

Shareholders’ approval was sought for the re-election of Mr Aik Cwo Shing as Director under Ordinary Resolution 1 as follows:-

“THAT Mr Aik Cwo Shing, the Director who is retiring by rotation pursuant to the Company’s Constitution, and being eligible, be and is hereby re-elected to the Board.”

Datuk Chairman invited questions from the floor and informed that the poll would be conducted upon completion of the remaining business of the Meeting.

There being no question raised from the floor, Datuk Chairman proceeded with the next item on the agenda.

6. **ORDINARY RESOLUTION 2**  
**RE-ELECTION OF DIRECTOR – MS SHARON LEE CHING YEE**

Shareholders’ approval was sought for the re-election of Ms Sharon Lee Ching Yee as Director under Ordinary Resolution 2 as follows:-

“THAT Ms Sharon Lee Ching Yee, the Director who is retiring by rotation pursuant to the Company’s Constitution, and being eligible, be and is hereby re-elected to the Board.”

There being no questions raised from the floor, Datuk Chairman informed that the poll would be conducted upon completion of the remaining business of the Meeting and moved on to the next item on the agenda.

7. **ORDINARY RESOLUTION 3**  
**APPROVAL OF PAYMENT OF DIRECTORS’ FEES AND BENEFITS**

Shareholders’ approval was sought on the following Ordinary Resolution 3:-

“THAT the payment of Directors’ Fees of up to RM200,000 and benefits of up to RM20,000 to the Non-Executive Directors from 30 May 2025 until the next AGM of the Company be and is hereby approved.”

Datuk Chairman invited questions from the floor and informed that the poll would be conducted upon completion of the remaining business of the Meeting.

There being no question raised from the floor, Datuk Chairman proceeded with the next item on the agenda.

8. **ORDINARY RESOLUTION 4**  
**RE-APPOINTMENT OF AUDITORS**

Shareholders’ approval was sought for the reappointment of TGS TW PLT as Auditors of the Company, who have expressed their willingness to continue in office, under Ordinary Resolution 4 as follows:-

“THAT TGS TW PLT be and are hereby re-appointed as the Company’s Auditors and to hold office until the conclusion of the next AGM AND THAT the Directors be and are hereby authorised to determine their remuneration.”

There being no questions raised from the floor, Datuk Chairman informed that the poll would be conducted upon completion of the remaining business of the Meeting.

9. **SPECIAL BUSINESS**  
**ORDINARY RESOLUTION 5 – RETENTION OF DATUK ZAINAL ABIDIN BIN UJUD AS INDEPENDENT DIRECTOR**  
**ORDINARY RESOLUTION 6 – RETENTION OF MR GONG WOUI TEIK AS INDEPENDENT DIRECTOR**  
**ORDINARY RESOLUTION 7 – RETENTION OF MR LEE CHEN YOW AS INDEPENDENT DIRECTOR**  
**ORDINARY RESOLUTION 8 – RETENTION OF MS SHARON LEE CHING YEE AS INDEPENDENT DIRECTOR**

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Datuk Chairman informed the Meeting that the next four (4) items on the agenda were to seek the shareholders’ approval for the retention of himself, Datuk Zainal Abidin Bin Ujud, Mr Gong Wooi Teik (“Mr Gong”), Mr Lee Chen Yow (“Mr Lee”) and Ms Sharon

Lee Ching Yee (“Ms Sharon”), who have exceeded the cumulative nine (9) years term limit as prescribed by the Malaysian Code on Corporate Governance (“the Code”), as the Independent Directors of the Company.

In observing the recommendation under the Code in relation to the tenure of an Independent Director, the Board, after having assessed the independence of Datuk Chairman, Mr Gong, Mr Lee and Ms Sharon, considered them to be independent based on the justifications as contained in Annual Report 2024 and had recommended that Datuk Chairman, Mr Gong, Mr Lee and Ms Sharon be retained as Independent Directors of the Company and to hold office until the conclusion of the next AGM.

Datuk Chairman also informed the Meeting that the resolutions on the proposed retention of the four (4) said Independent Directors would be voted through a two-tier voting process. Datuk Chairman, Mr Gong, Mr Lee and Ms Sharon had abstained from all deliberations and voting at Board Meeting with regards to the Ordinary Resolution 5, Ordinary Resolution 6, Ordinary Resolution 7 and Ordinary Resolution 8 respectively.

For the proposed retention of Datuk Chairman, shareholders’ approval was sought under Ordinary Resolution 5 as follows:-

“THAT Datuk Zainal Abidin Bin Ujud be and is hereby retained as Independent Director of the Company and be designated as such until the conclusion of the next AGM, subject to the provisions of the relevant regulatory authorities.”

For the proposed retention of Mr Gong, shareholders’ approval was sought on the following Ordinary Resolution 6:-

“THAT Mr Gong Wooi Teik be and is hereby retained as Independent Director of the Company and be designated as such until the conclusion of the next AGM, subject to the provisions of the relevant regulatory authorities.”

For the proposed retention of Mr Lee, shareholders’ approval was sought under Ordinary Resolution 7 as follows:-

“THAT Mr Lee Chen Yow be and is hereby retained as Independent Director of the Company and be designated as such until the conclusion of the next AGM, subject to the provisions of the relevant regulatory authorities.”

For the proposed retention of Ms Sharon, shareholders’ approval was sought on the following Ordinary Resolution 8:-

“THAT, subject to the passing of Resolution 2, Ms Sharon Lee Ching Yee be and is hereby retained as Independent Director of the Company and be designated as such until the conclusion of the next AGM, subject to the provisions of the relevant regulatory authorities.”

Datuk Chairman thereupon invited questions from the floor.

There being no question raised from the floor, Datuk Chairman informed that the poll would be conducted upon completion of the remaining business of the Meeting.

10. **SPECIAL BUSINESS**  
**ORDINARY RESOLUTION 9**  
**AUTHORITY FOR DIRECTORS TO ALLOT AND ISSUE SHARES**

Datuk Chairman informed the Meeting that the next special business on the agenda was to seek the shareholders' approval for the Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.

Shareholders' approval was sought on the following Ordinary Resolution 9:-

“THAT pursuant to Sections 75 and 76 of the Companies Act 2016 (“the Act”), and subject to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals of the relevant governmental and/or regulatory authorities (if any), the Directors be and are hereby empowered to allot and issue new shares in the Company at any time, upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company at the time of issue.

THAT the Directors be and are also empowered to obtain the approval from Bursa Securities for the listing of and quotation for the additional shares so issued AND THAT such authority shall continue to be in force until the conclusion of the next AGM of the Company.”

Datuk Chairman invited questions from the floor and informed that the poll would be conducted upon completion of the remaining business of the Meeting.

As there were no questions from the floor, Datuk Chairman proceed to the last item on the agenda.

11. **SPECIAL BUSINESS**  
**ORDINARY RESOLUTION 10**  
**PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (“PROPOSED SHAREHOLDERS' MANDATE”)**

Datuk Chairman informed the Meeting that the final item of the agenda was to seek the shareholders' approval on the Proposed Shareholders' Mandate for the Company and/or its subsidiaries to enter into recurrent related party transactions in the manner as contained in the Circular to Shareholders of the Company dated 30 April 2025.

Shareholders' approval was then sought for the Proposed Shareholders' Mandate under Ordinary Resolution 10 as follows:-

“THAT subject always to the provisions of the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities or other relevant regulatory authorities, approval be and is hereby given to the Company and/or its subsidiaries to

enter into related party transactions with such related parties, details and particulars of which as set out in the Circular to Shareholders dated 30 April 2025 provided that such transactions are:-

- (a) recurrent transactions of a revenue or trading nature;
- (b) necessary for the day-to-day operations of the Company and/or its subsidiaries;
- (c) carried out in the ordinary course of business of the Company and/or its subsidiaries, made on an arm's length basis and on normal commercial terms in line with those generally available to the public; and
- (d) not detrimental to the interests of the minority shareholders of the Company;

AND THAT such authority, once renewed, shall continue to be in force until:-

- (a) the conclusion of the next AGM of the Company, at which time the authority will lapse unless by a resolution passed at that AGM, such authority is renewed; or
- (b) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by a resolution passed by the shareholders of the Company at a general meeting;

whichever is earlier;

AND THAT the Directors of the Company be authorised to do, carry out and complete all such acts, things and arrangements (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the transactions as contemplated/authorised by the Proposed Shareholders' Mandate."

Datuk Chairman thereupon invited questions from the floor.

There being no question raised from the floor, Datuk Chairman informed that the voting on all the resolutions by poll would be conducted.

Prior to the commencement of polling and upon confirmation from the Company Secretary, Datuk Chairman informed the Meeting that there was no notice of any other business being received by the Company in accordance with the provisions of the Companies Act 2016 and the Company's Constitution.

## 12. **POLLING**

At the request of Datuk Chairman, the Company Secretary explained the procedures for polling to the Meeting. The Meeting thereafter proceeded with the polling process for all the resolutions tabled.

The computation of votes took place immediately after all the shareholders had cast their votes. The Meeting was adjourned at 10.24 a.m. for a duration of forty (40) minutes to facilitate the verification and validation of the poll results by the Poll Administrator and the Scrutineers.

13. **Q&A SESSION**

As no questions were raised during the Q&A sessions following each resolution, and in response to the shareholders' request, Datuk Chairman facilitated an additional Q&A session to encourage further shareholder engagement on the Company's business outlook and other pertinent matters, during the interval pending finalisation of poll results by the Poll Administrator and the Scrutineers. Datuk Chairman then invited the Mr Aik Swee Tong, the Managing Director ("MD"), Mr Aik Cwo Shing, the Executive Director ("ED") and Mr Tang Yuen Kin, the Group Chief Financial Officer ("CFO") to address the questions received from the shareholders.

Full details of the Q&A as annexed herewith marked as "Annexure A".

Datuk Chairman then expressed his appreciation to the ED and CFO for their responses to all the questions raised by the shareholders. He also extended his gratitude to the shareholders for their concerns and feedback towards the future growth of the Group.

Datuk Chairman further encouraged shareholders to continue placing their trust in the management team, whom he acknowledged as highly experienced and competent. He added that, with the ongoing support and commitment of the staff of the Group, the management would be well-positioned to steer the Company towards sustained growth and long-term value creation.

Datuk Chairman thereafter concluded the Q&A session.

14. **RESULTS OF THE POLL**

At 11.07 a.m., Datuk Chairman called the Meeting back to order for the declaration of the poll results. He informed that the poll results had been verified by the Scrutineers and the Scrutineers have confirmed the poll results. Datuk Chairman then invited the Company Secretary to read out the poll results.

The Company Secretary announced the poll results in respect of all the Ordinary Resolutions as set out below:

Resolution	Vote For		Vote Against		Results
	No. of Shares	%	No. of Shares	%	
<b>Ordinary Resolution 1</b> Re-election of Mr Aik Cwo Shing as Director	203,719,188	99.9999	200	0.0001	Carried
<b>Ordinary Resolution 2</b> Re-election of Ms Sharon Lee Ching Yee as Director	226,087,804	99.9999	200	0.0001	Carried

Resolution	Vote For		Vote Against		Results
	No. of Shares	%	No. of Shares	%	
<b>Ordinary Resolution 3</b> Approval of the payment of Directors' Fees and benefits	226,087,804	99.9999	200	0.0001	Carried
<b>Ordinary Resolution 4</b> Re-appointment of TGS TW PLT as Auditors	226,087,804	99.9999	200	0.0001	Carried
<b>Ordinary Resolution 5 (Tier 1)</b> Retention of Datuk Zainal Abidin Bin Ujud as Independent Director	193,245,962	100.0000	0	0.0000	Carried
<b>Ordinary Resolution 5 (Tier 2)</b> Retention of Datuk Zainal Abidin Bin Ujud as Independent Director	32,641,842	99.9994	200	0.0006	Carried
<b>Ordinary Resolution 6 (Tier 1)</b> Retention of Mr Gong Wooi Teik as Independent Director	193,245,962	100.0000	0	0.0000	Carried
<b>Ordinary Resolution 6 (Tier 2)</b> Retention of Mr Gong Wooi Teik as Independent Director	32,541,842	99.9994	200	0.0006	Carried
<b>Ordinary Resolution 7 (Tier 1)</b> Retention of Mr Lee Chen Yow as Independent Director	193,245,962	100.0000	0	0.0000	Carried
<b>Ordinary Resolution 7 (Tier 2)</b> Retention of Mr Lee Chen Yow as Independent Director	32,841,842	99.9994	200	0.0006	Carried

Resolution	Vote For		Vote Against		Results
	No. of Shares	%	No. of Shares	%	
<b>Ordinary Resolution 8 (Tier 1)</b> Retention of Ms Sharon Lee Ching Yee as Independent Director	193,245,962	100.0000	0	0.0000	Carried
<b>Ordinary Resolution 8 (Tier 2)</b> Retention of Ms Sharon Lee Ching Yee as Independent Director	32,841,842	99.9994	200	0.0006	Carried
<b>Ordinary Resolution 9</b> Authority for Directors to allot and issue shares	225,797,804	99.8716	290,200	0.1284	Carried
<b>Ordinary Resolution 10</b> Proposed Shareholders' Mandate	226,088,004	100.0000	0	0.0000	Carried

Based on the poll results, Datuk Chairman then declared that the Ordinary Resolutions 1 to 10 were all duly carried.

15. **CLOSURE**

Datuk Chairman thanked all participants at the AGM. There being no further business to be transacted, the Meeting closed at 11.09 a.m. with a vote of thanks to Datuk Chairman.

CONFIRMED AS A CORRECT RECORD

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CHAIRMAN

Date: 30 June 2025

**Annexure A**

No.	Question	Management's Response
1.	<p>(a) <i>The Trading Division recorded its highest performance in the last quarter of 2024, marking a significant spike. Could you provide insights into the rationale or factors that contributed to this sudden improvement?</i></p> <p>(b) <i>Could you please clarify whether the Trading Division operates in a seasonal or cyclical industry?</i></p>	<p><b>[ED]</b> The Trading Division's strong performance in the last quarter of 2024 was largely driven by successful business development efforts in the palm oil refinery and oleochemical projects including fatty acid and fatty alcohol industries. A significant portion of this growth came from the Indonesian market, where we actively pursued opportunities by working closely with engineering, procurement, construction, and commissioning ("EPCC") companies based in Malaysia and end users.</p> <p>For upstream components like valves, we also worked closely with Malaysian-based EPCC contractors on projects involving both Inside Process Plant (ISPL) and Outside Process Plant (OSPL) scopes, which significantly supported our sales.</p> <p>We also adopted a new approach by engaging directly with end users rather than going through EPCC companies/contractors, especially for downstream products. This direct engagement, combined with focused efforts across multiple sectors and geographies, significantly boosted our sales performance, enabling the Trading Division to achieve its highest quarterly performance to date.</p> <p>In addition, our subsidiary in the water industry, Optimis Engineering Sdn Bhd, secured several projects in Sarawak, particularly involving water treatment plants, as well as contracts from Perbadanan Bekalan Air Pulau Pinang (PBAPP). These two major customers also contributed significantly to the division's performance in the final quarter of 2024.</p> <p><b>[ED]</b> The Trading Division business is largely driven by market demand. Given Indonesia's large population and its growing market, the outlook remains promising, with strong potential for continued growth over the next few years.</p> <p><b>[CFO]</b> The Trading Division supplies a wide range of products across multiple industries. Since these industries have varying cycles—when one sector experiences a slowdown, others may be growing—this helps to balance out fluctuations. As such, the cyclical impact on the division is considered minimal.</p>

No.	Question	Management's Response
2.	<i>Given the underperformance of the Pump Manufacturing Division in the previous year, what strategic measures are planned to address the challenges and enhance its performance in the future?</i>	<p><b>[CFO]</b> Yes, our Pump Manufacturing Division suffered a dip in revenue mainly due to lower orders from its customers in the palm oil industry in Indonesia. It is important to note that this division represents a relatively small portion of the Group's overall operations.</p> <p>To address the challenges, we are prioritising operational efficiency through targeted cost reduction initiatives aimed at minimizing losses. A significant portion of the division's losses relates to depreciation and rental expenses for the factory premises in Ipoh, which is owned by another subsidiary, Dancomech Properties Sdn Bhd.</p> <p>From a Group-wide perspective, this intra-group rental arrangement is beneficial, as it generates rental income for the owning subsidiary.</p>
3.	<i>Despite higher sales, the Metal Stamping Division's profits did not grow in line with the increase in revenue, most likely due to the inability to maintain profit margins. Could you please explain the reasons behind this gap in profitability?</i>	<p><b>[CFO]</b> The Metal Stamping Division is generally regarded as a commodity business, which operates with high sales volumes but inherently low profit margins. Material pricing is very much controlled by our customers. Additionally, rising labor costs, particularly due to increases in minimum wages imposed by our Malaysian Government, have further impacted its profitability. To address these challenges, we are actively engaging with our customers to negotiate better pricing and improve profit margins, and working on improving our operating efficiency.</p>
4.	<i>AK Manufacturing Sdn Bhd ("AKM"), a subsidiary of MTL Engineering Sdn Bhd ("MTL"), engages in the electrical appliances business. Could you please explain the synergies between the MTL and AKM?</i>	<p><b>[CFO]</b> AKM, a subsidiary of MTL, specialises in assembling electrical appliances primarily for export markets. This business diversification helps reduce the Metal Stamping Division's reliance on the Heating, Ventilation, and Air Conditioning ("HVAC") sectors, thereby enhancing overall business resilience.</p> <p>The synergy between MTL and AKM lies in their complementary strengths. MTL leverages its manufacturing expertise to produce high-quality parts, while AKM focuses on the assembly of finished electrical appliances. This collaboration enables both entities to benefit from shared knowledge, operational support, and resource optimization.</p>

No.	Question	Management's Response
		<p>Additionally, MTL works closely with its partner, A K Industrial Company Limited in Hong Kong, to enhance assembly capabilities and access new markets. This partnership further strengthens the division's versatility and supports its long-term diversification and growth strategy.</p>
5.	<p><i>One of the Metal Stamping Division's major customers is facing stiff competition from a Chinese competitor, which appears to be impacting their profitability, possibly due to aggressive pricing strategies by the Chinese player. Could you please clarify whether this situation has affected the Metal Stamping Division, and what is the outlook moving forward?</i></p>	<p><b>[CFO]</b> At this juncture, we have not observed any direct impact on our Metal Stamping Division arising from our major customer's competitive challenges with a Chinese player.</p> <p>As mentioned earlier, a key part of our long-term strategy is to diversify our customer base to reduce reliance on any single industry—particularly the HVAC sector in order to strengthen resilience against sector-specific risks and market volatility.</p> <p>In addition, the division is moving towards higher-margin products, including specialised stamped components, which not only offer better profitability but also enhance our value proposition to global customers, which opens up more opportunities for growth and broadens our revenue base.</p> <p>In response to the follow-up question regarding the expansion of MTL's plant, and noted that the current facilities have reached maximum capacity, the CFO provided the following update:-</p> <ul style="list-style-type: none"> <li>(i) Factory 3 – Pending the necessary authority approvals for the construction of a new plant.</li> <li>(ii) Factory 4 – Undergoing the land conversion process from agricultural use to industrial use.</li> </ul> <p>In the meantime, to manage capacity constraints, MTL is prepared to increase operations from the current 2-shift operation to a 3-shift operation when required. This interim measure will allow MTL to temporarily boost production output while the longer-term expansion plans are underway.</p>
6.	<p><i>Sales from Indonesia have dropped substantially by 33 percent year-on-year, although this was partly offset by the increased local sales. What measures are being taken to</i></p>	<p><b>[ED]</b> The decline in sales from Indonesia was primarily due to stiff competition in the Indonesian market and a reduction in direct project billings to Indonesia, which were fewer in number last year.</p> <p>To address this, we have taken several steps:</p>

No.	Question	Management's Response
	<i>address the significant decline in the Indonesian market?</i>	<p>(i) We have boosted our sales of downstream products to local Malaysian customers, who in turn supply these products to projects in Indonesia. Although these sales are related to the Indonesian market, they are billed locally in Malaysia, contributing to an increase in local sales.</p> <p>(ii) We anticipate an increase in project activity in Indonesia in 2025, especially in the process plant and storage tank farm segments. We are actively pursuing these opportunities and working closely with both EPCC contractors and end users to regain momentum in this key market.</p>
7.	<i>I was unable to locate an investor relations email address on the Company's website. Could you please advise on the appropriate channel for shareholders or potential investors to direct future questions?</i>	<p><b>[CFO]</b> We do not outsource our investor relations function; instead, all investor relations matters are managed in-house by our ED, MD and CFO. The appropriate contact information can be found in the Corporate Directory on page 2 of the Company's Annual Report 2024. For any shareholder or investor-related enquiries, you may direct your questions to <a href="mailto:info@dancomech.com.my">info@dancomech.com.my</a>.</p>
8.	<i>The dividend payments have been consistent, but the share price has been declining, which appears contradictory. Could you please explain the diversification plans the Company has in place to increase profitability in 2025? Additionally, do you expect these plans to have a positive impact on the share price?</i>	<p><b>[CFO]</b> We have been increasing our dividend payments and, in line with our dividend policy, the payout has consistently been above 40%. However, the share price does not always move in direct correlation with dividend payouts due to various market factors beyond our control, such as overall market conditions and investor sentiment. While we encourage shareholders to continue supporting the Company by purchasing shares—which may help support the share price—the Company itself does not have direct control over share price movements.</p> <p>Regarding our diversification plans, since 2020, we have actively pursued acquisitions and collaborations as part of our growth strategy. Although there have been no recent public announcements on merger and acquisition proposals, we continuously evaluate potential opportunities based on a set of criteria, as shared in our previous AGMs. If a potential deal does not meet our strategic requirements, we would not proceed. Rest assured, we remain committed to seeking suitable merger and acquisition opportunities.</p>

No.	Question	Management's Response
8.	<p><i>The dividend payments have been consistent, but the share price has been declining, which appears contradictory. Could you please explain the diversification plans the Company has in place to increase profitability in 2025? Additionally, do you expect these plans to have a positive impact on the share price? (cont'd)</i></p>	<p>One key focus is to expand into new industries, similar to how MTL has diversified, by finding the right partners to collaborate with and leverage synergies.</p> <p><b>[ED]</b> Additionally, in our internal discussions, we are exploring opportunities in the data center sector, which has significant demand for valves—one of our product strengths. We are also actively looking for partners in Indonesia to target end users there and establish a foothold in the market.</p> <p><b>[CFO]</b> The opportunities mentioned by our ED are ongoing and subject to thorough evaluation, and will require time to develop. Overall, our continued efforts in diversification and strategic partnerships are focused on enhancing profitability and driving long-term growth—outcomes we believe will ultimately benefit our shareholders.</p>
9.	<p><i>I have noticed that some other public listed companies offer door gifts, such as RM50 vouchers, to shareholders who attend their AGMs. Has the Company considered providing similar incentives to encourage greater shareholder participation?</i></p>	<p><b>[CFO]</b> We do not practise giving out door gifts at the AGM or any shareholders' meetings. Instead, we reward our shareholders through dividends. Based on the current share price, our dividend yield is attractive at over 5%, which we believe encourages shareholders to increase their investment in the Company.</p>
10.	<p><i>(a) Could you please elaborate on whether the ongoing United States ("US") tariff war, particularly regarding materials and goods imported from the US, has had any impact on the Company's profitability?</i></p>	<p><b>[ED]</b> At present, there has been no impact on the Company's profitability from the US tariff war, as a significant portion of our materials are sourced from Germany, the United Kingdom, Italy, China, Taiwan, and Korea.</p>

No.	Question	Management's Response
	<p>(b) <i>Has the weakening of the British pound and the Euro against the Malaysian ringgit benefited the Company, especially considering the significant amount of materials sourced from Europe?</i></p>	<p><b>[ED]</b> There has been some impact from currency fluctuations, but we manage this carefully. We typically maintain a safety margin of about 3% to 5%, depending on the deal and market conditions, to buffer against exchange rate changes. Since it usually takes around 2 to 3 months to finalise a deal, we closely monitor currency trends during this period.</p> <p>For parts sourced from Germany and other major suppliers transacting in Euro, we benefit when the British pound and the Euro weaken against the Malaysian ringgit. However, if the Malaysian ringgit weakens, it could result in higher costs to the Company.</p> <p><b>[CFO]</b> To manage this risk, we also apply natural hedging strategies and implement price adjustments where necessary to mitigate adverse effects from currency movements.</p>