C-LINK SQUARED LIMITED

(Incorporated in the Cayman Islands with limited liability)

(Stock code: 1463)

ANNOUNCEMENT OF INTERIM RESULTS FOR THE SIX MONTHS ENDED 30 JUNE 2026

The board (the "**Board**") of directors (the "**Director(s)**") of C-Link Squared Limited (the "**Company**") is pleased to announce the unaudited condensed consolidated interim results of the Company and its subsidiaries (collectively, the "**Group**", "**we**" or "**our**") for the six months ended 30 June 2026 (the "**Reporting Period**"), together with the comparative figures for the corresponding period in 2025, as follows:

Certain amounts and percentage figures included in this announcement have been subject to rounding adjustments, or have been rounded to one or two decimal places. Any discrepancies in any table, chart or elsewhere between totals and sums of amounts listed therein are due to rounding.

UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the six months ended 30 June 2026

		For the six months ended 30 June	
		2026	2025
	Notes	***RM'000***	*RM'000*
		(Unaudited)	(Unaudited)
Revenue from contracts with customers	*4*	**66,695**	55,511
Cost of services and sales		**(53,287)**	(45,587)
Gross profit		**13,408**	9,924
Other income and gains	*5*	**564**	1,013
Selling and distribution expenses		**(67)**	(136)
Administrative expenses		**(16,151)**	(174,031)
Finance costs	*6*	**(39)**	(114)
Loss before income tax	*7*	**(2,285)**	(163,344)
Income tax expense	*8*	**(2,006)**	(1,988)
Loss for the period		**(4,291)**	(165,332)

UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the six months ended 30 June 2026

	Notes	For the six months ended 30 June **2026** ***RM'000*** **(Unaudited)**	2025 *RM'000* (Unaudited)
Loss for the period		**(4,291)**	(165,332)
Other comprehensive income/(loss)			
Item that may be reclassified to profit or loss in subsequent periods:			
Exchange differences on translation of foreign operations		**825**	(1,609)
Other comprehensive income/(loss) for the period, net of tax		**825**	(1,609)
Total comprehensive loss for the period		**(3,466)**	(166,941)
(Loss)/profit for the period attributable to:			
Equity holders of the Company		**(4,481)**	(165,305)
Non-controlling interests		**190**	(27)
		(4,291)	(165,332)
Total comprehensive (loss)/income for the period attributable to:			
Equity holders of the Company		**(3,834)**	(166,722)
Non-controlling interests		**368**	(219)
		(3,466)	(166,941)
Loss per share attributable to equity holders of the Company:			
– Basic and diluted (RM sen)	*10*	**(0.16)**	(5.75)

UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2026

	Notes	**30 June 2026** *RM'000* **(Unaudited)**	31 December 2025 *RM'000* (Audited)
ASSETS			
Non-current assets			
Property, plant and equipment	*11*	**22,019**	22,364
Right-of-use assets		**3,632**	3,581
Intangible assets		**2,581**	3,098
Goodwill	*12*	**108**	6,994
Prepayments		**686**	689
Deferred tax assets		**384**	580
		29,410	37,306
Current assets			
Inventories		**1,754**	1,699
Trade receivables	*13*	**21,619**	18,761
Prepayments, deposits and other receivables	*13*	**11,690**	12,584
Income tax recoverable		**–**	35
Cash and bank balances		**53,497**	53,171
		88,560	86,250
Total assets		**117,970**	123,556
EQUITY AND LIABILITIES			
Current liabilities			
Trade payables	*14*	**1,453**	1,135
Other payables		**4,322**	5,475
Contract liabilities		**1,395**	2,400
Income tax payable		**1,481**	366
Loans and borrowings		**141**	1,557
Lease liabilities		**517**	508
		9,309	11,441
Net current assets		**79,251**	74,809

UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2026

	Notes	30 June 2026 RM'000 (Unaudited)	31 December 2025 RM'000 (Audited)
Non-current liabilities			
Lease liabilities		**199**	144
Deferred tax liabilities		**116**	159
		315	303
Total liabilities		**9,624**	11,744
Net assets		**108,346**	111,812
Capital and reserves attributable to equity holders of the Company			
Share capital	*15*	**5,189**	5,189
Reserves		**97,723**	101,557
		102,912	106,746
Non-controlling interest		**5,434**	5,066
Total equity		**108,346**	111,812
Total equity and liabilities		**117,970**	123,556

NOTES TO UNAUDITED INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

1. GENERAL INFORMATION

The Company is an exempted company with limited liability incorporated in the Cayman Islands. The registered office of the Company is located at Windward 3, Regatta Office Park, PO Box 1350, Grand Cayman KY1-1108, Cayman Islands. The headquarters and principal place of business of the Company is located at No. 1, Persiaran Sungai Buloh, Taman Industri Sungai Buloh, Kota Damansara, 47810 Petaling Jaya, Selangor, Malaysia. The principal place of business of the Company in the Hong Kong Special Administrative Region ("**Hong Kong**") of the People's Republic of China (the "**PRC**") is located at Room 1901, 19/F, Lee Garden One, 33 Hysan Avenue, Causeway Bay, Hong Kong.

The principal activity of the Company is investment holding. During the Reporting Period, the Company's principal subsidiaries were mainly engaged in (i) the provision of outsourced services, including the provision of outsourced document management services and related software applications and enterprise software solutions services in Malaysia as well as the provision of outsourced insurance marketing services in the PRC (which, for the purposes of this announcement only, excludes Hong Kong, Taiwan and the Macau Special Administrative Region of the PRC, unless otherwise specified), (ii) the distribution and sales of medical equipment in the PRC, and (iii) the provision of internet hospital and brick-and-mortar clinical services in the PRC.

There have been no significant changes in the nature of the principal activities of the Group during the Reporting Period.

2. BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICIES

2.1 Basis of Preparation

The unaudited interim condensed consolidated financial information of the Group has been prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board ("**IASB**") and the applicable disclosure requirements of Appendix D2 to the Rules Governing the Listing of Securities (the "**Listing Rules**") on The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**").

The unaudited interim condensed consolidated financial information does not include all the information and disclosures required in the annual financial statements and should be read in conjunction with the Group's annual financial statements for the year ended 31 December 2025.

The unaudited interim condensed consolidated financial information of the Group has been prepared in accordance with the same accounting policies adopted in the Group's annual financial statements for the year ended 31 December 2025, except for the adoption of the revised IFRSs as disclosed in Note 2.2 below.

This unaudited interim condensed consolidated financial information is presented in Ringgit Malaysia ("**RM**") and all values are rounded to the nearest thousand ("**RM'000**") except where otherwise indicated. This unaudited interim condensed consolidated financial information has not been audited or reviewed by the Company's external auditor, but has been reviewed by the audit committee of the Board (the "**Audit Committee**").

2.2 Changes in Accounting Policies

In the accounting period beginning from 1 January 2026, the Group has adopted, for the first time, the following amendments to IFRS Accounting Standards:

Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to IFRS 9 and IFRS 7	Contracts Referencing Nature-dependent Electricity
Amendments to IFRS Accounting Standards	Annual Improvements to IFRS Accounting Standards – Volume 11
Amendments to IFRS 7, IFRS 18, IAS 1, IAS 8, IAS 36 and IAS 37	Disclosures about Uncertainties in the Financial Statements

These amendments have had no material effect on the Group's results and financial position for the current or prior periods. The Group has not applied any other new standards or interpretations that are not yet effective for the current accounting period.

3. OPERATING SEGMENT INFORMATION

For management purposes, the Group has only one reportable operating segment, which is the provision of outsourced services. The Group is also involved in the distribution and sale of medical equipment, and the provision of internet hospital and brick-and-mortar clinical services.

Since over 90% of the Group's revenue is generated by its provision of outsourced services, no operating segments have been aggregated to form the above reportable operating segment.

The Group's revenue from external customers was derived solely from its operations in Malaysia, Singapore and the PRC, and the non-current assets of the Group were mainly located in Malaysia and the PRC as at 30 June 2026 and 31 December 2025.

(a) ***Geographical information***

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Geographical markets		
Malaysia	**43,164**	39,909
Singapore	**1,833**	1,889
The PRC	**21,698**	13,713
Total revenue from contracts with customers	**66,695**	55,511

(b) ***Non-current assets***

	30 June	31 December
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Audited)
Malaysia	**28,759**	29,515
The PRC	**267**	7,211
Total	**29,026**	36,726

Non-current assets for this purpose consist of property, plant and equipment, right-of-use assets, prepayments, intangible assets, and goodwill but do not include deferred tax assets.

(c) ***Information about major customers***

Revenue from top five customer groups of the Group for the respective reporting periods is set out below:

	Representing % of total revenue	**Sales amount**
		RM'000
	(Unaudited)	(Unaudited)
For the six months ended 30 June 2026		
Bank Group A	21.3%	14,200
Insurance Group B *(Note a)*	13.0%	8,660
Bank Group C	12.3%	8,214
Bank Group D	11.1%	7,378
Bank Group E	7.1%	4,754
Total	64.8%	43,206

	Representing % of total revenue	Sales amount RM'000
	(Unaudited)	(Unaudited)
For the six months ended 30 June 2025		
Bank Group A	20.9%	11,583
Bank Group C	14.9%	8,253
Insurance Group F *(Note b)*	10.8%	5,987
Bank Group D	8.0%	4,444
Bank Group E	7.5%	4,174
Total	62.1%	34,441

Notes:

(a) The revenue for the six months ended 30 June 2025 did not contribute over 10% of the total revenue of the Group for that period.

(b) The revenue for the six months ended 30 June 2026 did not contribute over 10% of the total revenue of the Group for that period.

4. REVENUE FROM CONTRACTS WITH CUSTOMERS

4.1 Disaggregated revenue information

Set out below is the disaggregation of the Group's revenue from contracts with customers:

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Type of services		
Outsourced services:		
– Document management	**40,685**	38,008
– Insurance marketing	**21,572**	12,850
– Enterprise software solutions:		
– Customised software	**3,712**	3,168
– Electronic document warehouse services	**600**	622
Others:		
– Distribution and sales of medical equipment	**–**	358
– Internet hospital and brick-and-mortar clinical services	**126**	505
Total revenue from contracts with customers	**66,695**	55,511
Timing of revenue recognition		
At a point in time	**62,383**	51,721
Over time	**4,312**	3,790
Total revenue from contracts with customers	**66,695**	55,511

4.2 Performance obligations

Information about the Group's performance obligations is summarised below:

Outsourced document management services

The performance obligation is satisfied at a point in time and payment is generally due upon completion of the service.

Outsourced insurance marketing services

The performance obligation is satisfied at a point in time when the report or data is delivered to and accepted by its customers and payment is generally due upon completion of the service.

Customised software

The performance obligation is satisfied over time and payment is generally due upon achieving pre-agreed billing milestones.

Electronic document warehouse services

The performance obligation is satisfied over time and payment is generally due in advance at the beginning of the service period.

Distribution and sales of medical equipment

The performance obligation is satisfied upon acceptance of goods by the customer and payment is generally due in advance before delivery.

Internet hospital and brick-and-mortar clinical services

The performance obligation is satisfied at a point in time and payment is generally due upon completion of the service.

5. OTHER INCOME AND GAINS

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Bank interest income	**545**	404
Foreign exchange gain, net	**–**	392
Others	**19**	217
	564	1,013

6. FINANCE COSTS

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Interest expenses on:		
– Term loan	**16**	88
– Overdraft	**–**	3
– Lease liabilities	**23**	23
	39	114

7. LOSS BEFORE INCOME TAX

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

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Salaries and performance related bonuses	**4,580**	5,423
Pension scheme contributions	**601**	636
Other employee benefits	**18**	38
Staff costs	**5,199**	6,097
Depreciation of property, plant and equipment	**369**	518
Depreciation of right-of-use assets	**269**	269
Amortisation of intangible assets	**517**	823
Allowance for/(reversal of) expected credit losses on trade receivables	**54**	(224)
Impairment loss on goodwill *(Note)*	**6,886**	164,093
Legal and other professional fees	**1,066**	885
Software license fee	**1,608**	2,571
Research and development expenses	**670**	166

Note: The impairment loss on goodwill was included in administrative expenses as presented in the unaudited condensed consolidated statement of comprehensive income of the Company.

8. INCOME TAX EXPENSE

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Current income tax:		
– Malaysia	**1,811**	893
– The PRC	**38**	2
Under provision in prior years		
– Malaysia	**–**	624
– The PRC	**4**	–
	1,853	1,519
Deferred tax	**153**	469
Income tax expense	**2,006**	1,988

9. INTERIM DIVIDEND

The Board does not recommend the payment of an interim dividend for the six months ended 30 June 2026 (six months ended 30 June 2025: Nil).

10. LOSS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE COMPANY

Basic loss per share is calculated by dividing the Group's loss for the period attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the six months ended 30 June 2026 and 30 June 2025.

The following reflects the loss and share data used in the basic and diluted loss per share computations:

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Loss for the purpose of basic loss per share		
Loss for the period attributable to equity holders of the Company	**(4,481)**	(165,305)
	'000	*'000*
	(Unaudited)	(Unaudited)
Number of shares for the purpose of basic loss per share		
Weighted average number of shares in issue during the period	**2,874,251**	2,874,251

No adjustments have been made to the basic loss per share attributable to equity holders of the Company for the six months ended 30 June 2026 and 30 June 2025 to arrive at the diluted loss per share as the Group had no potentially dilutive shares in issue during these periods.

11. PROPERTY, PLANT AND EQUIPMENT

During the six months ended 30 June 2026, additions, disposal and transfer of items of property, plant and equipment amounted to RM24,000, Nil and Nil respectively (six months ended 30 June 2025: RM332,000, Nil and Nil respectively).

12. GOODWILL

	Provision of internet hospital and brick-and-mortar clinical services business
	RM'000
At 31 December 2025 (Audited)	
Cost	215,234
Accumulated impairment losses	(208,240)
Net carrying amount	6,994
For the period ended 30 June 2026 (Unaudited)	
Opening net carrying amount	6,994
Impairment loss recognised	(6,886)
Closing net carrying amount	108
At 30 June 2026 (Unaudited)	
Cost	215,234
Accumulated impairment losses	(215,126)
Net carrying amount	108

During the six months ended 30 June 2026, due to impacts of the changes in government policies regarding medical insurance and centralised drug procurement, reduction in patient volume and increased compliance costs, revenue from the internet hospital and brick-and-mortar clinical services business decreased continuously. The Group assessed the recoverable amounts of the cash generating unit ("**CGU**") and as a result the carrying amount of the goodwill of the CGU was impaired. An impairment loss on goodwill amounting to approximately RM6,886,000 was recognised for the six months ended 30 June 2026 (30 June 2025: RM164,093,000) and included in administrative expenses as presented in the unaudited condensed consolidated statement of comprehensive income of the Company.

13. TRADE AND OTHER RECEIVABLES

	30 June 2026 *RM'000* **(Unaudited)**	31 December 2025 *RM'000* (Audited)
Trade receivables		
Gross receivables from third parties	**22,156**	19,244
Less: Allowance for expected credit losses	**(537)**	(483)
Trade receivables, net	**21,619**	18,761
Prepayments, deposits and other receivables		
Deposits	**1,320**	824
Sundry receivables	**820**	699
Prepayments	**9,531**	11,043
Amounts due from related parties	**19**	18
	11,690	12,584

Trade receivables are non-interest bearing and are generally on 30 days (31 December 2025: 30 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

An ageing analysis of the trade receivables as at the end of the respective reporting periods, based on the invoice date and net of loss allowance, is as follows:

	30 June 2026 *RM'000* **(Unaudited)**	31 December 2025 *RM'000* (Audited)
Within 1 month	**12,484**	11,933
1 to 2 months	**4,031**	2,928
2 to 3 months	**861**	1,566
Over 3 months	**4,243**	2,334
	21,619	18,761

14. TRADE PAYABLES

	30 June 2026 *RM'000* **(Unaudited)**	31 December 2025 *RM'000* (Audited)
Trade payables		
Payables to third parties	**1,388**	991
Amount due to a related party	**65**	144
	1,453	1,135

An ageing analysis of the trade payables as at the end of the respective reporting periods, based on the invoice date, is as follows:

	30 June 2026 *RM'000* **(Unaudited)**	31 December 2025 *RM'000* (Audited)
Within 1 month	**926**	446
1 to 2 months	**39**	217
2 to 3 months	**–**	–
Over 3 months	**488**	472
	1,453	1,135

15. SHARE CAPITAL

	Number of shares ***('000)***	***HK$'000***
Authorised:		
At 31 December 2025, 1 January 2026 and 30 June 2026	**4,500,000**	**15,000**

	Number of shares ***('000)***	***HK$'000***	***RM'000***
Issued and fully paid:			
At 31 December 2025, 1 January 2026 and 30 June 2026	**2,874,251**	**9,581**	**5,189**

16. SIGNIFICANT RELATED PARTY TRANSACTIONS

(a) Sale and purchase of goods and services

In addition to the related party information disclosed elsewhere in the unaudited interim condensed consolidated financial information of the Group, the following significant transactions between the Group and its related parties took place at terms agreed between the parties during the respective reporting periods:

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Purchase of consumable from a related company, Compugraphic Forms Sdn. Bhd. *(Note)*	**257**	173

Note:

It is a related party of the Group as Mr. Ling Sheng Shyan, a Director of the Company, is a shareholder of Compugraphic Forms Sdn. Bhd.

(b) Compensation of key management personnel

The remuneration of the key management personnel of the Group for the six months ended 30 June 2026 and 30 June 2025 is as follows:

	For the six months ended 30 June	
	2026	2025
	RM'000	*RM'000*
	(Unaudited)	(Unaudited)
Directors' fees	**234**	258
Salaries, allowances and benefits in kind	**240**	240
Pension scheme contributions	**34**	31
	508	529

17. COMMITMENTS

As at 30 June 2026, the Group had outstanding commitments for the conversion of an existing building to data centre contracted for but not provided for amounted to approximately RM68,000 (31 December 2025: approximately RM84,000).

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW AND OUTLOOK

We are principally engaged in (i) the provision of outsourced services, including the provision of outsourced document management services and related software applications and enterprise software solutions services in Malaysia as well as the provision of outsourced insurance marketing services in the PRC, (ii) the distribution and sales of medical equipment in the PRC, and (iii) the provision of internet hospital and brick-and-mortar clinical services in the PRC. Our outsourced document management services in Malaysia currently represent the largest revenue stream of the Group and include (a) electronic document delivery, (b) document print and mail fulfilment, (c) magnetic ink character recognition ("**MICR**") cheque print and mail fulfilment, (d) medical ID card print and mail fulfilment, and (e) document imaging and scanning services.

Over the years, we have successfully developed proprietary enterprise software applications which focus on information technologies ("**IT**") that drive digital transformation for large companies in the banking, insurance and retail industries in Malaysia. Our solutions are mainly developed by our team of experienced IT engineers who have longstanding experience in both the IT and the financial services industries, with the objective of optimising the IT document management system of our clients. Our proprietary enterprise software applications offer our customers tailored solutions that enhance efficiency, security and customer experience. These customised IT solutions are designed to manage complex, transaction-heavy processes and often integrate seamlessly with the financial institution's infrastructure to facilitate process automation and efficiency. The financial services industry is undergoing a rapid, technology-driven transformation, with cloud computing and artificial intelligence ("**AI**") acting as primary catalysts to modernise infrastructure and integrate diverse solutions. The Group's customers in the financial industry are increasingly adopting to new technologies not just to modernise their systems but also to integrate a variety of different solutions within a single platform. This shift often leads to increased demand for higher-valued services, including AI-driven and enhanced digital platforms, which increases revenue streams for us.

The Group has experienced a transition from cost-intensive method document mail fulfilment to multi-channel digital delivery through IT software solutions, resulting in a shift in our business model. This transition signals a move towards more efficient and potentially more lucrative services as this move could mean higher profit margins because of lower overhead costs and potentially higher-valued services. An additional positive effect of this shift to digital services is the increased adoption of IT software solutions by banks, including those with overseas branches.

Investing in new technologies is essential for sustained competitiveness, and this requires our constant monitoring of market trends, customer needs and competitive forces to identify opportunities and threats. The Group actively and regularly assesses its performance, strategies and the external environment to evolve its proprietary enterprise IT software and strengthen its competitive edge. By coupling this forward-thinking vision with a strong emphasis on continuous investment in technology, we build a solid foundation for new product development and stay ahead of market shifts.

Furthermore, the Group has, in recent years, expanded and diversified its business operations in the PRC through a number of strategic acquisitions. Leveraging its subsidiaries, the Group further broadened its business scope by entering into the provision of outsourced insurance marketing services, as well as the provision of internet hospital and brick-and-mortar clinical services in the PRC.

FUTURE PLANS AND PROSPECTS

We intend to achieve sustainable growth in our business and create long-term value for the shareholders of the Company. To achieve our goals, we propose to implement the following strategies:

(i) Expanding the Group's data processing and technical capacity:

- converting an existing building we acquired in 2022 into a new tier 2 compliant data centre (the "**Data Centre**") to upgrade our IT infrastructure for expanding our outsourced document management services and our enterprise software solutions.

(ii) Expanding the Group's market presence locally and exploring regional expansion to capture further market share:

- maintaining and strengthening our relationship with existing customers and capturing new customers mainly in Malaysia, Singapore and the PRC.

The Group has applied approximately RM6.2 million (equivalent to approximately HK$12.0 million) out of its internal resources for the design and project management of the Data Centre since 2020. However, as a result of the unprecedented outbreak of the novel coronavirus pandemic ("**COVID-19 Outbreak**") in early 2020, the Malaysian Government implemented a series of preventative measures throughout the country, including but not limited to the Movement Control Order ("**MCO**"). Due to the COVID-19 Outbreak and the country-wide lockdown measures under the MCO, the construction plan of the Data Centre was postponed, and as disclosed in the announcement of the Company dated 4 November 2021 (the "**2021 Announcement**"), the Company subsequently decided to acquire and convert an existing building in Malaysia into the Data Centre instead of building one itself. On 10 January 2022, the Group entered into a provisional agreement with an independent third party to acquire a building in Malaysia for such purpose at the consideration of RM12.0 million (equivalent to approximately HK$22.3 million), of which RM10.3 million (equivalent to approximately HK$19.5 million) was paid out of the net proceeds of the Company's share offer and placing (the "**Share Offer**"), further details of which are set out in the Company's prospectus (the "**Prospectus**") dated 17 March 2020 and the 2021 Announcement. The Group began the conversion of the building into the Data Centre in June 2022. As at 30 June 2026, the conversion work was still in progress and it is expected that the Data Centre will be completed by the end of June 2028. The conversion work was delayed mainly due to unexpected factors, including but not limited to, extensions caused by (i) the submission of the detailed topographical survey, (ii) the need to comply with additional requirements imposed by Dewan Bandaraya Kuala Lumpur (being the local authority responsible for administering the Federal Territory of Kuala Lumpur in Malaysia), and (iii) the revisions to the building structural design and refinements to the floor layout to ensure alignment with current data centre design trends. These factors have impacted the planning and construction programme of the Tier 2 Data Centre and have resulted in the expected completion date being extended from 31 December 2026 to 30 June 2028.

We expect the Data Centre to support the Group's outsourced document management services and enterprise software solutions services by allowing our Group to enhance our document hosting capability for electronic distribution and providing enterprise software solutions to our customers.

The Group has continued to expand its presence in the PRC in recent years. Notwithstanding this progress, the macroeconomic environment in the PRC including slower economic growth, evolving regulatory requirements and more cautious consumer sentiment has posed challenges to the Group's business operations in the PRC. These conditions have required the Group to manage its development carefully and calibrate its pace of expansion. Looking ahead, the Group intends to further internationalise and diversify its business operations within the PRC. It also expects to invest in advanced internet-based cloud technologies and big data analytics to establish a comprehensive and efficient service platform for customers in the insurance and insurance-related sectors. In view of the prevailing macroeconomic uncertainties, the Group will maintain a prudent approach and pursue growth at a steady and sustainable pace, with regular reviews of its performance, strategic direction and development priorities to ensure resilience and long-term value creation.

FINANCIAL REVIEW

Revenue from contracts with customers

Our total revenue consisted solely of our revenue from contracts with customers and amounted to approximately RM66.7 million and RM55.5 million for the six months ended 30 June 2026 and 30 June 2025, respectively. Our revenue for the six months ended 30 June 2026 was mainly derived from (i) the provision of outsourced services, including the provision of outsourced document management services and related software applications and enterprise software solutions services in Malaysia as well as outsourced insurance marketing services in the PRC, which in aggregate represented approximately 99.8% (six months ended 30 June 2025: approximately 98.5%) of the total revenue of the Group, (ii) the distribution and sales of medical equipment in the PRC, which represented approximately nil (six months ended 30 June 2025: approximately 0.6%) of the total revenue of the Group, and (iii) the provision of internet hospital and brick-and-mortar clinical services in the PRC, which represented approximately 0.2% (six months ended 30 June 2025: approximately 0.9%) of the total revenue of the Group.

Provision of outsourced services

Outsourced document management services

Our revenue generated from the provision of outsourced document management services represented approximately 61.0% and 68.5% of our total revenue for the six months ended 30 June 2026 and 30 June 2025, respectively. The revenue from the provision of outsourced document management services increased by approximately RM2.7 million or 7.0% from approximately RM38.0 million for the six months ended 30 June 2025 to approximately RM40.7 million for the six months ended 30 June 2026. Such increase in revenue was mainly due to the increase in the revenue generated from the provision of document print and mail fulfilment services, particularly the programming charges, development fees, PDF conversion fees, user acceptance testing ("**UAT**") charges, and the provision of MICR cheque print and mail fulfilment to a major financial institution customer during the Reporting Period.

Outsourced insurance marketing services

We provided outsourced insurance marketing services to our customers in the insurance or insurance-related industries in the PRC during the Reporting Period.

Our revenue generated from the provision of outsourced insurance marketing services represented approximately 32.3% of the total revenue for the six months ended 30 June 2026 (six months ended 30 June 2025: approximately 23.1%) and amounted to approximately RM21.6 million (six months ended 30 June 2025: approximately RM12.9 million). Such increase in revenue was mainly attributable to the revenue generated from new customers.

Enterprise software solutions

We provided enterprise software solutions to our customers using our proprietary Streamline Suite and generated revenue mainly from license fees, maintenance fees and implementation fees during the Reporting Period.

Our revenue generated from the provision of enterprise software solutions represented approximately 6.5% and 6.8% of our total revenue for the six months ended 30 June 2026 and 30 June 2025, respectively. Our revenue from the provision of enterprise software solutions increased by approximately RM0.5 million or 13.8% from approximately RM3.8 million for the six months ended 30 June 2025 to approximately RM4.3 million for the six months ended 30 June 2026. The increase in revenue generated from the provision of enterprise software solutions during the Reporting Period was mainly due to the increase in customised enterprise software solutions services provided to two existing financial institution customers and a new retail customer in Malaysia.

Distribution and sales of medical equipment

We have been engaged in the distribution and sales of medical equipment business in the PRC since April 2022. Such revenue generated from the distribution and sales of medical equipment was recognised on either a net basis when the Group's subsidiaries acted as an agent in the transactions or a principal basis when the Group's subsidiaries acted as a principal in the transactions.

During the Reporting Period, there was no revenue generated from the distribution and sales of medical equipment mainly due to weakened consumer spending sentiment in the PRC. Our revenue generated from the distribution and sales of medical equipment represented approximately 0.6% of our total revenue and amounted to approximately RM0.4 million for the six months ended 30 June 2025.

Internet hospital and brick-and-mortar clinical services

We have engaged in the provision of internet hospital and brick-and-mortar clinical services through our subsidiaries in the PRC since early 2024. Our revenue generated from the provision of internet hospital and brick-and-mortar clinical services represented approximately 0.2% (six months ended 30 June 2025: approximately 0.9%) of our total revenue for the six months ended 30 June 2026 and amounted to approximately RM0.1 million (six months ended 30 June 2025: approximately RM0.5 million).

Cost of services and sales

Our cost of services and sales increased by approximately RM7.7 million or 16.9% from approximately RM45.6 million for the six months ended 30 June 2025 to approximately RM53.3 million for the six months ended 30 June 2026. Such increase in cost of services and sales was mainly attributable to the increase in postage costs incurred in relation to our document mail fulfilment services in Malaysia.

Gross profit and gross profit margin

Our gross profit increased by approximately RM3.5 million or 35.1% from approximately RM9.9 million for the six months ended 30 June 2025 to approximately RM13.4 million for the six months ended 30 June 2026. Our gross profit margin increased by 2.2 percentage points from approximately 17.9% for the six months ended 30 June 2025 to approximately 20.1% for the six months ended 30 June 2026, which was mainly due to the increase in the revenue generated from the high profit margin services provided to customers such as programming services, PDF conversion services, UAT services and enterprise software solutions services during the Reporting Period.

Other income and gains

Our other income and gains decreased by approximately RM0.4 million or 44.3% from approximately RM1.0 million for the six months ended 30 June 2025 to approximately RM0.6 million for the six months ended 30 June 2026, which was mainly attributable to the absence of net foreign exchange gain during the Reporting Period.

Selling and distribution expenses

The selling and distribution expenses mainly represented the promotional expenses and the staff costs incurred for the provision of outsourced insurance marketing services and distribution and sales of medical equipment in the PRC. For the six months ended 30 June 2026, the selling and distribution expenses of the Group amounted to approximately RM0.1 million (six months ended 30 June 2025: approximately RM0.1 million).

Administrative expenses

Our administrative expenses decreased by approximately RM157.8 million or 90.7% from approximately RM174.0 million for the six months ended 30 June 2025 to approximately RM16.2 million for the six months ended 30 June 2026. The decrease was mainly attributable to the decrease in the impairment loss of goodwill from approximately RM164.1 million for the six months ended 30 June 2025 to approximately RM7.0 million for the six months ended 30 June 2026 in relation to the CGU principally engaged in the provision of internet hospital and brick-and-mortar clinical services in the PRC. Details of the impairment loss as mentioned above are set out in the section headed “Goodwill and impairment loss of goodwill” in this announcement.

Finance costs

Our finance costs decreased by approximately RM75,000 or 65.8% from approximately RM114,000 for the six months ended 30 June 2025 to approximately RM39,000 for the six months ended 30 June 2026, which was mainly due to the decrease in the outstanding balance of a term loan of the Group.

Loss before income tax

Our loss before income tax amounted to approximately RM2.3 million for the six months ended 30 June 2026 (six months ended 30 June 2025: loss before income tax of approximately RM163.3 million). Such decrease in loss before income tax was mainly due to the decrease in the impairment loss of goodwill as abovementioned.

Income tax expense

Our income tax expense amounted to approximately RM2.0 million for the six months ended 30 June 2026 (six months ended 30 June 2025: approximately RM2.0 million). The income tax expense remained broadly stable, mainly due to net effect of the under provision of income tax expenses incurred during the six month ended 30 June 2025 and the tax impact arising from the movements in deferred tax.

Loss for the period

Our loss for the period amounted to approximately RM4.3 million for the six months ended 30 June 2026 (six months ended 30 June 2025: loss for the period of approximately RM165.3 million). Such significant decrease in loss for the period was primarily due to the decrease in the impairment loss of goodwill as abovementioned.

Goodwill and impairment loss of goodwill

Background information

On 26 January 2024 (the "**Completion Date**"), the Company completed the acquisition (the "**Acquisition**") of an aggregate of 100% of the issued shares of Sun Join (together with its subsidiaries, the "**Sun Join Group**") by Core Squared Limited, a direct wholly-owned subsidiary of the Company, from Ms. Zou Cheng ("**Ms. Zou**") and Ms. Le Xian ("**Ms. Le**"). Pursuant to the share purchase agreement dated 28 December 2023 entered into between the Group and Ms. Zou and Ms. Le, 284,550,898 and 189,700,599 new shares of the Company (the "**Consideration Shares**") were issued and allotted to Sun Join Capital Investment Limited, which was wholly-owned by Ms. Zou, and Sun Join Venture Management Limited, which was wholly-owned by Ms. Le, respectively as consideration of the Acquisition. Sun Join Group has been principally engaged in the provision of internet hospital and brick-and-mortar clinical services in the PRC. The fair value of the Consideration Shares based on the market price of the shares of the Company on the Completion Date was approximately RM232,349,000 and the net amount of the identifiable assets acquired and liabilities assumed as at the Completion Date amounted to approximately RM17,115,000. According to the requirement of IFRS 3 "Business Combination", the Company recognised the excess of the fair value of Sun Join Group over the aforesaid net amount of the identifiable assets acquired and liabilities assumed as at the Completion Date as goodwill, which amounted to approximately RM215,234,000 as at the Completion Date.

Impairment loss of goodwill as at 30 June 2025 and 2026

The Company has engaged an independent valuer (the "**Valuer**") to perform an independent valuation relating to the impairment loss of goodwill for the six months ended 30 June 2025 and 2026.

The details of goodwill and the impairment loss of goodwill for the CGU of Sun Join Group (the "**Sun Join Group CGU**") as at the end of the respective reporting periods are set out as follows:

	Goodwill (after the impairment loss) as at 30 June 2026	**Goodwill (after the impairment loss) as at 31 December 2025**	**Impairment loss of goodwill during the six months ended 30 June 2026**	**Impairment loss of goodwill during the six months ended 30 June 2025**
	RM'000	*RM'000*	*RM'000*	*RM'000*
	(Unaudited)	(Audited)	(Unaudited)	(Unaudited)
Sun Join Group CGU	108	6,994	6,886	164,093

The Directors performed an impairment review of the carrying amounts of goodwill as at 31 December 2025 and 30 June 2026 in accordance with International Accounting Standard 36 "Impairment of Assets" ("**IAS 36**"). IAS 36 defines impairment loss as the amount by which the carrying amount of an asset or a CGU exceeds its recoverable amount. Recoverable amount of an asset or a CGU is the higher of its fair value less costs of disposal and its value in use.

In addition to the goodwill above, property, plant and equipment and right-of-use assets that generate cash flows together with the goodwill are also included in the Sun Join Group CGU for the purpose of impairment assessment.

Since there are insufficient comparable transactions in the market as at the end of the reporting periods, the Directors measured the recoverable amount of the Sun Join Group CGU to which the goodwill had been allocated by estimating its value in use. According to IAS 36, value in use is defined as "the present value of the future cash flows expected to be derived from an asset or cash-generating unit".

Valuation methodology

In the process of valuing the CGU, the Valuer has taken into account the operation and financial information of the CGU and conducted discussions with the management of the Company to understand the status and prospects of the CGU. Estimating the value in use of an asset or CGU involves estimating the future cash inflows and outflows to be derived from continuing use of the asset or CGU and from its ultimate disposal, and applying the appropriate discount rate to those future cash flows. The Valuer has adopted the income-based approach in arriving at the value in use of the CGU. Accordingly, in determining the respective recoverable amounts of the Sun Join Group CGU, which is equivalent to the business value of the Sun Join Group, the Company prepared and estimated the future cash flows expected to arise from Sun Join Group based on financial budgets covering a 5-year period as at the end of the respective reporting periods (the "**Cash Flow Forecast**"), where the key assumptions and estimates included the growth rates, discount rates applied and the forecast performance based on the Directors' view of future business prospects and the future plans, and the Valuer used the Cash Flow Forecast as the basis to arrive at the value in use of the Sun Join Group CGU by using income approach, which is consistent with the requirement of IFRS 13 "Fair Value Measurement" and is a commonly adopted practice of valuers to arrive at the value in use of a CGU.

IFRS 13 states that "the income approach converts future amounts (e.g., cash flows or income and expenses) to a single current (i.e., discounted) amount. When the income approach is used, the fair value measurement reflects current market expectations about those future amounts".

Major assumptions of the valuation

The Valuer has adopted certain specific assumptions in the valuation, major ones of which include the following:

(i) all relevant legal approvals and business certificates or licenses to operate the business in the localities in which the CGU operates or intends to operate would be officially obtained and renewable upon expiry;

(ii) the projections outlined in the financial information provided are reasonable, reflecting market conditions and economic fundamentals, and will be materialised;

(iii) there will be sufficient supply of technical staff in the industry in which the CGU operates, and the CGU will retain competent management, key personnel and technical staff to support its ongoing operations and developments;

(iv) there will be no major change in the current taxation laws in the localities in which the CGU operates or intends to operate and that the rates of tax payable shall remain unchanged and that all applicable laws and regulations will be complied with;

(v) there will be no major change in the political, legal, economic or financial conditions in the localities in which the CGU operates or intends to operate, which would adversely affect the revenues attributable to and profitability of the CGU; and

(vi) interest rates and exchange rates in the localities for the operation of the CGU will not differ materially from those presently prevailing.

During the six months ended 30 June 2026, the financial performance of Sun Join Group failed to meet the cash flow forecast as at 31 December 2025 mainly due to the factors affecting each of the segments as stated below: (i) Provision of insurance marketing services to insurance related customers: With the prolonged declining macroeconomic conditions, enterprises in the insurance industry in the PRC have continued to reduce corporate budgets, leading to a significant decrease in market demand for the insurance marketing services. Meanwhile, fellow suppliers in the industry are generally adopting low-price strategies to capture market share due to the intensified competition in the industry. This has significantly impacted the Group's expansion of the customer base, resulting in underperformance against expectations; (ii) Provision of health consultation and the relevant customer services to life insurance clients of insurance companies (including but not limited to online prescriptions and medicine delivery, chronic disease management services, and examination reports interpretation services): Insurance companies remain more cautious in their collaboration with the Group in respect of health consultation and customer service businesses due to frequent regulatory policy changes in the PRC. Furthermore, the prolonged undesirable macroeconomic environment has reduced demand among life insurance clients for health consultation and related value-added services, affecting the Group's business expansion.

As a result, in the Cash Flow Forecast, the Company considered the actual financial performance of the Sun Join Group CGU for the six months ended 30 June 2026 and management's expectations for the recent market development, where key assumptions and estimates included the growth rates, discount rates applied and the forecast performance based on management's view of future business prospects and the future plans, and adopted a lower revenue growth for the five years ending 30 June 2031.

Based on the Cash Flow Forecast and the independent valuation, the recoverable amounts of Sun Join Group CGU became RM259,000 as at 30 June 2026. According to paragraph 104 of IAS 36: "An impairment loss shall be recognised for a cash-generating unit (the smallest group of cash-generating units to which goodwill or a corporate asset has been allocated) if, and only if, the recoverable amount of the unit (group of units) is less than the carrying amount of the unit (group of units). The impairment loss shall be allocated to reduce the carrying amount of the assets of the unit (group of units) in the following order: (a) first, to reduce the carrying amount of any goodwill allocated to the cash-generating unit (group of units); and (b) then, to the other assets of the unit (group of units) pro rata on the basis of the carrying amount of each asset in the unit (group of units)".

Accordingly, the Directors have determined impairment loss of goodwill directly related to Sun Join Group CGU amounting to approximately RM6,886,000 for the six months ended 30 June 2026. No material write-down of the other assets of Sun Join Group CGU was considered necessary.

Interim dividend

The Board does not recommend the payment of an interim dividend for the six months ended 30 June 2026 (six months ended 30 June 2025: Nil).

Liquidity and financial resources

As at 30 June 2026, the total loans and borrowings of the Group amounted to approximately RM0.1 million (31 December 2025: approximately RM1.6 million), representing a decrease of approximately RM1.5 million or 90.9% as compared with that as at 31 December 2025. The Group's loans and borrowings were at floating interest rates of 4.50% to 6.60% (31 December 2025: 4.50% to 6.60%) and denominated in RM during the Reporting Period. As at 30 June 2026, the loans and borrowings included secured bank loans of approximately RM0.1 million (31 December 2025: approximately RM1.6 million) with maturity dates of less than a year or in aggregate, which were repayable within one year. As at 30 June 2026, loans and borrowings of the Group of approximately RM0.1 million were secured by first party open charge over leasehold land, factory building and shoplot of the Group, and a corporate guarantee by the Company.

As at 30 June 2026, the Group had cash and bank balances of approximately RM53.5 million (31 December 2025: approximately RM53.2 million), which were mainly denominated in RM, Renminbi ("**RMB**") and Hong Kong Dollars ("**HK$**").

The Group maintained a solid financial position and was in a net current asset position as at 30 June 2026.

The Group is able to meet its obligations when they become due in its ordinary and usual course of business. The current ratio, being the ratio of total current assets to total current liabilities, was around approximately 9.5 times as at 30 June 2026 (31 December 2025: approximately 7.5 times). The Group's working capital requirements were mainly financed by internal resources during the Reporting Period.

Contingent liabilities

As at 30 June 2026, the Group did not have any material contingent liabilities (31 December 2025: Nil).

Capital commitments

As at 30 June 2026, the Group had capital commitments of approximately RM0.1 million (31 December 2025: approximately RM0.1 million) in relation to the conversion of an existing building to the Data Centre, which will be funded by proceeds from the Share Offer and internal resources of the Group.

Funding and treasury policy

The Group has adopted a prudent financial management approach towards its treasury policy and thus maintained a healthy liquidity position for the six months ended 30 June 2026. To manage the liquidity risk, the Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities and other commitments can meet its funding requirements from time to time. For the six months ended 30 June 2026, the Group did not use any risk hedging instrument and would consider doing so if the need arises.

Foreign currency risk

The Group mainly operates in Malaysia and the PRC with most of its transactions settled in RM, Singapore Dollar ("**SGD**") and RMB. The assets, liabilities and transactions arising from its operations are mainly denominated in RM, SGD and RMB. Although the Group may be exposed to foreign currency exchange risks, the Board believes that the future currency fluctuations will not have a material impact on the Group's operations and the Group did not engage in any derivative contracts to hedge its exposure to foreign exchange risks for the six months ended 30 June 2026. The Group has not adopted formal hedging policies and would consider doing so if the need arises.

Gearing ratio

As at 30 June 2026, the Group's gearing ratio was approximately 0.1% (31 December 2025: approximately 1.5%), representing the total loans and borrowings as a percentage of the total equity attributable to equity holders of the Company as at the end of the respective reporting periods. The decrease in gearing ratio was mainly due to the decrease in interest-bearing bank loans from approximately RM1.6 million as at 31 December 2025 to approximately RM0.1 million as at 30 June 2026.

SIGNIFICANT INVESTMENT, MATERIAL ACQUISITION AND DISPOSAL

The management of the Group adopted a prudent investment strategy to utilise surplus cash to generate stable interest income from low-risk investment products. The management also monitored the investment performance of those products on a regular basis.

The Group did not have any significant investment nor did the Group carry out any material acquisition and disposal of subsidiaries, associates and joint ventures during the six months ended 30 June 2026.

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

Save as disclosed in the sub-section headed "Issue of Shares and Use of Proceeds from the Share Offer" in this announcement, the Group did not have any other future plans for material investments and capital assets as at the date of this announcement.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S SHARES

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares) during the six months ended 30 June 2026. As at 30 June 2026 and up to the date of this announcement, the Company did not hold any treasury shares (as defined under the Listing Rules on the Stock Exchange).

EVENTS AFTER THE REPORTING PERIOD

Save as disclosed in this announcement, there are no significant subsequent events undertaken by the Group after 30 June 2026 and up to the date of this announcement.

EMPLOYEES AND REMUNERATION POLICIES

As at 30 June 2026, the Group had approximately 161 employees, including the directors of the Company and its subsidiaries (as at 30 June 2025: 192 employees). The total remuneration cost (including staff costs capitalised as software development expenditure, if any) amounted to approximately RM5.2 million for the six months ended 30 June 2026 (six months ended 30 June 2025: approximately RM6.1 million).

The terms of employment of employees conform to normal commercial practice. The remuneration of the Directors, senior management and employees of the Group is set and paid on the basis of the relevant employees' qualifications, competence, work performance, industry experience, relevant market trends, and the Group's operating results, etc. Discretionary bonuses are granted to directors, senior management and employees based on merit and in accordance with industry practice. Other benefits including share options, retirement benefits, subsidised medical care, pension funds and training programmes are offered to eligible directors, senior management and employees.

SHARE OPTION SCHEME

The Company adopted a share option scheme on 11 March 2020 (the "**Share Option Scheme**"). Details of the Share Option Scheme are set out in the section headed "Statutory and General Information – F. Share Option Scheme" in Appendix V to the Prospectus. No share option has been granted by the Company pursuant to the Share Option Scheme since its adoption.

ISSUE OF SHARES AND USE OF PROCEEDS FROM THE SHARE OFFER

The shares of the Company were listed on the Main Board of the Stock Exchange on 27 March 2020 with a then total of 200,000,000 Shares issued at HK$0.63 each by way of the Share Offer, raising net proceeds of approximately HK$73.7 million after deducting underwriting commissions and all related expenses.

Having considered the property market and business environment in Malaysia as affected by the COVID-19 Outbreak and the development needs of the Group as set out in the 2021 Announcement, the Board has resolved to, among others, change the use of the unutilised net proceeds which were originally allocated to building the Data Centre to acquiring and converting an existing building in Malaysia into the Data Centre. For details, please refer to the 2021 Announcement.

Subsequently, having duly considered the development needs of the Group as set out in the Company's announcements dated 20 December 2022 (the "**2022 Announcement**"), 28 July 2023 (the "**2023 Announcement**"), 9 June 2025 (the "**2025 Announcement**") and 13 August 2026 (the "**2026 Announcement**") (collectively the "**Announcements**"), respectively, the Board has, among others, resolved to (i) reallocate the unutilised net proceeds which were originally allocated to "strengthening the Group's technical operation support system" to another existing use of "engaging external software development vendor(s) and developing new applications within the software development plan", (ii) include the development or provision of livestreaming and video technology capabilities, and AI capabilities for its existing and new applications in the Group's software development plan, (iii) reallocate the unutilised net proceeds which were originally allocated to "potential strategic acquisition and business opportunities" partially to the existing use of "stepping up the Group's marketing and sale efforts to reach out to new customers" and partially to the existing purpose of "engaging external software development vendor(s) and developing new applications within the software development plan", (iv) include the engagement of external service provider(s) to provide marketing, sale, customer services and other support services for the Group's Streamline Suite products and services as part of its existing purpose of "marketing and sale efforts to reach out to new customers", and (v) reallocate the unutilised net proceeds which were originally allocated to "acquiring and converting an existing building into a Tier 3 compliant Data Centre and upgrading IT infrastructure" to "acquiring and converting an existing building into a Tier 2 compliant Data Centre and upgrading IT infrastructure". For details, please refer to the 2022 Announcement, the 2023 Announcement, the 2025 Announcement and the 2026 Announcement.

A summary of the planned use and actual use of the net proceeds from the Share Offer is set out below:

Purposes of the use of the net proceeds	Percentage of total net proceeds *(approximate)*	Intended use of net proceeds as stated in the Prospectus (and as amended as set out in the Announcements *HK$'million* *(approximate)*	Actual amount of utilised net proceeds during the Reporting Period *HK$'million* *(approximate)*	Actual amount of utilised net proceeds as at 30 June 2026 *HK$'million* *(approximate)*	Actual amount of unutilised net proceeds as at 30 June 2026 *HK$'million* *(approximate)*	Expected timeline for utilisation of unutilised net proceeds as at the date of this announcement
To increase technological capability and capacity to develop into other market vertical/parallels	**89.8%**	**66.2**	**–**	**(30.3)**	**35.9**	
– to acquire and convert an existing building into a Tier 2 Data Centre and upgrade IT infrastructure	76.7%	56.5	–	(20.6)	35.9	30 June 2028
– to engage external software development vendors and develop new applications within the software development plan	13.1%	9.7	–	(9.7)	–	
To expand market presence locally and explore expansion regionally to capture further market share	**10.2%**	**7.5**	**–**	**(7.5)**	**–**	
– to step up the Group's marketing and sale efforts to reach out to new customers	10.2%	7.5	–	(7.5)	–	
	100.0%	**73.7**	**–**	**(37.8)**	**35.9**	

The balance of unutilised net proceeds from the Share Offer brought forward to the beginning of 2026 from the year ended 31 December 2025 amounted to approximately HK$35.9 million. Although the utilisation of the net proceeds had been delayed as a result of, among other factors, the COVID-19 Outbreak, as at 30 June 2026 the net proceeds have been used and are expected to be applied for purposes which are consistent with those as disclosed in the section headed "Future Plans and Proposed Use of Proceeds" of the Prospectus, the 2021 Announcement, the 2022 Announcement, the 2023 Announcement, 2025 Announcement and the 2026 Announcement. The unutilised portion of the net proceeds has been deposited in reputable banks in Malaysia.

The business objectives, future plans and planned use of proceeds as stated in the Prospectus, the 2021 Announcement, the 2022 Announcement, the 2023 Announcement, the 2025 Announcement and the 2026 Announcement were based on the best estimates and assumptions of future market conditions and industry development made by the Company at the time of preparing the Prospectus, the 2021 Announcement, the 2022 Announcement, the 2023 Announcement, the 2025 Announcement and the 2026 Announcement, respectively, while the proceeds will be applied based on the actual development of the Group's business, the industry and the economic conditions. As at 30 June 2026 and up to the date of this announcement, there was no change in the intended use of net proceeds as previously disclosed in the Prospectus, the 2021 Announcement, the 2022 Announcement, the 2023 Announcement, the 2025 Announcement and the 2026 Announcement. The Company will keep observing the business environments and trends in the industries which the Group is engaged in, in order to evaluate the use of the net proceeds from the Share Offer to ensure it is for the best interests of the Company, and to consider and implement alternative plans as and when necessary and make any necessary announcements in accordance with the Listing Rules.

ISSUE OF SECURITIES

The Company did not issue any of the Company's securities for cash (including securities convertible into equity securities) or sell treasury shares for cash during the Reporting Period.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding Directors' securities transactions. The Company has made specific enquiries with all the Directors and all the Directors have confirmed that they have complied with the Model Code during the six months ended 30 June 2026.

The Company's relevant employees, who are likely to be in possession of inside information of the Company, have also been subject to the Model Code for securities transactions. No incident of non-compliance of the Model Code by the Company's relevant employees was noted by the Company during the six months ended 30 June 2026.

CODE ON CORPORATE GOVERNANCE PRACTICES

Save for the deviation disclosed below, the Company had complied with all applicable Code Provisions set forth in the Corporate Governance Code (the "**CG Code**") contained in Appendix C1 to the Listing Rules during the six months ended 30 June 2026.

Under Code Provision C.2.1 of the CG Code, the roles of chairman and chief executive should be separated and should not be performed by the same individual. During the Reporting Period, Mr. Ma Shengcong ("**Mr. Ma**") has been holding the roles of the chairman of the Board and the chief executive officer of the Company. Mr. Ma has been primarily responsible for overseeing and monitoring the Group's daily operations and participating in formulating and assessing the Company's goals and objectives. Mr. Ma is also responsible for developing strategic business plans and exploring new business opportunities for the Company's subsidiaries in the PRC, which are principally engaged in the operation of outsourced insurance marketing services, internet hospital and brick-and-mortar clinical services, and the distribution and sales of medical equipment business. Taking into account the significance of effective management and the implementation of our business strategies, the Directors (including the independent non-executive Directors) consider it is most suitable for Mr. Ma to hold both the positions of chairman of the Board and the chief executive officer of the Company, and the existing arrangements are beneficial and in the interests of the Company and its shareholders as a whole.

Under the leadership of Mr. Ma, the Board is and has been able to work effectively and perform its responsibilities with key and appropriate issues discussed in a timely manner. In addition, all major decisions are made in consultation with members of the Board and relevant Board committees, and there are three independent non-executive Directors on the Board offering independent perspectives. The Board is therefore of the view that there are adequate safeguards in place to ensure sufficient balance of powers and authorities between the Board and the management of the Company.

To maintain a high standard of corporate governance practices of the Company, the Board will review the effectiveness of the structure and composition of the Board from time to time in light of prevailing circumstances, and continue to review and consider splitting the roles of chairman of the Board and the chief executive officer of the Company at a time when appropriate, taking into account the circumstances of the Group as a whole.

Further information concerning the corporate governance practices of the Company will be set out in the corporate governance report in the annual report of the Company for the year ending 31 December 2026.

AUDIT COMMITTEE AND REVIEW OF INTERIM RESULTS

The Company has established its Audit Committee with written terms of reference (revised and adopted by the Board on 1 January 2023) in compliance with Rule 3.21 of the Listing Rules and the CG Code. The Audit Committee consists of three independent non-executive Directors, namely Mr. Yang Junhui, Mr. Qian Jianguang and Mr. Xie Yaozu. Mr. Yang Junhui is currently the chairman of the Audit Committee.

The Audit Committee has considered and reviewed the accounting principles and policies adopted by the Group, the unaudited interim condensed consolidated financial information and the interim results announcement of the Company for the six months ended 30 June 2026. The Audit Committee is of the view that the interim results for the six months ended 30 June 2026 are in compliance with the relevant accounting standards, rules and regulations, and appropriate disclosures have been duly made.

The unaudited interim condensed consolidated financial information of the Company for the six months ended 30 June 2026 has not been audited or reviewed by the independent auditor of the Company.

PUBLICATION OF THE INTERIM RESULTS ANNOUNCEMENT AND INTERIM REPORT

This interim results announcement is published on the websites of both the Stock Exchange (http://www.hkexnews.hk) and the Company (http://www.clinksquared.com). The interim report of the Group for the six months ended 30 June 2026 containing all the information required by the Listing Rules will be dispatched to the shareholders of the Company (where applicable) in the manner required by the Listing Rules and the Company's corporate communications arrangement, and published on the respective websites of the Stock Exchange and the Company in due course.

By Order of the Board
C-Link Squared Limited
Ma Shengcong
Chairman of the Board and executive Director

Hong Kong, 31 August 2026

As at the date of this announcement, the executive Directors are Mr. Ma Shengcong and Ms. Zhang Ying, the non-executive Directors are Mr. Ling Sheng Shyan and Dr. Wu Xianyi, and the independent non-executive Directors are Mr. Yang Junhui, Mr. Qian Jianguang and Mr. Xie Yaozu.