

THE RISKY PLUNGE

Upon receiving millions of cash proceeds from asset sale, Jadi Imaging spent the proceeds into speculative share trading, suffering a 40% fair value loss and raising serious concerns over governance, capital allocation, and long-term strategic direction.

FROM PRINTING TO SPECULATION

As shareholders, we invest in companies with the expectation that management will act responsibly and strategically in our best interests. But sometimes a company takes a turn so drastic that investors are forced to question its governance, risk management, and long-term direction.

This is the situation at Jadi Imaging Holdings Berhad. What should have been a shift toward a sustainable business model has instead turned into a troubling move into the stock market speculation – one that has already destroyed significant shareholder value.

Background of Jadi Imaging

Founded in 1993, Jadi Imaging built its reputation as a niche specialist in toner development and manufacturing.

For decades, this was its core business. But from FY2017 onwards, the manufacturing segment suffered persistent losses due to stiff competition in the global markets.

Recognising the structural decline, Jadi sought new revenue streams. In FY2021, it expanded into product distribution covering healthcare products, personal care products and consumer electronics. Unfortunately, these efforts also failed to achieve profitability, and the segment has recorded losses since its inception.

Diversification into Consumer Electronics

In August 2024, citing the decline of its legacy business, Jadi proposed a formal diversification into the distribution and trading of consumer products with a specific focus on consumer electronics.

The proposal was put to shareholders at an Extraordinary General Meeting on 30 September 2024, and it received approval. The direction seemed logical – exit a structurally challenged manufacturing business and build a scalable, asset-light distribution model.

This should have been an opportunity for strategic renewal. Jadi could have used the proceeds from asset sales to strengthen the distribution business, improve inventory management or expand digital marketing. Instead, it took a shocking turn away from sound capital management.

From Restructuring to Speculation

On 1 March 2025, Jadi completed the disposal of its manufacturing arm, Jadi Imaging Technologies Sdn Bhd (JIT), for RM1 million, along with its landed properties for RM18.35 million. It also waived RM35.4 million in debts owed by JIT – a massive write-off

highlighting how deeply loss-making the business had become. Exiting these losses was reasonable.

But what cannot be defended, and what raises red flags, is what happened next.

Instead of reinvesting the proceeds into its new core distribution business, Jadi poured the money into the stock market.

In FY2025, it invested RM34.3 million in quoted shares. In the first quarter of FY2026, it added another RM6.9 million, bringing its total commitment to public equity speculation to a staggering RM41.2 million. This left the Group with only RM787,000 in cash, far below normal working capital needs.

For shareholders, this was alarming.

A listed company, especially one in transition, should not behave like a speculative trading fund. The move reflects a breakdown in governance, risk assessment, and strategic focus. Instead of strengthening the new core business, management diverted critical funds into activities entirely unrelated to the Group's operations.

40% Loss in One Quarter

The consequences were immediate. In 1QFY26, Jadi recorded a fair value loss of RM16.6 million on its quoted share investments – a whopping 40% drop in just one quarter.

Shareholders deserve clear answers and urgent corrective action.

Jadi Imaging's transformation should have been a strategic reset. Instead, it may have become a warning about poor capital allocation. The shift into stock market speculation – ending in a 40% loss in just one quarter – shows a troubling disregard for shareholder interests.

The broader concern now centres on the clarity of Jadi Imaging's long-term direction. Divergence between stated strategy and actual capital deployment often leads to market scepticism, and the volatility introduced by speculative investments risks overshadowing the viability of its intended distribution business. Whether the company can regain strategic alignment and rebuild confidence in its ability to execute a focused business plan remains an open question that will shape its trajectory in the coming year.

[END]

MSWG AGM/EGM WEEKLY WATCH

The following are the AGMs/EGMs of companies on the Minority Shareholders Watch Group's (MSWG) watch list for this week.

The summary of points of interest is highlighted here, while the details of the questions to the companies can be obtained via MSWG's website at www.mswg.org.my.

QUICK-TAKE

Date & Time	Company	Quick-take
08.12.25 (Mon) 09.00 am	Lotus Circular Berhad (AGM)	<p>The Group recorded revenue of RM207.87 million in FY2025, an increase of 10.90% compared to RM187.44 million previously.</p> <p>This growth was largely driven by the Waste Recycling segment, which benefitted from wholesale of paper and plastics. However, PBT declined sharply to RM9.62 million from RM19.29 million in FY2024, mainly due to weaker contributions from both the Retail and Waste Recycling segments.</p>
08.12.25 (Mon) 10.00 am	NexG Bina Berhad (AGM)	<p>Formerly known as Classita Classita Holdings Berhad, yhe Group generated RM59.45 million in revenue for FY2025 compared to RM50.50 previously.</p> <p>The increase in revenue was attributable to higher export sales generated from the manufacturing segment, primarily driven by stronger export demand from Germany and Turkey.</p> <p>The Group has recorded a PBT of RM0.78 million compared to a LBT of RM2.58 million in the previous year, driven by higher sales, corresponding gross profits, and higher other operating income, primarily arising from the recovery of impairment on trade receivables.</p>
09.12.25 (Tue) 10.00 am	A-Rank Berhad (AGM)	<p>For FY2025, the Group recorded a revenue of RM580.2 million, representing a decline of 18.7% compared to RM713.9 million in FYE 2024. The lower revenue was mainly due to reduced</p>

Date & Time	Company	Quick-take
		<p>business volume amid challenging market conditions.</p> <p>The Group's PBT stood at RM13.2 million, down from RM14.5 million last year, while profit attributable to owners of the parent was RM11.9 million (FYE 2024: RM15.4 million).</p> <p>the Aluminium Segment remained the sole revenue contributor to the Group, while the Property Segment did not generate any revenue as its projects remained at the planning and approval stage.</p>
09.12.25 (Tue) 10.00 am	Berjaya Land Berhad (AGM)	<p>For FY 2025, the Company recorded revenue of RM7.58 billion, flat y-o-y, as stronger NFO and hotels contributions offset weaker property revenue following the completion of The Tropika.</p> <p>After-tax losses widened to RM236.35 million from RM161.68 million, cushioned by lower prize payouts and a RM68.06 million dividend, but weighed by impairments and the absence of exceptional gains.</p>
09.12.25 (Tue) 10.00 am	Supermax Corporation Berhad (AGM)	<p>For FY2025, Supermax recorded a 21% y-o-y increase in revenue, reaching RM781.85 million compared to RM646.17 million in FY2024.</p> <p>The glove industry continues to face challenges due to global oversupply, low plant utilisation, and weak selling prices, further affected by rising energy and labour costs in Malaysia.</p> <p>No dividend was declared for the financial year, making this the second year in a row without a payout. The last dividend was issued in FY2023 at 3.5 sen per share.</p>
10.12.25 (Wed) 10.00 am	AWC Berhad (AGM)	<p>FY2025 revenue improved 3.4% y-o-y to a record-breaking RM412.4 million. The record revenue was predominantly owing to stronger order fulfilment and project deliverables within the Rail Division as well as higher project progress under the Engineering Division.</p>

Date & Time	Company	Quick-take
		In tandem with the top-line performance, net profit grew 28.0% y-o-y to RM24.9 million from RM19.5 million a year ago. Consequently, the Company paid a higher dividend of 1.25 sen per share (FY2024: 1 sen), representing a dividend payout of 16.7%.
10.12.25 (Wed) 10.30 am	Tanco Holdings Berhad (AGM)	<p>Tanco recorded revenue of RM128.5 million in FY2025, reflecting a natural moderation following the completion of several projects. Importantly, the softer topline was offset by a strong improvement in margins, with gross profit rising to RM31.1 million (FY2024: RM20.0 million) – a testament to the Group's disciplined cost management and focus on value-accretive contracts.</p> <p>The Group reported a consolidated profit of RM17.1 million, driven by stronger contributions across its core business segments and continued operational efficiency.</p>
10.12.25 (Wed) 10.30 am	Seremban Engineering Berhad (AGM)	<p>For FY2025, the Group's revenue declined sharply to RM133.87 million from RM294.98 million, mainly due to weaker contributions from projects in the electrical & electronics and food industries.</p> <p>Net profit also fell to RM1.10 million from RM3.07 million previously, primarily arising from the lower earnings base and the reversal of deferred tax assets during the financial year.</p>
12.12.25 (Fri) 10.00 am	Berjaya Corporation Berhad (AGM)	<p>For FY2025, the Group's revenue moderated to RM9.38 billion from RM10.09 billion, mainly due to weaker contributions from the Property, Retail and Services segments, despite resilient hospitality and higher STM Lottery revenue. Forex weighed on Non-Food Retail, while Food Retail was affected by geopolitical headwinds and exits from non-core market.</p> <p>The Group posted a LBT of RM388.09 million versus a RM619.97 million profit previously, mainly due to weaker segmental performance and RM348.64 million in non-cash impairments.</p>

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12.12.25 (Fri) 11.30 am	Berjaya Corporation Berhad (EGM)	<p>The Company proposed to undertake a bonus issue of up to 2.20 billion warrants on the basis of 33 warrants for every 100 existing shares held. The exercise price of the warrants will be fixed at a premium of between 5.0% to 25.0% over the 5-day VWAMP.</p> <p>The proposal aims to reward shareholders for their continuous support and to provide them with an opportunity to increase their equity participation in the Company.</p>
12.12.25 (Fri) 10.30 am	Jaycorp Berhad (AGM)	<p>The Group's revenue declined by 15.8%, from RM194.4 million in FY2024 to RM163.7million in FY2025. This contraction had a substantial impact on profitability, with profit before tax dropping sharply by 80.0%, from RM19.3million in FY2024 to RM3.9million in FY2025.</p> <p>All business segments, except renewable energy, recorded lower revenue contributions. The decline was mainly driven by slower customer orders across both export and domestic markets for the furniture segment, reduced demand from Malaysian furniture exporters for the packaging segment, as well as a lower percentage of completion for ongoing projects within the construction segment.</p>
12.12.25 (Fri) 2.00 pm	Borneo Oil Berhad (AGM)	<p>The Group achieved revenue of RM82.4 million, representing a modest growth of 4.83% compared to RM78.6 million in FY2024. This improvement was supported by contributions from the core food and franchise operations.</p> <p>However, this revenue growth was offset by a significant deterioration in profitability. The Group recorded a net loss of RM300.1 million in FYE2025, compared to a net profit of RM36.3 million in FY2024, no thanks to a fair value loss of RM231.0 million on quoted investments – Verde Resources, Inc. and an unrealised forex loss of RM43.1 million.</p>

POINTS OF INTEREST

Company	Points/Issues to Be Raised
Lotus Circular Berhad (AGM)	<p>There was a net impairment loss on financial assets of RM592,000 (FY2024: RM278,000), which related to impairment losses on trade receivables (Page 122 of AR 2025).</p> <p>a) Which trade receivables were involved in this impairment exercise? Does this impairment loss tighten or change the credit terms of the affected trade receivables?</p> <p>Can the amount be recovered? If so, how does the Group evaluate the probability of recovery?</p>
NexG Bina Berhad (AGM)	<p>The rename and rebrand to NexG Bina in September 2025 reinforce the Company's renewed focus on construction and property-related activities.</p> <p>NexG Bina's Property Development segment will be spearheaded by the planned developments in Tapah, Ulu Kelang and Bentong with an estimated gross development value of over RM360 million.</p> <p>a) Which project will spearhead the financial contribution to the Group in FY2026? What are the current unbilled sales and their recognition timeline?</p> <p>b) The Tapah's property, a completed budget hotel valued at about RM5.5 million, is open for a joint venture or third-party operations.</p> <p>How is the progress on roping in a JV or third-party partner for the hotel's operation? When does the Group expect to obtain the Certificate of Completion and Compliance (CCC) and Vacant Possession (VP) thereafter?</p> <p>c) Meanwhile, the Group is exploring both Built-Lease-Transfer and outright sale for the piece of land in Ulu Kelang, Selangor.</p> <p>What is the size of the Ulu Kelang land?</p> <p>Please elaborate on the advantages of the different business models for NexG Bina, as well as the preferred modus operandi based on NexG Bina's current balance sheet and operational capability.</p> <p>d) As of now, what is the size of the orderbook secured for the construction division? In addition, what types of works are to be carried out? What are the strengths and expertise of the construction division?</p>

Company	Points/Issues to Be Raised
	<p>e) On 8 September 2025, NexG Bina entered into a Heads of Agreement (HOA) with Choo Peng Hung for the proposed disposal of 49% equity interest in Classita (M) Sdn Bhd and Marywah Industries (M) Sdn Bhd, wholly-owned subsidiaries that are involved in the undergarments manufacturing business.</p> <p>How has the talk progressed? Does the Company plan to fully exit from the consistently loss-making manufacturing division, especially in light of recent renaming?</p>
A-Rank Berhad (AGM)	<p>For FY2025, A-Rank recorded revenue of RM580.2 million, down by 18.7% y-o-y from RM713.9 million previously due to softer demand and more cautious customer procurement patterns across local and international markets.</p> <p>a) While export sales contracted by 11.7% (or RM25.55 million), local sales experienced a sharper decline of 21.9% (or RM108.21 million) to RM386.63 million.</p> <p>External factors like global uncertainties and inflationary pressures hit both local and overseas players.</p> <p>Why were sales in the local market hit harder by these factors compared to the international market?</p> <p>b) Sales to Customer A, i.e., LB Aluminium Berhad, declined by 42% to RM81.72 million in FY2025 from RM141.1 million previously (pages 124 and 162 of AR2025).</p> <p>However, a check on LB Aluminium's annual report and quarterly results showed it posted higher revenue and cost of sales (COS) in its most recent financial year ended 30 April 2025.</p> <p>Why did A-Rank's record lower sales to Customer A despite the latter's improved topline and higher COS? Have A-Rank's products lost their appeal to the customer compared to other suppliers?</p> <p>c) Does A-Rank typically secure supply through fixed-volume or long-term contracts, or are purchases largely based on spot or short-term orders? How has the Group adjusted its sales strategy to spur restocking interest from customers?</p> <p>d) Beyond lower sales volume, was the Company hit by a lower average selling price (ASP) throughout FY2025? Please provide an overview of the ASP trend across the 12 months.</p>

Company	Points/Issues to Be Raised
	<p>e) Has the Group observed significant restocking activities in the first half of FY2026? How do current supply-demand dynamics for aluminium billets compare between domestic and export markets?</p> <p>f) What is the current capacity utilisation rate for A-Rank's primary subsidiary - Formosa Shyen Horng Metal Sdn Bhd? Additionally, what is the optimal utilisation level for Formosa to operate efficiently?</p> <p>g) A-Rank's planned capital expenditure for plant, property and equipment (PPE) amounted to RM16.17 million for FY2026 (page 19 of AR2025).</p> <p>How are these new investments different from the previous major investments (totalled RM18.13 million) made in FY2024 (page 122, Note 4 – Operating segments, AR2025)?</p>
Berjaya Land Berhad (AGM)	<p>With substantial capital trapped in long-gestation international projects — including the hotel in Japan and various overseas hospitality assets — what is the Board's targeted IRR and payback period for these investments, and how do they justify continued capital deployment given the Group's constrained liquidity?</p>
Supermax Corporation Berhad (AGM)	<p>The Group has completed the first half of Phase 1 of its new plant in Houston, Texas. Since January, the facility has begun test runs and sample production, with an installed capacity of 2.4 billion gloves.</p> <p>a) What is the total cost incurred for the completion of the first half of Phase 1 at the Houston facility?</p> <p>b) Could the Group provide a cost comparison between glove production in the US and Malaysia?</p> <p>To what extent is the Houston operation expected to support revenue growth in FY2026?</p>
AWC Berhad (AGM)	<p>AWC is riding on strong momentum in the data centre sector, supported by rising demand for engineering and integrated facilities management solutions. A recent win is the 5-year contract worth RM99.1 million from Telekom Malaysia Berhad for the provision of Integrated Facilities Management (IFM) services for TM Data Centres and Buildings in TM Central 1 (Announcement dated 30 October 2025).</p>

Company	Points/Issues to Be Raised
	<p>a) What are the key services AWC provides specifically for data centre owners and operators?</p> <p>How do these services address the operational, compliance, and reliability requirements unique to the sector?</p> <p>What is the total orderbook size for works related to the data centre industry?</p> <p>b) Beyond IFM and Engineering, which other business segments within AWC present cross-selling opportunities for data centre clients?</p> <p>How is AWC positioning itself to enhance its value proposition across the data centre lifecycle?</p> <p>c) What are AWC's comparative advantages across various business divisions in relative to other market players?</p> <p>Kindly outline the commercial potential of the data centre industry in relation to AWC's strengths and expertise.</p>
Tanco Holdings Berhad (AGM)	<p>The Annual Report (AR) mentions the "repositioning" of the Dickson Bay masterplan towards a logistics-oriented mixed-use development. (Page10 of 2025 AR)</p> <p>a) Could the Board provide more details on this strategic shift?</p> <p>b) What does this repositioning entail in terms of changes to the land use, target tenants, and core facilities?</p> <p>c) How does this change impact the project development phasing and the types of future property launches planned for this site?</p>
Seremban Engineering Berhad (AGM)	<p>The Group recorded revenue and profit after tax of RM133.87 million and RM1.10 million respectively for the financial year ended 30 June 2025 as compared to the revenue of RM294.98 million and profit after tax of RM3.07 million for the preceding financial year. The decline in revenue of RM161.11 million and profit after tax of RM1.97 million was primarily attributable to lower contributions from projects in the electrical & electronics and food industries as well as the reversal of deferred tax asset. (page 32 of AR 2025)</p> <p>a) Which key industries does the Group secure projects from that contribute to the bulk of its revenue? Apart from lower contributions from electrical & electronics and food industries, how were the contributions from other industries?</p>

Company	Points/Issues to Be Raised
	<p>b) What is the Group's total outstanding order book? What is the outstanding unbilled order book?</p> <p>c) What is the total bid submitted for FY 2026? What is the Group's expected success rate?</p>
Berjaya Corporation Berhad (AGM)	<p>The Group reported a substantial loss attributable to shareholders of RM541.97 million for FY 2025, driven by weaker performance across several segments.</p> <p>Given the magnitude of the Group-level losses and the persistent drag from underperforming business units, what is the Board's concrete, time-bound turnaround plan, including specific KPIs and financial thresholds that will determine whether certain businesses will be divested, restructured, or wound down?</p>
Jaycorp Berhad (AGM)	<p>The packaging segment saw a 16.2% drop in revenue, largely due to reduced demand from Malaysian furniture exporters, key customers for this segment. Efforts to diversify the customer base by targeting other industries are ongoing, but progress has been gradual, given the challenges of entering established markets with entrenched competitors and varying product requirements (Page 14 of AR 2025).</p> <p>a) What specific progress has been made in customer diversification beyond the furniture industry, and what percentage of packaging revenue now comes from non-furniture customers?</p> <p>b) Has the Group considered alternative strategies such as strategic partnerships, acquisitions, or joint ventures to accelerate entry into new markets, rather than relying solely on organic growth? If yes, which approach is considered most suitable for the Group in targeting the non-furniture sectors and why?</p>
Borneo Oil Berhad (AGM)	<p>The Group's revenue increased to RM82.36 million in FY2025 from RM78.56 million in FY2024, marking an increase of around 4.8%. Despite this improvement in revenue, the Group recorded a substantial loss before tax of RM298.68 million, compared to a profit before tax of RM36.98 million in the prior year.</p> <p>The loss was mainly attributable to a fair value loss of RM230.96 million on quoted securities in Verde Resources, Inc (VRDR) (FY2024: fair value gain of RM159.88 million), coupled with an unrealised exchange loss of RM43.13 million.</p>

Company	Points/Issues to Be Raised
	<p>VRDR's share price fell sharply from US\$0.45 at the end of FY2024 to US\$0.105 by FY2025. The stock further slid to US\$0.06 per share at the time of writing.</p> <p>a) What were the underlying factors driving VRDR's steep decline in share price?</p> <p>b) Bornoil's bottomline is highly sensitive to the fair value movements of its quoted investments such as VRDR.</p> <p>i. What were the key operational, financial, and strategic developments within VRDR during the year?</p> <p>Please provide operational and business updates on VRDR.</p> <p>ii. As of 30 June 2025, what is Bornoil's exact equity interest in VRDR?</p> <p>iii. Given the significant earnings volatility arising from fair value adjustments on quoted investments, how does this align with Bornoil's stated objective of delivering sustainable and stable returns to shareholders?</p> <p>c) Chairman Mr Tan Kok Chor stated that the Group intends to <i>"undertake a comprehensive portfolio review to identify assets capable of delivering sustainable returns and determine those requiring restructuring or divestment"</i> (page 8 of AR2025).</p> <p>What triggered this strategic portfolio review? What specific outcomes or measurable targets does the Board expect to achieve through this exercise, and what is the expected timeline for completion?</p>



DISCLOSURE OF INTERESTS

With regard to the companies mentioned, MSWG holds a minimum number of shares in all the companies covered in this newsletter.

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