

MANAGEMENT DISCUSSION AND ANALYSIS



LIM JOO SWEE

Group Managing Director
and Key Senior Management

GROUP BUSINESS OBJECTIVES AND STRATEGIES

EITA remains dedicated to enhancing its key business segments in Manufacturing, Marketing & Distribution, Services, and High Voltage Systems. The Group is firmly committed to broadening its horizons by delivering value-added products and solutions to the Construction, Manufacturing, and Power industries.

The Group's primary objective is to secure sustained growth and long-term business resilience.

- **Manufacturing mission.** EITA continues on its mission to establish itself as a reputable manufacturer of its home-grown brands. Our brands, EITA-Schneider® for Elevator Systems, and Furutec® for Busduct Systems have gained greater market awareness and wider acceptance both locally and internationally.
- **Overseas ambition.** A key part of EITA's growth strategy is to expand its overseas business. EITA's ambition is to achieve broader and deeper market penetration in the ASEAN and Middle-East markets.



EITA HQ at Subang

MANAGEMENT DISCUSSION AND ANALYSIS

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- Focusing on special strategic projects.** Our focus on special strategic projects such as MRT 1, MRT 2, LRT 3, East Coast Rail Link ("ECRL"), high-end commercial buildings and residential projects, have helped build an enviable clientele base and, therefore, strengthened EITA's reputation. This has reinforced the market's confidence in EITA's credibility and competency to deliver high-value and complex projects with excellence. To date, we have completed several projects above 60 floors and installed elevators that can travel at 6 meters per second.
- Meeting greater demand for energy and green energy.** Our subsidiary, TransSystem Continental Sdn. Bhd. ("TSC"), is a specialist in the Engineering, Procurement, Construction, and Commissioning of cabling works and high-voltage substations up to 500kV. It has vast experience in the field of electricity transmission, distribution, and utilisation. Additionally, TSC locally manufactures Control Protection Relay Panels, Marshalling Kiosk, Metering Panels, and related equipment. This is also to support and complement its primary substation implementation business.



As Malaysia moves forward to be an industrialised nation, with a growing population, and with the mission of being carbon neutral, there will be greater demand for electricity and this bodes well for TSC. Presently, it is in the midst of executing numerous projects for Tenaga Nasional Berhad ("TNB") and Sarawak Energy Berhad ("Sarawak Energy").

- Optimising service maintenance revenue.** Since our very first elevator project in 1998, EITA has progressively handed over nearly 4,000 units of elevators and escalator systems. Eventually, these units transition into the service maintenance stage which would then provide a steady and stable revenue stream for EITA. As such, our service strategy is to maximise retention of our installed base in order to optimise our recurring service revenue.

FINANCIAL PERFORMANCE REVIEW

The Group achieved a total revenue of RM316.9 million for the financial year ended 30 September 2023 ("FY2023") as compared to RM363.6 million for the financial year ended 30 September 2022 ("FY2022"). The Manufacturing segment was the main driver for the growth in the Group's revenue due to the higher number of elevator systems that were handed over in FY2023.

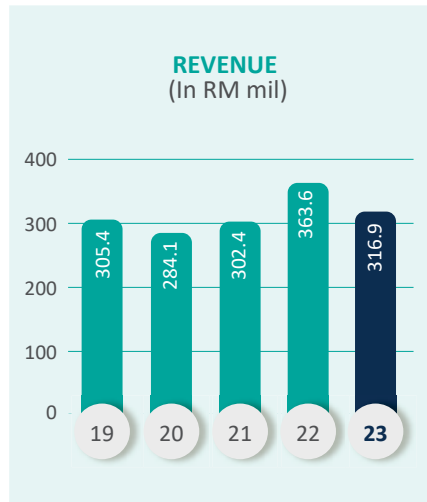
The Group's Profit Before Tax for FY2023 decreased by RM11.8 million or 47.4% to RM13.1 million compared to RM24.9 million for FY2022. The decrease in our Group's Profit Before Tax was mainly due to the High Voltage System segment which registered a loss before tax of RM8.1 million. This was a result of lower revenues, higher project costs, especially for the underground cable projects, and a higher provision for liquidated ascertain damages.

In FY2023, our domestic market recorded revenue of RM260.3 million compared to RM309.6 million in FY2022. The decrease was mainly due to the completion and lower execution of transmission substation projects in Peninsular Malaysia.

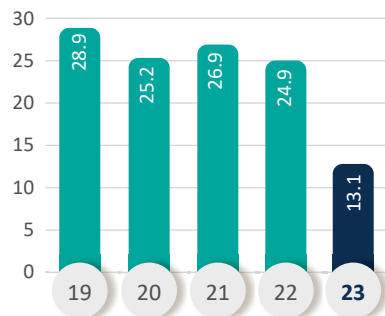
MANAGEMENT DISCUSSION AND ANALYSIS

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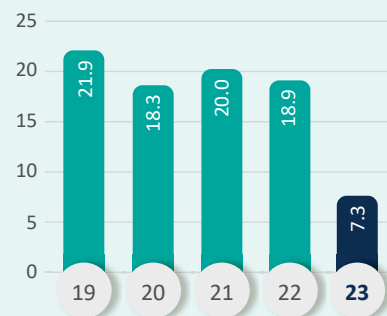
As for our overseas market, we registered revenue of RM56.5 million in FY2023 compared to RM54.0 million achieved in FY2022. The increase in revenue was mainly due to higher overseas sales of busducts and cables.



PROFIT BEFORE TAXATION (PBT)
(In RM mil)



PROFIT AFTER TAXATION (PAT)
(In RM mil)



		Audited				
		FY 30 Sept 2019	FY 30 Sept 2020	FY 30 Sept 2021	FY 30 Sept 2022	FY 30 Sept 2023
Revenue	RM'000	305,386	284,128	302,451	363,602	316,870
Profit Before Taxation (PBT)	RM'000	28,921	25,229	26,906	24,912	13,146
PBT Margin	%	9.47	8.88	8.90	6.85	4.15
Profit After Taxation (PAT)	RM'000	21,881	18,321	20,025	18,863	7,335
PAT Margin	%	7.17	6.45	6.62	5.19	2.31
Basic EPS**	sen	8.01	6.65	7.65	7.19	4.03
Gearing Ratio (including lease liabilities)	times	0.17	0.19	0.21	0.23	0.34

Note:-

** Based on the weighted average number of ordinary shares outstanding during the financial year excluding any treasury shares held by the Company. For comparative purposes, the basic EPS for FYE 30 September 2019 to FYE 30 September 2020 has been adjusted to reflect the bonus issue of one (1) new ordinary share for every one (1) existing ordinary share held which was completed on 2 February 2021.

OPERATIONS REVIEW

• Manufacturing

In FY2023, the Manufacturing segment achieved RM118.3 million accounting for 37.3% of the Group's revenue, compared to FY2022 when it accounted for RM98.7 million, representing 27.1% of the Group's revenue. The increase was mainly due to a higher number of elevator systems being handed over coupled with higher demand for our Group's busducts and ballasts.

The Manufacturing segment remains a key revenue contributor to the Group. Its mission is to enhance our reputation as a manufacturer of quality products through our home-grown brands, namely, EITA-Schneider® for Elevator Systems, Furutech® for Busduct Systems, and REFAS® for Lighting Control Systems.

MANAGEMENT DISCUSSION AND ANALYSIS

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Despite the lingering after-effects of the COVID-19 pandemic, businesses are striving steadily to regain their pre-pandemic operations and to reach their optimal capacities.



EITA-Schneider - Escalator

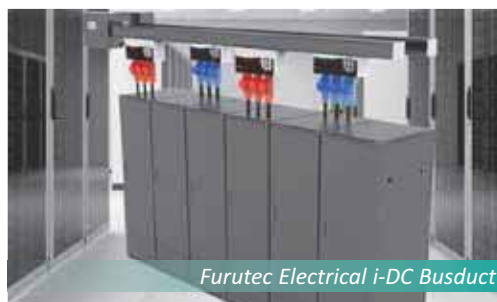
One of our major transport infrastructure projects; MRT2 (Sungai Buloh – Serdang – Putrajaya) was handed over and opened to the public on 16 March 2023. As for LRT 3 (Bandar Utama – Johan Setia), installation and testing are currently underway and progress is well past the halfway point of completion. The LRT 3 project is expected to be operational by Q1 2025. Moreover, the Group successfully obtained two high-value projects, namely the Johor-Singapore Rapid Transit System and Genting project in Gohtong Jaya, with a total worth of RM15 million and RM25 million, respectively.

EITA also secured its inaugural modernisation project from Saudi Arabia and several additional projects in the pipeline. In view of our expansion, we are currently enhancing our client service experience with the objective of promoting and advertising our EITA-Schneider brand on a global scale.

Furutech Electrical Sdn. Bhd. ("Furutech Electrical") rebounded in FY2022 and recorded improved performance for FY2023 due to its marketing efforts and new product offering. Its overseas sales for busduct increased to RM29.5 million in FY2023 compared to RM25.6 million in FY2022.

The i-DC DCIB (Data Centre Intelligent Busduct) model is specifically designed for data hall power distribution to capitalize on the growing data-centre demand in the ASEAN markets. This i-DC busduct model has made commendable inroads in Malaysia, Singapore, Indonesia, and the Philippines. Two big orders from government data-centre projects in Singapore were secured in 2023 worth RM28.0 million in total.

Furutech Electrical continues to improve productivity on its factory floor. At its Production Unit, it has installed a robotic welding machine using the Metal Inert Gas welding method to weld copper and aluminium conductors. The overall benefits include cost savings, better quality, and increased productivity when compared to the existing manual method.



Furutech Electrical i-DC Busduct



Automation at Furutech factory

To meet the changing market demands and higher customer expectations, Furutech Electrical continues to develop new and improved busduct products and solutions:

- AH-ES and AH-AL busduct models – These models are more competitively priced and designed to optimize current capacity. The in-house busduct R&D team has completed full-type certification for these models.
- Intelligent Monitoring System – This system has two (2) key components; Temperature Monitoring System (TMS) and Energy Monitoring System (EMS). For the clients, the benefits of this solution are to provide real-time and historical data analysis in order to reduce and prevent unplanned downtime, and ultimately reduce additional overhead costs.

Currently, Furutech Electrical offers four (4) busduct models, namely, HP-ES, AH, CR, and i-DC to cater to a wider range of customers' requirements.

MANAGEMENT DISCUSSION AND ANALYSIS

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• Marketing & Distribution

The Marketing & Distribution segment maintains its track record as a consistent revenue contributor. For FY2023, it recorded RM92.8 million or 29.3% of the Group's revenue, compared to FY2022 when it achieved RM91.4 million, representing 25.1% of the Group's revenue. The increase was due to the higher demand for the Electrical and Electronics ("E&E") market. However, this was offset by lower demand for cables and Extra Low Voltage ("ELV") products.

EITA continues to market and distribute a broad range of internationally renowned brands of E&E equipment and components from Fuji Electric, Kyoritsu, Novaris, Panasonic, MMC, VITALink, Pudu Robotics, and others. This suite of E&E products is complementary to our in-house brands and is often used in our projects. In FY2023 we focused on expanding our efforts by utilizing various digital marketing platforms to increase visibility and brand awareness in the global market, as well as exploring new markets in the African and South American regions.



Fuji Electric – our E&E partner

The diligent collaboration between our Sales and Marketing technical consultants and Service engineers has been instrumental in fostering trust and cultivating enduring business relationships with our partners. This concerted effort has enabled EITA to create a robust business network across Malaysia. The Marketing & Distribution segment remains committed to its focused marketing strategies, complemented by its valuable technical consultation and support services.

• Services

The Services segment primarily consists of the provision of maintenance and repair services for our EITA Elevator customers. Other services include ELV projects and training.



Service Technician at work

In FY2023, the Services segment achieved RM41.7 million or 13.2% of the Group's revenue, compared to FY2022 when it achieved RM44.6 million, representing 12.3% of the Group's revenue. The decrease was mainly due to the lower revenue from servicing elevator.

By the end of FY2023, EITA had installed close to 3,900 units of elevator and escalator systems, with over 580 units in various stages of work-in-progress. In our pursuit to deliver service excellence, EITA continues to expand, train, and develop our service teams in order to meet the ever-demanding customers' expectations, ensuring maximum uptime and more importantly, safety. This is directly aligned with EITA Elevator's tagline "We Transport People Safely."

EITA Elevator is one of several training providers approved by the relevant authorities to conduct Lift Competency Person training and certification courses. It has set up a subsidiary specifically to manage this training. Therefore, ETC Training Sdn. Bhd. ("ETC"), formerly known as EITA Training Centre, was formed in April 2021 with the charter to provide industrial-based training for the elevator industry.

MANAGEMENT DISCUSSION AND ANALYSIS

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ETC is a certified training provider for the Human Resource Development Corporation and Jabatan Pembangunan Kemahiran ("JPK"). It holds the distinction of being the first centre authorized to offer hands-on training in the realm of elevators and escalators and also offers a comprehensive range of courses encompassing technical, soft skills, management, and various other subjects. In May 2023, ETC launched its CP3 Training Course and SKM-PPT Level 2 in order to upskill and certify more local workers. ETC's ultimate ambition is to become the leading training centre in the elevator industry in Malaysia.



ETC Training

- **High Voltage System**

In FY2023, the High Voltage System segment recorded RM64.1 million or 20.2% of the Group's revenue, compared to FY2022 when it recorded RM128.9 million, or 35.5% of the Group's revenue. The decrease was due to the advance completion stage of the project, with most the revenue recognised, and lower execution of transmission substation projects in Peninsular Malaysia.

TSC continues to work hard to fulfill its project deliverables for its key clients, Tenaga Nasional Berhad ("TNB") and Sarawak Energy.

In FY2023, TSC secured several contracts with an aggregate contract value of more than RM60.0 million.



Substation up to 500 kV

RISKS AND CHALLENGES

With the cost-of-living crisis and tightening financial conditions in most regions, the ongoing Russia-Ukraine war, and the recent Israel-Palestinian conflict, these geo-social-political issues combined have affected energy prices, supply chain disruptions, inflation, currency fluctuations, and others.

- **Safety**

Safety remains a priority for EITA. This includes safety for all stakeholders; staff, business associates, customers, and the public. In line with regulatory requirements, the EITA Group Safety Committee is expressly tasked with the overall implementation of safety and health for the entire Group.

Frequent safety training programmes are conducted for all staff including, motorcycle safety sessions, hands-on first-aid/CPR/AED courses, fire drills, and regular safety service briefings.

Our service technicians ride their motorcycles to clients' premises to carry out their service maintenance and repair duties. Therefore, an annual Motorbike Audit is conducted to inspect their vehicles and ensure compliance with safety guidelines.

MANAGEMENT DISCUSSION AND ANALYSIS

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- **Foreign Exchange**

EITA conducts business internationally with its suppliers and customers. As such, the Management is vigilant of currency fluctuations. Our hedging position is reviewed periodically in anticipation of the dynamic business environment in order to mitigate foreign exchange risk exposure.

- **Human Capital**

At the end of FY2023, EITA's headcount stands at over 650. Managing human capital is a constant challenge, whether it is for improving operational productivity, hiring for business expansion, staff retention, or succession planning.

Over 75,000 hours and nearly 100 courses for training were conducted in FY2023 for almost every staff. The range of training programs encompasses technical, theoretical, practical, soft skills, and management training, to mention a few. This is done with the goal of advancing the careers of our employees and positioning EITA as a preferred employer.

EITA emphasizes the hiring of suitable individuals, enhancing the skills of our workforce, and pinpointing potential leaders as part of our succession planning. This is to ensure that we have the right and sufficient manpower for the sustainability of the business.



Strategic Planning Workshop

OUTLOOK AND PROSPECTS

The global economy continues to traverse an environment filled with challenges since the COVID-19 pandemic. Deepened geo-political tensions and persistent tightening of monetary policies to address inflation, have increased the risk of a worldwide slowdown. The circumstances are aggravated by uncertainties in major economies, mainly impacting developing nations as well as weakening trade dynamism against a backdrop of supply chain disruptions and ongoing trade tensions.¹

The global economy is projected to grow by 3% in 2024. This moderate growth pace is projected to persist across most regions in the upcoming years.² The ASEAN-5 region is expected to experience a Gross Domestic Product ("GDP") growth rate of 4.6%, driven by increased domestic investment and improved net exports resulting from the easing of lockdown policies.³

In 2024, global inflation is anticipated to reach 6.8% attributed to easing food and energy prices as well as weakening global economic activities. GDP growth in developed economies is projected to moderate to 1.5% as a result of sluggish manufacturing activities in these economies, despite the robust performance of the services sector. Emerging and Developing Economies ("EMDEs") are anticipated to achieve a stronger economic growth rate of 4%, surpassing that of advanced economies. Nevertheless, the growth rates within EMDEs may vary among different regions.⁴



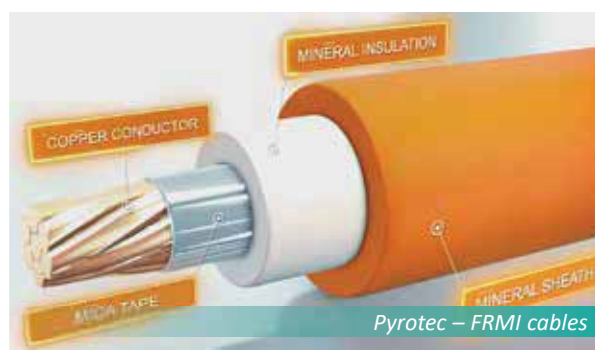
E&E – Marketing & Distribution

MANAGEMENT DISCUSSION AND ANALYSIS

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The Malaysian economy remains resilient and is projected to grow at a rate of 4% to 5% in 2024 due to robust domestic demand and several state-run initiatives. The Government's efforts are anchored towards prudent fiscal management, quality investment, digital economy, and food security.⁵ The nation's manageable inflation, favourable labour market conditions, healthy foreign reserves, current account surplus and high national savings, robust financial sector, and well-developed capital market, continue to sustain the economic momentum.

As the nation enters the post-pandemic recovery phase and confronts demanding global circumstances, the Malaysian government remains committed to offering appropriate assistance to both the rakyat and businesses. The Budget 2024 aims to put the country on the right path towards sustainable economic growth. Experts say the budget reflected the government's commitment to fiscal consolidation without straining the vulnerable groups. The proposed expansionary fiscal policy with Budget 2024 has a total allocation of RM393.8 billion or 19.9% of the GDP. Of this total, RM89.2 billion will be for development expenditure.⁶



The Manufacturing sector is forecast to expand by 4.2% in 2024 driven by better performance in both export- and domestic-oriented industries. The export-oriented industries are expected to benefit from the recovery of external demand with the E&E segment projected to surge, primarily driven by memory products. This is in line with the rebound in demand for technologically advanced products. Similarly, domestic-oriented industries are anticipated to grow steadily backed by higher output in transport- and construction-related segments, in tandem with better consumer spending and business activities.⁷

The Construction sector plays a significant role in Malaysia's economy, especially in its connections with various other sectors. It is expected to record better performance supported by the acceleration of ongoing infrastructure and utilities projects. During the first half of 2023, the construction sector showed consistent growth, registering a 6.8% increase, primarily attributed to the civil engineering and special construction activities subsectors. It is anticipated that the construction sector will continue to expand by 6.8% in 2024, building on improved performance across all subsectors. The civil engineering subsector rebounded, supported by the acceleration of ongoing infrastructure and utilities projects, which include ECRL and Large-Scale Solar 4 projects. The non-residential buildings and residential buildings subsectors also registered positive growth in line with vibrant economic activities. The growth of the construction sector is further fuelled by the rising demand for renewable and clean energy, as well as efforts towards decarbonization, aligning with the goals of the green economy agenda.^{8, 9}

The proposed initiatives in Budget 2024 aimed at achieving sustainable economic growth, along with the generally positive prospects in key sectors such as Manufacturing and Construction, offer a hopeful outlook for EITA.

¹ Ministry of Finance: Budget 2024 - Economic Outlook 2024 (page iii)

² Ministry of Finance: Budget 2024 - Economic Outlook 2024 (page 9)

³ Ministry of Finance: Budget 2024 - Economic Outlook 2024 (page 60)

⁴ Ministry of Finance: Budget 2024 - Economic Outlook 2024 (page 60)

⁵ Ministry of Finance: Budget 2024 - Economic Outlook 2024 (page 10, 16)

⁶ The Edge Malaysia, October 16 – October 22, 2023 (page 66-67)

⁷ Ministry of Finance: Budget 2024 - Economic Outlook 2024 (page 99)

⁸ Ministry of Finance: Budget 2024 - Economic Outlook 2024 (page 10, 69-71, 100)

⁹ Malay Mail, 14 October 2023

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- **Focusing on high-value projects**



Now, having completed several elevator installations over 60 storeys high and running at 6 meters per second, EITA can now confidently tender for high-value, high-end residential and commercial complexes. With our track record of successfully installing elevators and escalators for major infrastructure transportation projects, EITA will continue to tender for future projects such as MRT 3 and Bayan Lepas LRT.

The ripple effect from the construction and property development industry would spur the whole supply chain such as subcontractors and suppliers in the E&E sectors. These positive multiplier effects augur well for EITA. Our suite of offerings from the elevator to busduct systems, and E&E equipment to cabling are well suited to address the needs of these upcoming projects.

- **Expanding our overseas market**

Overseas growth is paramount for EITA's business growth and sustainability. With borders reopened, this offers a favorable outlook for expanding our footprint in the international markets of ASEAN and the Middle East region. We remain committed to building a greater brand presence for our in-house brands, EITA-Schneider® Elevator systems, Furutec® Busduct systems and PYROTEC® cables.

Furutec Electrical with its i-DC busduct system is optimistic about meeting the demand of the growing data-centre market. ASEAN has become a major hub for data-centres due to accelerated digitalization, and accommodative policies, with content providers focusing on the region's population demographics and appetite for social media.

Our main focus for market expansion continues to be the ASEAN and Middle-East regions, including the world market for the Furutec Busduct System. EITA has already devised strategies to establish a more direct presence in specific countries, aiming to achieve a more substantial market penetration and foster business growth with our partners.



- **Showcasing EITA at Bukit Raja**

The ground floor at Bukit Raja has been set up as a "one-stop" showcase area to exhibit EITA's suite of product and solution offerings – elevator equipment, busduct systems, and various E&E components.

It is also the centralised headquarters for EITA Elevator Group of Companies. The Elevator Test Tower is a landmark structure that stands tall at over 87 meters in height. It has been certified by the Malaysia Book of Records as the tallest elevator test tower in the country.

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- Sustainable innovative edge through Research & Development (“R&D”)**

EITA has its very own in-house R&D facilities, including the aforementioned Elevator Test Tower at Bukit Raja and its Busduct R&D Lab at Penang. EITA strives to create a sustainable innovative edge through its own R&D initiatives in order to gain a competitive advantage. We are committed to improving, developing, and innovating quality products and solutions that are able to address the market’s needs.

The in-house elevator R&D facilities are all self-contained at Bukit Raja with its R&D lab, Elevator Test Tower, glass lift, home lift, cargo lift, and escalator. This enhances the productivity and efficiency of the elevator R&D team in conducting a range of internal research and development tasks. At present, there are numerous ongoing R&D projects, including those related to cost-effective elevator controller systems, Internet-of-Things (IoT) to enhance preventive maintenance, smart glass systems for better elevator aesthetics, sanitizers and sterilizer solutions to improve ride safety, among others.



In-house R&D

The Elevator Test Tower, combined with our array of elevator and escalator facilities, functions as a training facility for enhancing the skills of our technical staff.

In 2023, Furutec Electrical in Penang completed an R&D project in collaboration with a local university in Penang. This R&D project was funded under the Collaborative Research in Engineering, Science and Technology (“CREST”) grant. As mentioned earlier, the in-house busduct R&D team developed the Intelligent Monitoring System and continues with their effort to optimize current capacity for the various busduct models while still offering competitively priced products. Product type testing and certification are ongoing to ensure that these busduct products meet international standards.

- Adopting ESG principles**

The global focus on sustainability and climate change has grown significantly in the last decade. The principles of Environmental, Social, and Governance (“ESG”) are increasingly embraced by industry leaders and recognized by investors. So much so that it has now become a Bursa Malaysia requirement for publicly listed companies. EITA has been proactive in this aspect, having adhered to sustainable practices and CSR initiatives, as evidenced in the “Sustainability Statement” section of this annual report.



Solar PV at Bukit Raja

EITA’s corporate tagline, “Brings Good Feel to Life” encapsulates our approach to business sustainability. It underscores the need for excellence and mindfulness in fulfilling our responsibilities to all stakeholders, including the environment. This ethos is exemplified by our Sustainability Compass, which guides us in incorporating ESG values and best practices into our business operations, our workforce, and our products.

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Both at EITA Elevator in Bukit Raja and Furutec Electrical in Penang, we have introduced a range of environmentally friendly solutions. These include the use of skylights to harness natural light in our warehouse and factory, energy-efficient LED lighting in office spaces, a rainwater harvesting system, and the establishment of a dedicated Recycling Centre. Our most substantial investment, totaling over RM1 million, has been the installation of a Solar PV system in Bukit Raja.

Regarding the Social component of ESG, EITA endeavours to cultivate a culture of compassion and care. We achieve this by encouraging our staff to embrace the “spirit of volunteerism” and actively contribute to their community. Currently, our Annual Performance Appraisal includes a “volunteerism” Key Performance Indicator, accounting for 10% of the assessment, to monitor and acknowledge our staff’s social and community engagements.

EITA is dedicated to achieving complete compliance with the ESG requirements established by Bursa Malaysia, and we are also committed to meeting these requirements wherever feasible and ethically appropriate for the betterment of our planet.

- **Increasing energy demand**

According to current projections, Malaysia’s electricity demand is expected to grow from 18,808MW in 2020 to 24,050MW by 2039. The energy sector, which acts as the main driver of growth for the Malaysian economy, and energy-intensive industries contribute 28% GDP and account for 25 percent of the total workforce.^{10, 11}

In terms of domestic developments, the energy sector will need to be aligned and strongly positioned to support the Wawasan Kemakmuran Bersama 2030 (“WKB 2030”) and the Twelfth Malaysia Plan, 2021-2025 (Twelfth Plan). The primary goal of the WKB 2030 is to provide a decent standard of living to all Malaysians through development for all, addressing wealth and income disparities, and by making Malaysia a united, prosperous, and dignified nation. As such, two of the five goals of the Twelfth Plan include the improvement of rural electricity supply to achieve 99% coverage and to improve the reliability of Sabah’s power supply.¹²



Substation installation

TNB also aims to modernise and digitalise its transmission and distribution grid infrastructures to support increased integration of distributed generations and renewables. Hence, TNB plans to invest a total of RM21 billion in Capital Expenditure (CAPEX) over a period of three (3) years from 2022 until 2024 to strengthen the grid and ensure the reliability of energy supply.¹³

TSC is well-positioned to capitalise on these opportunities in the energy infrastructure sector.

¹⁰ *energywatch.com.my – Planning for Malaysia’s Future Demand*

¹¹ *National Energy Policy 2022-2040 (DTN) (page 10)*

¹² *National Energy Policy 2022-2040 (DTN) (page 11-12, 28-29)*

¹³ *TNB Sustainability Report 2022 (page 37)*

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ACKNOWLEDGMENT

EITA is no newcomer to facing difficult challenges. Since its establishment in 1996 up to the present day, EITA has encountered and triumphed over numerous obstacles. Navigating the exceptional global COVID-19 pandemic for the past three years is another testament to EITA's ability to prevail through determination and resilience, culminating in another impressive performance for FY2023.

On behalf of the Management team, I want to extend our heartfelt thanks to the Board of Directors for their trust and valuable guidance. I would also like to express my wholehearted gratitude to our shareholders, customers, and business associates for their unwavering support. Lastly, I want to give a big, enthusiastic thank you to my colleagues at EITA across the entire Group for their ongoing dedication and contributions.

During this moment, let us reflect on the memory of our dear late brother Fu, marking over a year since he departed from our midst. For those fortunate enough to have known and collaborated with him, his enduring presence and spirit lives on. We pay tribute to his memory and uphold his legacy by steadfastly pursuing the vision he held dear for the EITA Group.

I am confident that the upcoming year will be even more fruitful and rewarding so long as we persevere by exemplifying our EITA Group motto, "Brings Good Feel to Life," and driving growth through sustainability for all our stakeholders.

LIM JOO SWEE

Group Managing Director