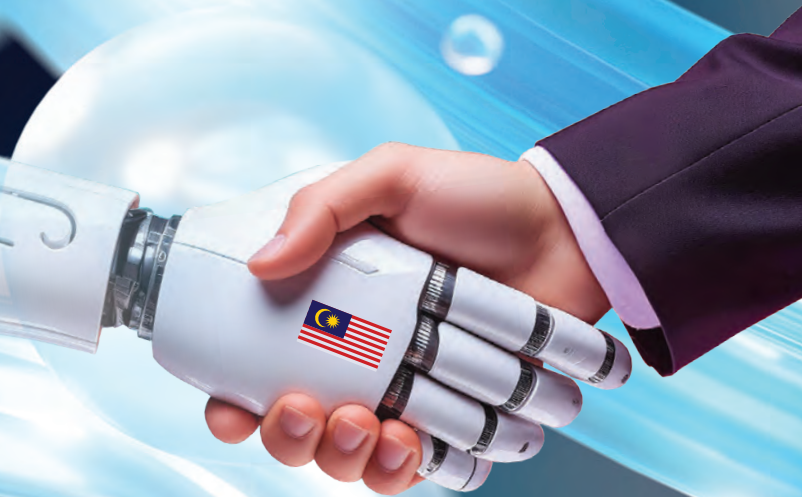


RETROSPECTIVE 2024



*Driving Malaysia's*  
technological future







# *Driving Malaysia's* technological future

MIMOS' unwavering commitment to advancing  
the nation's technological capabilities for the  
betterment of its people, economy, and society.





MIMOS has continued empowering industries, uplifting SMEs, and supporting government digitalisation efforts.



The theme **‘Driving Malaysia’s Technological Future’** captures **MIMOS’ unwavering commitment to advancing the nation’s technological capabilities for the betterment of its people, economy, and society.** As Malaysia accelerates its journey toward becoming a high-tech, high-income nation, MIMOS stands as a caring, forward-looking partner, turning research into real-world impact and fostering homegrown innovation that uplifts lives, strengthens communities, and powers national progress.

In 2024, this vision has come into even sharper focus. From next-generation semiconductor R&D to advanced AI and IoT solutions, **MIMOS has continued empowering industries, uplifting SMEs, and supporting government digitalisation efforts.** These innovations are not just about technology; they are about **creating high-value jobs, nurturing local talent, and supporting Malaysian companies to compete globally.** We are also investing in our people, building a culture of excellence and resilience, and forming strategic partnerships that strengthen our national innovation ecosystem.

This theme reflects our deep commitment to nation-building and our belief that technology, when guided by purpose and compassion, can transform lives, strengthen communities, and secure a brighter, more resilient future for all Malaysians.





# Table of contents

**EXECUTIVE SUMMARY**

• About this Report	6
• In Conversation with MIMOS Leadership	8
• Chairperson	8
• President & Group Chief Executive Officer	10

**CORPORATE OVERVIEW**

• About MIMOS Berhad	18
• Vision and Mission	19
• Empowering Minds, Enabling Progress	21
• Organisational Structure	27

**KEY ACHIEVEMENTS IN 2024**

• Fulfilment of MKD Mandate	34
• Technology Innovation and RMK12 Outputs	34
• Tech Venture and Commercialisation	35

• National and Industry Engagement	36
• MIMOS Academy	36
• Staff Satisfaction	37
• Our Journey of Excellence	37

**RESEARCH & DEVELOPMENT EXCELLENCE**

• Innovation in Motion	40
• Technological Triumphs	40
• Intellectual Impact	41

**SUSTAINABLE INNOVATION & IMPACT**

• Green Technology Initiatives & Environmental Stewardship	44
• Flagship Green Technology Initiatives	44
• Corporate Environmental Engagements	48







**MIMOS TECHNOLOGY PRODUCTS & SOLUTIONS 49**

- Energy Saving and Carbon Net Zero 51
- Health-Care 52
- Palm Oil Automation 52
- Manufacturing 54
- Public Services 57
- Public Safety 57

**STAKEHOLDER ENGAGEMENTS 59**

- Governments & Ministries 60
- Industry 69
- Academia 84
- Communities/General Public 89
- Staff 92

**GOVERNANCE AND COMPLIANCE 101**

- Statement on Risk Management and Internal Control 102
- MIMOS ESG Statement For 2024 111
- Anti-Fraud, Bribery and Corruption 112
- Health, Safety and Environmental Commitment 114
- Sustaining Business 119

**FINANCIAL OUTLOOK 121**







# *Executive Summary*

## About this Report

The 2024 MIMOS Retrospective is a reflection of our commitment to building a brighter, more resilient Malaysia through technological excellence and meaningful collaboration. As Malaysia's premier National Research and Development (R&D) Centre under the Ministry of Science, Technology, and Innovation (MOSTI), MIMOS Berhad is dedicated to advancing the nation's technological capabilities, empowering industries, and improving the lives of all Malaysians. Our work is driven by a deep sense of responsibility to the nation, ensuring that every innovation contributes to economic growth, social progress, and environmental sustainability.







Our commitment goes beyond technology. MIMOS is deeply invested in creating a knowledge-driven, high-income economy that benefits all Malaysians. We strive to make a positive impact through bold R&D initiatives, strategic partnerships, and a focus on sustainable, human-centric innovation. By nurturing local talent, supporting industry growth, and driving digital transformation, MIMOS is helping to build a more prosperous, inclusive, and secure Malaysia, ensuring that the benefits of technology reach every corner of society.

*Driving Malaysia's*  
technological **future**



## *In Conversation with MIMOS Leadership*

***A strategic  
vision for  
the present  
and beyond***



### ***Dr. Jasmine Begum***

***MIMOS Chairperson***

***(Year Appointed: 2024)***

#### ***1. What is MIMOS' strategic vision for 2024 and beyond?***

MIMOS envisions a technology-driven Malaysia where innovation empowers every industry, enhances quality of life, and strengthens the nation's global competitiveness. Guided by our tagline, 'Smart, Secure & Inclusive,' we are committed to driving Malaysia's technological future as the National R&D Centre under MOSTI. Our mission goes beyond pure innovation to foster an inclusive digital economy, promote sustainability, and create high-value jobs for Malaysians. We aim to make technology a force for good, ensuring our advancements benefit every community and support Malaysia's ambition to become a high-income, zero-carbon nation by 2030.





## ***2. How does MIMOS align with Malaysia's national priorities?***

MIMOS plays a pivotal role in advancing Malaysia's economic and technological agenda, aligning closely with key policies like the New Industrial Master Plan 2030 (NIMP 2030), the National Energy Transition Roadmap (NETR), and the Malaysia Digital Economy Blueprint (MyDIGITAL). As part of our mission, we are committed to transforming Malaysia's industries through deep-tech R&D, fostering high-impact collaborations, and nurturing local talent. We also aim to create a thriving innovation ecosystem by supporting start-ups, joint ventures (JVCo), and spin-offs, providing opportunities for entrepreneurship, career advancement, and the creation of value-added jobs. Our work is focused on building a resilient, future-ready Malaysia, ensuring our industries remain globally competitive while empowering the next generation of technology leaders.

## ***3. What role does MIMOS play in strengthening Malaysia's position in the global technology landscape?***

MIMOS is at the forefront of positioning Malaysia as a significant player in the global technology ecosystem. We are accelerating the adoption of advanced technologies through strategic partnerships with leading international technology firms, research institutions, and industry leaders. Our innovations in semiconductors, secured communications, and AI-driven solutions are not only creating opportunities for local companies to compete globally but also providing them with the advanced technologies needed to enhance their global competitiveness. In addition, we are dedicated to developing the next generation of local technology leaders, equipping them with the skills and experience needed to excel on the world stage. By fostering a robust ecosystem of innovation and talent, MIMOS aims to ensure Malaysia's industries thrive in the global digital economy.



**Dr. Saat Shukri Embong**  
*President & Group Chief Executive Officer*

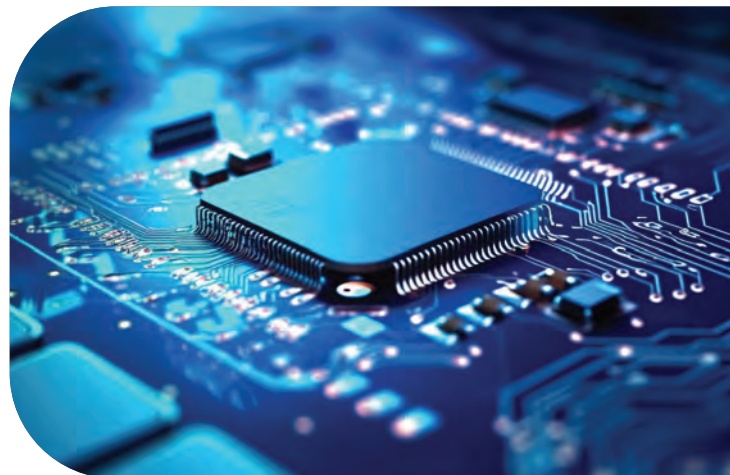
*Key  
achievements,  
challenges and  
future direction*

**1. What were MIMOS' key achievements in 2024?**

In 2024, MIMOS made significant strides in R&D, commercialisation, and strategic partnerships, reflecting our commitment to the betterment of Malaysia's technology landscape, economy, and society. Some of MIMOS' major achievements include:

**i. Semiconductor and Advanced Electronics:**

MIMOS continued to make impactful strides in semiconductor and advanced electronics innovation, contributing significantly to Malaysia's ambition to become a global leader in the high-tech value chain.







Through its **Semiconductor Technology Centre (STC)**, MIMOS operates three advanced facilities that are central to accelerating R&D and strengthening industry competitiveness:

- **Wafer Fabrication Facilities (FAB1 and FAB2):** Enable rapid prototyping of semiconductor chips, reducing dependence on external suppliers and shortening development cycles.
- **Material and Failure Analysis Laboratory:** Conducts in-depth investigations into material properties and failure mechanisms, enhancing product quality and reliability.
- **Reliability Testing Laboratory:** Validates products against international standards to ensure global market readiness.

These capabilities are further bolstered by MIMOS' specialised R&D groups focused on integrated circuit (IC) design, advanced packaging, wide-bandgap semiconductors (such as GaN and SiC), advanced materials, and printed electronics.

As part of our drive to support the full semiconductor and electronics value chain, MIMOS has also developed graphene- and silver-based conductive inks that are fast-drying, eco-friendly, and designed to support flexible printed electronics and wearable sensor devices. These materials play a key role in advancing miniaturised and energy-efficient technologies for next-generation applications.

Beyond semiconductors, MIMOS has engineered a portfolio of innovative technologies for critical sectors such as renewable energy, energy efficiency, manufacturing, medical, and palm oil processing, including:

- **Smart Inverter for Mid-Scale Solar Deployment:** A GaN-based microinverter module with MPPT (maximum power point tracking) that boosts per-panel solar charging performance, doubling or quadrupling power ratings with improved thermal efficiency.
- **Autonomous Chiller Control & Energy Efficiency (Mi-ACE):** An AI- and IoT-enabled solution that improves building chiller system efficiency, achieving 12–20% energy savings.
- **Reagentless Vital Sign Analyser (REVA):** A portable platform using PPG and Vis-NIR spectral analysis to non-invasively detect haemoglobin, glucose levels, and vital signs.
- **Inline NIR Spectroscopy Analyser (INSPECTRA):** Enables real-time quality monitoring in palm oil mills to optimise production.
- **Indoor Tracking System (ITS):** A high-accuracy indoor tracking solution based on UWB technology for smart manufacturing and logistics applications.

To foster continued innovation and industry readiness, MIMOS has launched key strategic initiatives, including:

- **The Industrial Technology Innovation Centre (ITIC):** A national hub for R&D, talent development, and collaboration, especially within the Automated Test Equipment (ATE) segment.
- **Industry 4.0 Technology Acceleration Programme (I4TAP):** Supports SMEs in adopting smart manufacturing technologies.





- **Industry 4.0 R&D Acceleration Programme (I4RDAP):** Bridges academic research and real-world industry needs, fast-tracking the commercialisation of Malaysian-made technologies.

Together, these efforts place MIMOS at the forefront of Malaysia's move toward high-value, innovation-led growth in semiconductors and advanced electronics.

ii. **AI and Digital Resilience:** Pioneering AI, big data, and cybersecurity solutions to protect critical sectors and enhance digital resilience. Examples include:

- Edge-Based Sensor Fusion:** A perception technology platform that enables cognitive understanding, localisation, and real-time mapping of physical environments. By processing multiple sensory inputs, such as visual data, LiDAR, and positioning, on an edge device, the system determines a mobile robot's relative position and interprets its surroundings for accurate navigation and mapping.
- Harvest-Ready Tree Detection & FFB Detection and Counting:** A machine learning-based computer vision platform designed for precision agriculture. It analyses loose oil palm fruitlets to determine tree readiness for harvesting, helping plantation operators optimise harvesting schedules and labour deployment. The system uses deep vision technology to perform accurate detection, counting, and location estimation of fresh fruit bunches (FFB), enabling efficient yield monitoring.
- Machine Vision-Based Inline Quality Control (QC):** An automated vision inspection system powered by machine learning. It delivers advanced image analytics and complex defect detection for inline quality inspection in manufacturing, improving accuracy, consistency, and operational efficiency across production lines.





**iii. Sustainability Innovations:** Advanced smart energy technologies and low-carbon solutions, aligning with Malaysia's net-zero aspirations. This includes breakthroughs in energy-efficient semiconductor devices and green electronics, contributing to national decarbonisation efforts. MIMOS, through its commercial arm MIMOS Services Sdn Bhd (MSSB), has positioned sustainability innovations at the heart of its strategic vision, actively supporting Malaysia's net-zero aspirations through advanced smart energy technologies and robust low-carbon solutions.

Our R&D breakthroughs in energy-efficient semiconductor devices and green electronics are driving national decarbonisation efforts. Notably, MSSB has commercialised a suite of IoT-based energy optimisation solutions tailored for commercial and industrial applications. A key success is the Mi-ACE (Autonomous Chiller Control & Energy Efficiency) system, which uses AI-driven algorithms to optimise cooling performance in large facilities. Deployed across government buildings and multinational corporations, Mi-ACE has demonstrated up to 20% energy savings, significantly cutting operational carbon footprints.

In the renewable energy space, MSSB has accelerated Malaysia's clean energy transition through the deployment of solar microinverter technologies. These advanced GaN-based inverters improve the efficiency, safety, and reliability of solar energy systems, enabling better energy harvest and seamless grid integration. Key installations at local institutions have already shown measurable reductions in grid dependency and marked progress toward energy self-sufficiency.

Through these innovations, MSSB reinforces MIMOS' leadership in sustainable technology, advancing the national sustainability agenda while delivering tangible environmental and economic benefits.

**iv. Technology Commercialisation & Industry Engagement:** Strengthened industry partnerships and Quadruple Helix collaborations (academia, industry, government, and society) to accelerate the commercialisation of



Malaysian-made technologies. MIMOS has also supported the growth of start-ups, spin-offs, and joint ventures, creating high-value jobs and economic opportunities.

## **2. What challenges did MIMOS face, and how were they addressed?**

Like any innovation-driven organisation, MIMOS faced several challenges, including:

**i. Bridging the R&D-to-Market Gap:** MIMOS tackled this by refining its commercialisation frameworks, collaborating closely with industry partners, and providing technical support to ensure innovations reach the market faster. For instance, MIMOS supported the scaling of local semiconductor manufacturers and partnered with tech start-ups to accelerate product development. For example, MIMOS worked with a local company, MyREKA, to enable QES to develop its own I/O & Motion Control boards for its Automated Test Equipment (ATE).

**ii. Talent Retention and Development:** Recognising the global demand for deep-tech expertise, MIMOS invested in comprehensive talent development programmes, including mentorship, industry placements, and international exchange opportunities, to nurture Malaysia's next generation of technology leaders.

**iii. Global Competition in Emerging Technologies:** To maintain Malaysia's competitive edge, MIMOS expanded international collaborations, leveraging global research networks and participating in high-impact R&D projects to position Malaysia as a global technology enabler.

## **3. What is MIMOS' future direction for 2025 and beyond?**

Moving forward, MIMOS aims to drive high-impact R&D, accelerate digital transformation, and foster deep-tech industry collaborations, guided by our commitment to a Smart, Secure & Inclusive future. Our priorities include:

**i. Strengthening Malaysia's semiconductor and advanced electronics capabilities,** driving the development of next-generation semiconductor technologies, with a focus on materials like Gallium Nitride (GaN) and Silicon Carbide (SiC), key enablers for high-efficiency power electronics used in electric vehicles, renewable energy systems, and high-frequency applications.

One of MIMOS' major initiatives is the advancement of 8-inch GaN process development and device prototyping. This includes critical work in epitaxial layer growth, High Electron Mobility Transistor (HEMT) fabrication, and thermal management optimisation, addressing the heat dissipation challenges fundamental to high-power electronics.

In parallel, MIMOS is also pioneering innovations in nanomaterials, particularly through the development of functional conductive inks formulated from silver nanoparticles and graphene nanosheets. These inks are designed for printed electronics and support the miniaturisation and additive manufacturing of next-gen electronic devices. With high electrical conductivity and substrate compatibility, the inks enable low-cost, scalable production of sensors, antennas, and interconnects, technologies critical to Malaysia's growth in the Internet of Things (IoT), flexible electronics, and smart manufacturing sectors.

By integrating advancements in both wafer-level semiconductors and printable functional materials, MIMOS is not only helping Malaysia move up the global electronics value chain but also fostering the development of homegrown intellectual property (IP) and reducing dependency on imported technologies.

**ii. Scaling AI, cybersecurity, and digital resilience solutions for national security and critical industrial applications**, ensuring Malaysia's digital backbone remains secure and resilient.

**iii. Expanding efforts in sustainable technologies**, particularly in smart energy and decarbonisation solutions, supporting Malaysia's green technology ambitions and net-zero goals. In support of Malaysia's green technology ambitions and net-zero goals, MIMOS, through its commercialisation arm MSSB, has significantly expanded its efforts in smart energy and decarbonisation solutions. These initiatives reflect a strategic commitment to environmental stewardship and technological leadership in sustainability.

One of the most notable milestones in 2024 was the official launch of the Zero Energy Building (ZEB) initiative in November. Strategically located at the MIMOS headquarters, the ZEB serves as both a functional workplace and a live demonstration centre for advanced green building technologies. The facility integrates:

- Solar photovoltaic systems
- AI-driven intelligent energy management systems
- High-efficiency HVAC systems using the proprietary Mi-ACE (Autonomous Chiller Control & Energy Efficiency) platform

These technologies work in tandem to optimise energy use, lower operational costs, and achieve net-zero energy consumption. The ZEB initiative is a major step forward in demonstrating practical, scalable solutions for the building and construction industry, and reinforces MSSB's leadership in low-carbon innovation.

Additionally, the ZEB supports industry-academia collaboration, hosting educational programmes and training sessions to nurture local expertise in energy efficiency and environmental sustainability.

Beyond ZEB, MSSB has made significant strides in deploying IoT-based smart energy solutions, including:

- The Mi-ACE system, which has delivered up to 20% energy savings in government and multinational commercial buildings
- Solar microinverter technologies that improve the efficiency, safety, and reliability of solar energy systems, reducing grid dependency and accelerating renewable energy adoption

Through these innovative projects, MSSB not only contributes to Malaysia's carbon-neutrality goals for 2050 but also strengthens MIMOS' role as a national leader in green technology and sustainable innovation.

**iv. Deepening engagements with global and local tech players** to position Malaysia as a leading innovation hub, creating pathways for local companies to compete globally and providing Malaysian talents with opportunities to lead on the world stage.

Our long-term goal is to ensure that MIMOS remains at the forefront of Malaysia's technology evolution, delivering sustainable, inclusive, and transformative solutions that shape the nation's future and uplift every Malaysian.



## ***Acknowledgement***

As we reflect on another year of progress and innovation, I want to extend my deepest gratitude to the exceptional team at MIMOS. Your unwavering dedication, creativity, and resilience have been the driving force behind our many achievements. You are the heart and soul of this organisation, and your commitment to pushing the boundaries of technology is what truly sets us apart.

To our partners, both local and international, thank you for sharing our vision of a smarter, more connected Malaysia. Your collaboration and shared commitment to technological excellence have been instrumental in transforming our ideas into impactful solutions. Together, we are building a stronger, more innovative ecosystem that benefits industries, businesses, and communities.

I would also like to express my sincere appreciation to the Ministry of Science, Technology, and Innovation (MOSTI) and the Government of Malaysia for their unwavering support and guidance. Your leadership and commitment to fostering a high-tech, knowledge-driven economy have provided the foundation for our continued growth and success.

As we move forward, let us continue to work together with purpose, passion, and a shared commitment to making a meaningful difference for our nation and its people. Together, we can shape a brighter, more resilient future for Malaysia.

Thank you once again for your trust, support, and partnership.

***Dr. Saat Shukri Embong***  
*President & Group Chief Executive Officer*  
*MIMOS Berhad*





# Corporate Overview

## About MIMOS Berhad

MIMOS Berhad, operating under the Ministry of Science, Technology, and Innovation (MOSTI), serves as Malaysia's premier National Research and Development (R&D) Centre, specialising in Semiconductors, Microelectronics, and Communications Technology (ICT). Guided by a deep sense of national responsibility, MIMOS is committed to advancing Malaysia's technological capabilities, strengthening local industries, and improving the quality of life for all Malaysians.

Established in 1985 to drive Malaysia's transformation into a knowledge-driven, high-income nation, MIMOS plays a pivotal role in pioneering advanced technologies and nurturing a dynamic ecosystem of digital innovation and entrepreneurship. Our mission extends beyond technology to foster a prosperous, inclusive, and resilient society, ensuring that every innovation benefits both the economy and the people it serves.







***Vision:*** To be the frontier applied Research and Development (R&D) Centre in Electrical and Electronics (E&E) and Information Communication Technology (ICT).

MIMOS' vision is to drive Malaysia's technological future by pioneering innovations that advance the nation's digital and industrial capabilities while promoting sustainable development and inclusive growth.

- i. Guided by this vision, MIMOS **ensures that every research initiative, strategic partnership, and technological breakthrough contributes to a future where Malaysia stands as a leader in cutting-edge technology and enriches the lives of its people**, creating opportunities for businesses, entrepreneurs, and communities.
- ii. As a **key driver of progress in Electrical & Electronics (E&E) and Strategic ICT**, MIMOS plays a pivotal role in shaping Malaysia's technological landscape, equipping industries with next-generation solutions in semiconductors, AI, secured communications, and advanced electronics, all while empowering local companies to compete globally.
- iii. Beyond technology, MIMOS is deeply **committed to sustainability**, collaborating with industry leaders to develop smart energy solutions and green innovations that support Malaysia's ambition to become a zero-carbon nation by 2030, ensuring a healthier, more sustainable future for all.
- iv. Through bold innovation and strategic foresight, MIMOS is advancing Malaysia's position in the global technology arena ensuring a resilient, future-ready economy for generations to come, where technology serves as a force for good, uplifting lives and building stronger communities.

**Mission:** Pioneering innovation and development towards creating a local industry that is globally competitive.

At its core, MIMOS Berhad's mission is twofold:

**i. To Spearhead R&D in Emerging Technologies**

MIMOS is committed to leading research and development in key sectors such as Semiconductors, Advanced Electronics, and Strategic ICT. This includes breakthroughs in Compound Semiconductor Devices and Materials, Secured Communication and Digital Resilience, Artificial Intelligence (AI), and Big Data Analytics. By focusing on these critical areas, MIMOS aims to develop cutting-edge technologies that drive economic growth by creating high-value jobs, empowering local talent, and enhancing Malaysia's global competitiveness.

**ii. To Catalyse Malaysia's Digital Transformation**

Through the Quadruple Helix Technology Venture and Incubation approach, MIMOS plays a pivotal role in accelerating Malaysia's digital transformation. By collaborating with government agencies, industry partners, academic institutions, and civil society, MIMOS translates R&D innovations into practical, scalable solutions that address national priorities and foster sustainable, technology-driven business advancements. These efforts ensure that digital innovation is accessible and impactful across all sectors of the economy, creating opportunities for businesses, uplifting communities, and improving the quality of life for all Malaysians.





***Empowering  
Minds,  
Enabling  
Progress***

***Nurezmy A. Majid***  
*Chief of Staff*



***1. MIMOS is known for its innovation-driven culture. How is the organisation translating that same energy into the way it supports and develops its people?***

At MIMOS, we fundamentally believe that every breakthrough, every cutting-edge solution, and every step towards a high-tech nation begins and ends with our people. Our employees are our greatest asset, and the vibrant, innovation-driven energy that defines our R&D culture is precisely what we channel into their growth and development. The same dynamic energy that fuels our R&D is purposefully channelled into nurturing the growth, potential, and aspirations of every individual at MIMOS.

In 2024, we have taken bold and purposeful strides to ensure our approach to talent development not only aligns with our ambitious technological aspirations but also powerfully reinforces Malaysia's broader vision for digital transformation. We are building more than just future technologies; we are building future technologists, leaders, and changemakers.

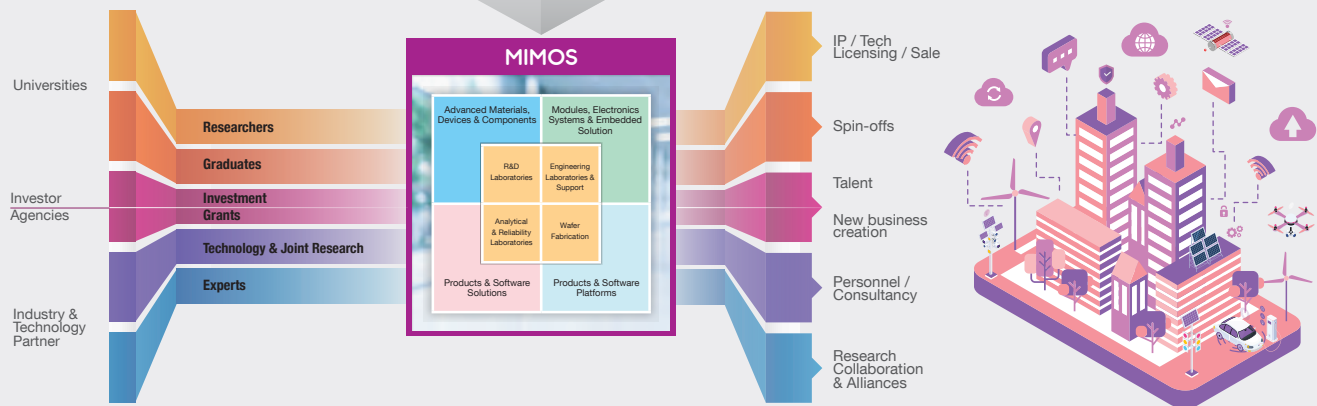
Our core mission at MIMOS is to transform advanced R&D into tangible, real-world impact, from enhancing industry capabilities and commercialising technologies to fostering new ventures and enriching Malaysia's high-tech ecosystem. This ambition, the very essence of **'MIMOS Aspirations: The End Game'** diagram (as illustrated in this report), is driven by a strategic, integrated approach encapsulated within the **MIMOS Organisation Planning & Execution Framework**.

## MIMOS ASPIRATIONS: THE END GAME

### MIMOS Scope



### MIMOS Role



This framework is not merely an operational blueprint; it is a living model that empowers innovation while simultaneously enabling our people to grow with purpose. It provides clear, progressive pathways for career advancement, ensuring that individual excellence aligns with national priorities.

Anchored by the CEO & Board Office, the framework is supported by four core sectors, each playing a distinct yet complementary role in both achieving our strategic goals and fostering our talent:

- **The CEO & Board Office** provides visionary leadership and overarching strategic oversight. By integrating policy planning, corporate strategy, communication, identity, monitoring, and audit, it ensures that all organisational efforts are aligned, cohesive and purpose-driven. Crucially, it sets the stage for our five core scopes; Industry Capability Enhancement, Technology Creation, Capacity & Capability Building, Technology Advisory & Advocacy, and Technology Diffusion, Venture & Commercialisation, ensuring that leadership's vision for national impact permeates through all levels and empowers every individual.



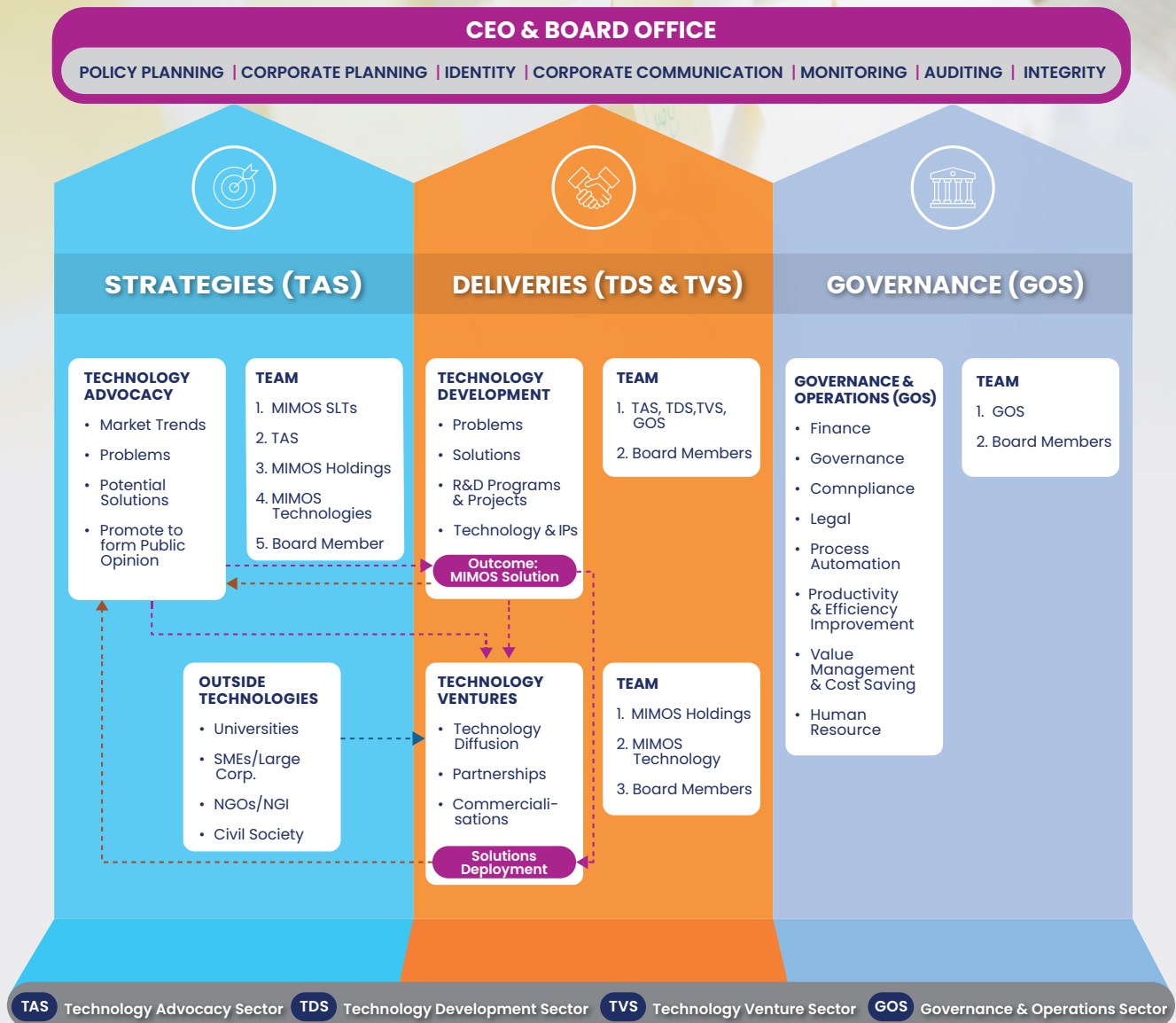
- **The Technology Advocacy Sector (TAS)** is driving Scope 4: Technology Advisory & Advocacy. TAS engages with ministries, industry, and academia to shape tech policy and national positioning. TAS actively shapes future-ready mindsets within MIMOS by engaging employees in strategic foresight, trend analysis, and policy influence. This nurtures thought leadership, equips our team with critical market insights, and encourages a proactive role in shaping Malaysia's technology discourse, ensuring national relevance and paving the way for technology adoption and long-term collaboration.
- **The Technology Development Sector (TDS)** is the heart of our R&D excellence. TDS owns Scopes 1 & 2: Industry Capability Enhancement, and Technology Creation. Our researchers and engineers are placed at the forefront of solving complex real-world challenges and pioneering solutions that reflect global trends and national needs. This sector provides a fertile ground for talent to translate deep insights into cutting-edge technologies, innovative intellectual properties, and impactful solutions ready for transfer and commercialisation, sharpening their skills through direct engagement with real-world problems.
- **The Technology Venture Sector (TVS)** championing Scope 5: Technology Diffusion, Venture & Commercialisation. TVS is where R&D outcomes are converted into real-world applications, where research outputs are transformed into societal and economic value, through IP licensing, spinoffs, new business creation, and strategic partnerships. For our people, this sector provides invaluable exposure to market dynamics, commercialisation strategies, and entrepreneurial thinking, strengthening the bridge between innovation and market relevance and fostering a business-savvy mindset.
- **The Governance & Operations Sector (GOS)** is beyond ensuring operational excellence by embedding robust systems in finance, compliance, process automation, and performance management. GOS is the backbone of our Human Resource development. This sector facilitates continuous organisational and individual growth by powering the systems that enable seamless cross-sector collaboration, a key enabler for achieving the 'End Game'. It provides a stable and efficient environment where talent can thrive and focus on innovation.

Through this robust framework, MIMOS has established clear and progressive pathways for career advancement. We are deeply committed to empowering our people with continuous technical training, bespoke leadership development opportunities, and invaluable cross-functional exposure. This ensures they evolve in tandem with the transformative technologies they help create, remaining at the cutting edge of their fields.

To further future-proof our talent, we have launched forward-looking learning programmes in strategic areas such as Artificial Intelligence, Data Science, and Cybersecurity. These initiatives, complemented by the comprehensive offerings of **MIMOS Academy**, are instrumental in fulfilling Scope 3: Capability and Capacity Building of the MIMOS Aspirations: The End Game. Furthermore, the insights from our **Innovation & Technology Intelligence Centre (ITIC)** are cultivating a knowledge-rich, innovation-driven culture that thrives on continuous learning, collaboration, and a shared passion for solving national challenges.

Ultimately, MIMOS' success in reaching 'The End Game', a high-impact national innovation ecosystem, depends on the interconnected and vibrant execution of these sectors. Guided by visionary leadership and a shared commitment to excellence, we foster a culture where innovation and public service are inseparable. By aligning individual aspirations with national imperatives, MIMOS is not only nurturing Malaysia's next generation of technology leaders but also helping to shape a future-ready, inclusive digital nation, driven by the energy and talent of its people.

## MIMOS ORGANISATION PLANNING & EXECUTION FRAMEWORK





## ***2. What are some of the key employee benefits or initiatives launched recently to position MIMOS as an employer of choice?***

At MIMOS, we recognise that our employees' well-being is fundamental to their ability to innovate and make meaningful contributions. In 2024, we introduced a series of progressive initiatives that reflect our commitment to supporting the whole person, not just the professional. These efforts are part of a broader vision to position MIMOS as a people-first, purpose-driven employer of choice in the national innovation ecosystem.

We have strengthened our employee value proposition through enhanced workplace policies, flexible work arrangements, and improved healthcare benefits, while also expanding our focus on wellness, integrating mental well-being, financial security, and work-life balance into the everyday experience of our staff. From fitness incentives to mindfulness sessions and access to professional mental health support, our initiatives are designed to ensure that every individual feels supported, seen, and empowered.

In addition, MIMOS has updated its recognition programmes to celebrate not only performance outcomes, but also the values that drive innovation, curiosity, collaboration, mentorship, and resilience. These efforts are further reinforced by employee-led communities that promote diversity, inclusion, and shared purpose, strengthening our identity as a national R&D organisation with a human heart.

We also introduced structural improvements ranging from modernised compensation frameworks and mobility support to leadership development and community engagement platforms. These initiatives ensure that our people have the tools, environment, and opportunities they need to thrive both personally and professionally.

MIMOS is deeply committed to building a workplace that values people, recognises contributions, and nurtures potential because we know that our greatest breakthroughs begin with our people.

By aligning our internal culture with our external mission, MIMOS continues to foster a workforce that is motivated, future-ready, and inspired to shape the technologies and the Malaysia of tomorrow.



### ***3. What message would you like to convey to current and prospective talent considering MIMOS as a career destination?***

Join the Mission, Not Just the Organisation.

At MIMOS, we do not just offer jobs, we offer a national calling. As Malaysia's premier applied R&D centre, MIMOS stands at the forefront of technological innovation with a mandate that goes beyond business: to safeguard our nation's sovereignty, uplift communities, and catalyse a future-ready, high-value digital economy.

Here, your work matters. Whether you are a fresh graduate brimming with ideas or an experienced professional driven to make a lasting impact, MIMOS presents a rare opportunity to operate at the powerful intersection of technology, policy, and nation-building.

You will contribute to game-changing innovations in digital identity, quantum intelligence, semiconductors, AI, microelectronics, cybersecurity, and more, advancing not only your own career but the technological frontier of the country. Along the way, you will grow in an ecosystem that thrives on deep thinking, bold experimentation, cross-disciplinary collaboration, and an unwavering commitment to the public good.

We are not just looking for talent. We are looking for changemakers, solution architects, and visionaries for those who dare to dream big, act boldly, and lead with purpose.

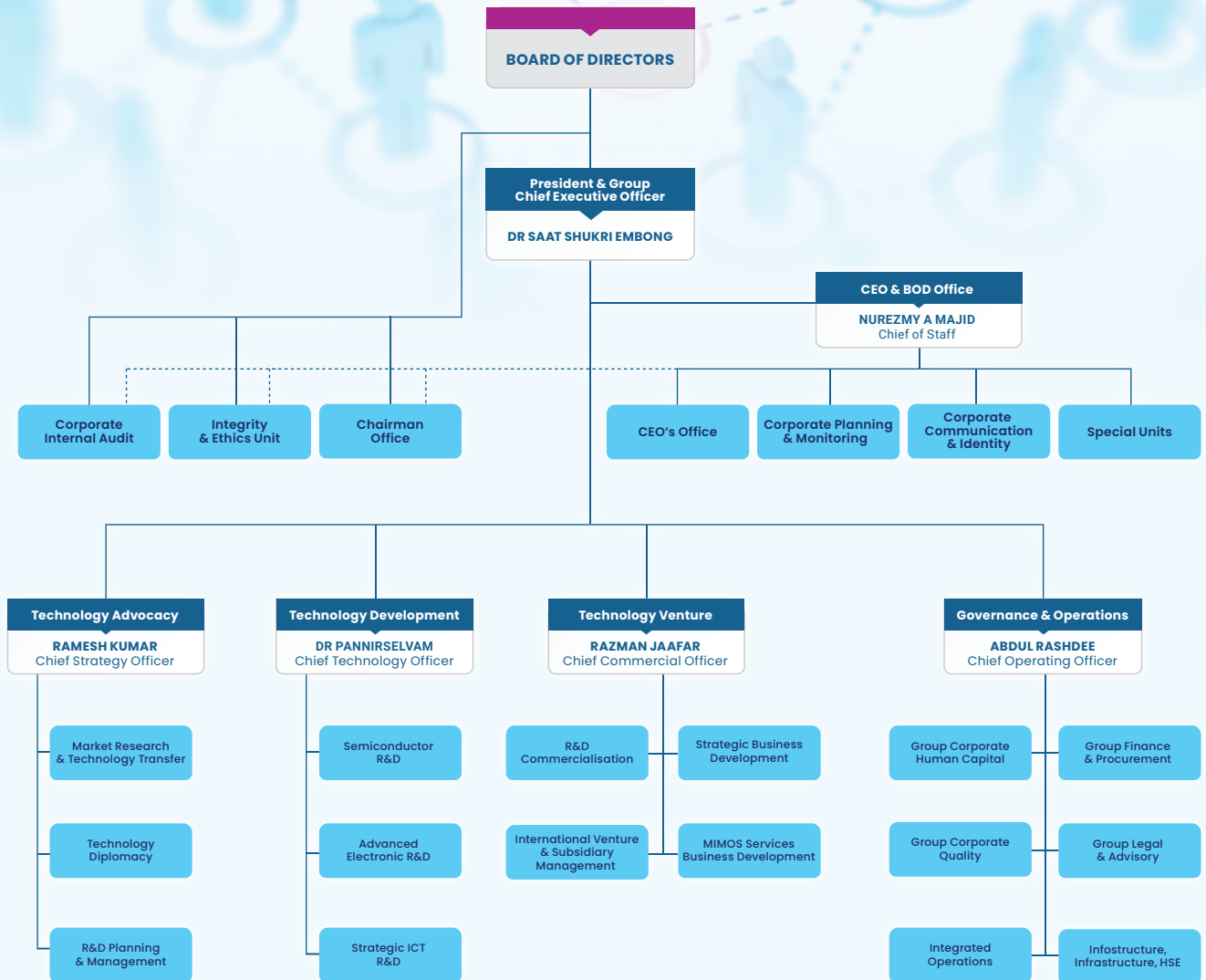
Your next role at MIMOS could help define the next chapter of Malaysia's technological journey. You are not just building a career, you are building the future of our nation's innovation ecosystem.

If you are ready to turn passion into purpose and talent into national impact, MIMOS is where your mission begins.





## ORGANISATIONAL STRUCTURE



L1 Sector/Office (SLT)

L2 Division



## STRENGTHENING HIGH-PERFORMANCE ORGANISATION CULTURE

In 2024, MIMOS Berhad reinforced its commitment to cultivating a high-performing and value-driven workplace by embedding MIMOS's SATRIA 1 core values into its employee engagement strategies. The year's initiatives were strategically curated to enhance the High-Performance Work Culture (HPWC), employee experience, and drive meaningful impact across all levels.

### Employee Onboarding

MIMOS introduced the Kick Start Your MIMOS Career Programme (KYMCP), a structured onboarding programme to streamline the integration of new employees into the organisation. Designed to expose them to the HPWC, KYMCP provided comprehensive orientation sessions, mentorship opportunities, and insights into MIMOS' corporate values, ensuring a seamless transition into the company's dynamic work environment.

### MIMOS Team Building Programme

MIMOS Team Building Programme, launched its first cohort on 10 to 11 December 2024, aimed at fostering a stronger, more innovative, and united MIMOS Berhad family through the embodiment of SATRIA1 Core Values. With the theme 'We Rise, Innovate and Shine Together; Growing Stronger and Smarter Infinitely,' the programme empowers participants to internalise leadership values, transform learning into actionable outcomes, and drive sustainable team success. By promoting collaboration, sparking creativity, and reinforcing bonds, it unites the MIMOS family to achieve collective growth and innovation. The programme will be continuing in 2025 to cover the entire organisation.





## **Organisational Alignment & Communication**

MIMOS Weekly Assemblies were held every Monday morning. The Weekly Assembly served as a platform for organisational alignment. Employees gathered to receive strategic updates, operational priorities, and direct communications from the Senior Leadership Team. These sessions strengthened transparency, fostered cross-departmental collaboration, and ensured all teams were aligned with corporate objectives.

## **ENHANCEMENT OF EMPLOYEES' WELL-BEING**

### **Health & Wellness Initiatives**

MIMOS Weekly Muscular Programme was introduced to promote work-life balance and physical well-being. MIMOS launched a weekly fitness initiative every Friday evening. Activities such as Zumba, team sports, and wellness workshops encouraged employees to prioritise health while building camaraderie across departments. The programme underscored MIMOS' dedication to holistic employee well-being.

### **Sports Participation & Achievements**

MIMOS demonstrated excellence in sportsmanship through its participation in the Ministry of Science, Technology, and Innovation's (MOSTI) 2024 annual sports festival. MIMOSians, through the Sports Committee, organised and participated in more than 15 games at both the company and MOSTI's level, underscoring the organisation's emphasis on teamwork, resilience, and competitive spirit.

### Medical Coverage Improvement

In response to the rising rates of hospitalisation and increasing medical costs, MIMOS has implemented a necessary enhancement to its medical coverage in 2024. The annual hospitalisation limit has been revised, and the Room & Board daily rate adjusted to align with current healthcare demands. These adjustments aim to better support employees in managing today's medical challenges.

### Travel Benefit Improvement

The travel benefit policy was reviewed and enhanced in 2024 to better support employees who are required to travel for official duties. Prior to this, the benefits had remained unchanged for over a decade. The revision was introduced in response to inflation and the rising cost of travel over the years.

Key enhancements included increased mileage claim rates, higher accommodation and meal allowances, as well as the inclusion of laundry, passport, and visa expenses. These improvements ensure fair and adequate support for staff while reflecting current economic conditions and travel requirements.

### Introduction of Optical Benefit

An optical benefit was introduced in 2024 as a new component of the employee benefits package. This benefit provides reimbursement for optical expenses such as eye examinations, prescription glasses, and contact lenses. It reflects the organisation's proactive approach in addressing visual health, particularly in a digital work environment where screen time has significantly increased.





## WORKFORCE DEVELOPMENT

In 2024, staff attended a wide range of training programmes with a clear focus on three main areas: ICT, E&E, and Semiconductor. The ICT saw the highest participation, with notable programmes such as Selenium Python Framework, Generative AI Essentials & Tools and Malaysia Blockchain Week 2024, highlighting strong interest in digital skills and emerging technologies. The E&E also had significant participation, especially in Power Electronics, Embedded Systems, and MIMOS-AWS Outpost programmes. Meanwhile, the Semiconductor focus area attracted staff to specialised sessions like the Applied SmartFactory Symposium and AFM Advanced Application Equipment Training. Additionally, Energy-related training was prioritised, especially the ISO 50001: Energy Management System course, reflecting the organisation's commitment to energy efficiency and sustainability.

MIMOS Leadership Development Plan (LDP) focused on leadership and talent growth to support the development of high-potential staff. In 2024, the LDP successfully completed 7 targeted training programmes, engaging 92 participants, to prepare them for future leadership roles and ensure a robust talent pipeline. These programmes emphasise skills like strategic thinking, innovation, and collaboration, equipping participants with the tools to drive the MIMOS mission of advancing technology and industry leadership.

The organisation successfully enhanced its Succession Planning Framework. The roll-out of the programme involved all key leaders within the organisation, including the Succession Planning Clinics, with the objective of ensuring quality nominations of potential successors. As a result of these Succession Planning Clinics, 82 potential successors for Critical Positions were identified.

### Corporate Social Responsibility (CSR)

During the holy month of *Ramadan*, MIMOS organised the *Ramadan* Charity Drive to support underserved communities, including orphans, the elderly, and ASNAF (eligible beneficiaries under Islamic law). The initiative emphasised corporate compassion, with employees contributing donations and volunteering time to distribute essentials, reinforcing MIMOS' role as a socially responsible organisation.



## UPHOLDING INTEGRITY, ETHICS AND ANTI-CORRUPTION EFFORTS AT MIMOS

At MIMOS, we are committed to promoting integrity and ensuring that ethical standards are upheld across all our operations. Our MIMOS Code of Ethics (MCE) outlines the values, principles, and guidelines that help our employees act with honesty, transparency, and full adherence to applicable laws, regulations, and the SATRIA1 Leadership Core Values. This commitment to ethics ensures greater accountability and trust in all aspects of our business.

The Integrity and Ethics Unit (IEU) plays a central role in maintaining this culture of integrity. Fully supported by the MIMOS Board of Directors, the IEU manages and enforces the Code of Ethics and is entrusted with the following responsibilities:

- Handling complaints and reports of misconduct
- Detecting and verifying potential issues
- Promoting integrity within the organisation
- Supporting good governance practices

In addition, the IEU oversees the implementation of the ISO 37001:2016 Anti-Bribery Management System (ABMS), which has been officially certified to MIMOS. This certification reflects our organisation's commitment to meeting high standards in preventing bribery and corruption, while ensuring compliance with all related legal and regulatory requirements.

Our integrity and anti-corruption efforts are also governed by a robust framework of policies and procedures, including:

- Anti-Bribery & Anti-Corruption Policy
- Whistleblowing Policy
- Gift Procedure
- MIMOS ABMS Framework
- MIMOS Organisational Anti-Corruption Plan (OACP)
- MIMOS Code of Ethics (MCE)

Together, these initiatives reflect MIMOS's unwavering dedication to ethical conduct, transparency, and accountability at all levels, underscoring our role as a trusted national R&D organisation.





## *Key* achievements in 2024

## FULFILMENT OF MKD MANDATE

# FULFILMENT OF MKD MANDATE

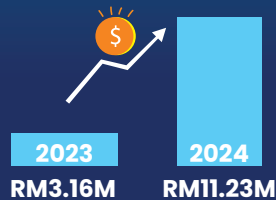
MIMOS had an amazing year in 2024, achieving **100%** of its **KPIs**



### KPI FULFILMENT – 100%



  
**MIMOS EQUITY VALUE**



### PBT SOARED OVER 410% YEAR-ON-YEAR

2024 marked a landmark year for MIMOS

## TECHNOLOGY INNOVATION AND RMK12 OUTPUTS



**12 technology Proof of Concepts (POCs)** were demonstrated in the field, with over **20 ongoing POCs** scheduled for completion by 2025.



More than **15 RMK12 technologies** are advancing toward **commercial readiness**.



**MIMOS filed 13** new patents in 2024, bringing the **cumulative total to 1,405** (with **978 granted**).



Played a key role in Malaysia's inclusion in the **WIPO Global Innovation Index 2024**, with Kuala Lumpur ranked among the Top 100 S&T clusters globally.



Rolling out **AI-powered technologies** such as **INSPECTRA** for precision agriculture (in collaboration with FGV Plantation Industries) and **SPKA-AI** for secure digital infrastructure under ISNET.



**Advanced digital automation** and **industrial excellence** through the IRADA project under the I4TAP programme.



## TECH VENTURE AND COMMERCIALISATION

**SUCCESSFULLY TRANSLATED MULTIPLE HIGH-IMPACT INNOVATIONS TO MARKET THROUGH STRATEGIC LICENSING AND INDUSTRY ADOPTION, INCLUDING**



### **REVA (with RECOVE)**

Undergoing clinical trials and MDA approval for 2025 launch.



### **ITS UWB Indoor Tracking System (with Teksoft)**

Pilot implementation and industry-ready starter kit developed.



### **Machine Vision QC System (with Ideal Vision)**

Supporting smart manufacturing and industrial QC.



### **Mi-SP (with YL Technology)**

Integrated into Penjara Smart Lokap expansion.



### **Graphene Conductive Ink (with Tanjung Plus)**

Market introduction for printed electronics.



### **Accelerated commercial deployment of INSPECTRA**

at palm oil mills (with Roda Technologies), integrated with real-time monitoring systems.



### **Formalised 10 MoUs**

with global partners and expanded collaboration through the Quadruple Helix model (industry, academia, government, society).

## NATIONAL AND INDUSTRY ENGAGEMENT

MIMOS continues to play a pivotal role in advancing Malaysia's digital transformation and technological innovation agenda. Our contributions span critical domains including **semiconductors** (through the E&E Roadmap and NIMP), **artificial intelligence**, **Malaysia Blockchain Infrastructure**, and **cybersecurity** (via MyDigital ID).



The **My-HPC-AI platform**, now fully operational, strengthens Malaysia's capabilities in **high-performance computing and AI infrastructure**, providing a foundation for cutting-edge research and scalable AI applications.

A major national initiative, the **MIMOS Industrial Technology Innovation Centre (ITIC)**, has been established as a **testbed and innovation hub for Automated Test Equipment (ATE) and advanced electronics**, particularly benefitting players in the northern economic corridor. ITIC is actively driving industrial development and helping raise national income in the E&E sector.



MIMOS also expanded its **Academy offerings** to enhance workforce readiness, focusing on strategic technology areas such as semiconductors, AI, IoT, and data science, critical to building national innovation capacity.

The **Industry 4.0 Technology Acceleration Programme (i4TAP)** was successfully implemented across **SME-led digitalisation initiatives**, equipping local businesses with the tools and technologies needed to boost **local content and economic growth**.



On the international front, MIMOS has strengthened its **global R&D footprint** through strategic partnerships with:

- **Protean eGov Technologies Ltd**, to develop secure digital governance solutions
- **PHISON**, to advance semiconductor and storage technology innovation
- **Worldcoin/TFH**, to explore cutting-edge developments in digital identity and blockchain infrastructure

## MIMOS ACADEMY

### HIGH-IMPACT TRAINING PROGRAMMES CO-DEVELOPED WITH ACADEMIA & INDUSTRY



**Advanced Electronics & Semiconductors**



**Artificial Intelligence (AI) & Machine Learning**



**Data Analytics & Big Data**



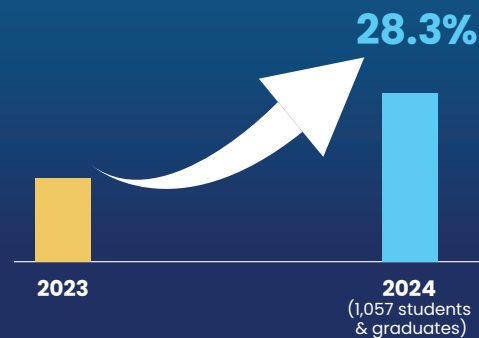
**The Internet of Things (IoT)**



**IP & ICT**

### GROWTH PROJECTION FOR 2025

Targeting a **50%** increase in enrolments



Projected growth of **50%** in training enrolments by 2025



## STAFF SATISFACTION



### QUARTERLY TOWNHALL

WERE INTRODUCED FOR GREATER TRANSPARENCY AND ALIGNMENT WITH CORPORATE GOALS

### 12 MIMOS-WIDE INITIATIVES IMPLEMENTED TO BOOST MORALE, TEAMWORK, AND EMPLOYEE RECOGNITION



TOWNHALL



FESTIVAL



KNOWLEDGE SHARING



WEEKLY CONNECT



EMPLOYEES BENEFITS IMPROVEMENT



SPORTS



PAYMENT OF EX-GRATIA



AI PORTAL LAUNCHING



SPECIAL STAFF SESSION



MONDAY ASSEMBLY



MIMOS RECYCLE PROGRAMME

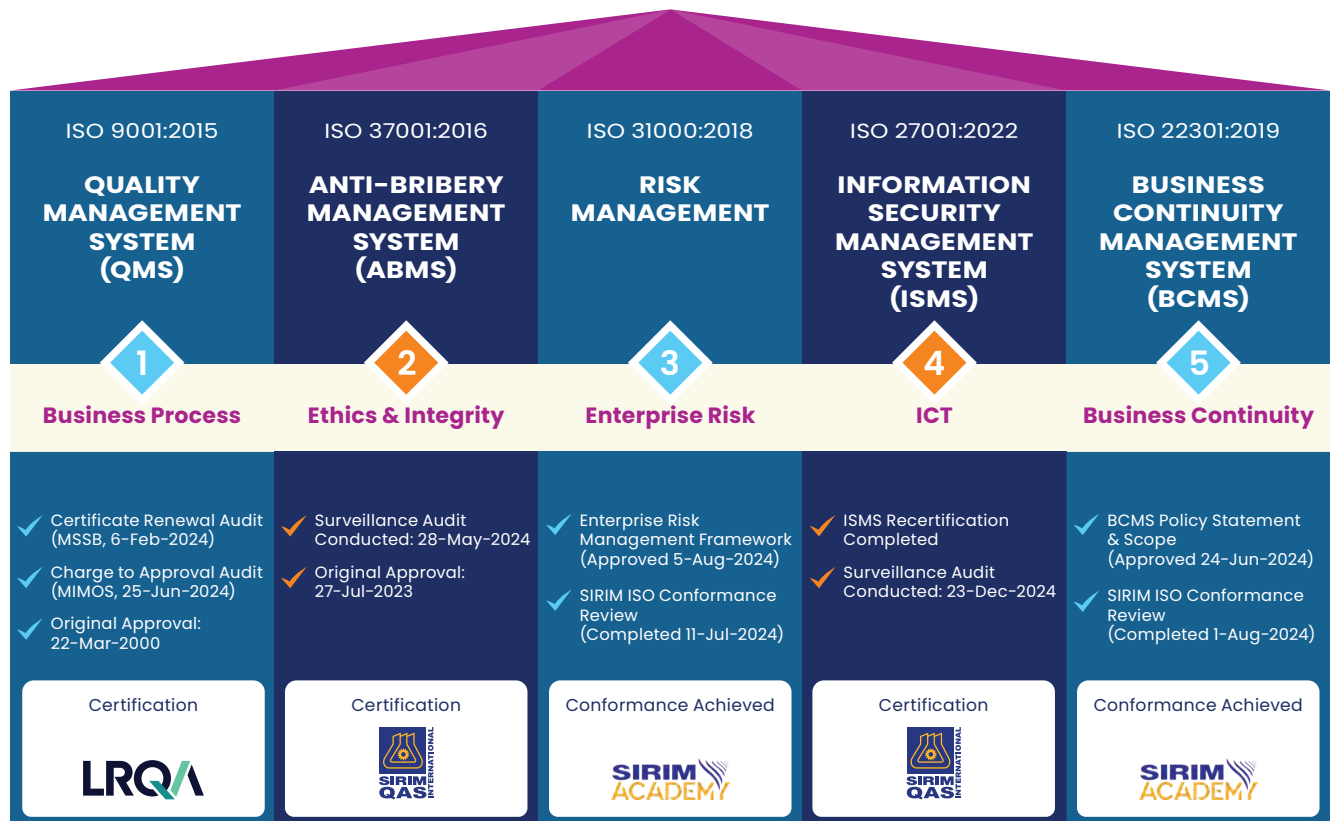


MIMOS INTEGRITY DAY

## OUR JOURNEY OF EXCELLENCE

### 1. Certifications & Qualifications

### MIMOS: QUALITY STANDARDS & MANAGEMENT SYSTEM





## 2. Governance, Risk and Compliance Milestones

MIMOS made major strides in quality, integrity, and risk governance, reinforcing our operational excellence:

- 28 May 2024: Passed **ABMS ISO 37001:2016 surveillance audit** with **zero nonconformities (SIRIM QAS International)**, affirming our Anti-Bribery & Anti-Corruption Policy and strong internal controls.
- 25 June 2024: Achieved **QMS ISO 9001:2015 certification**, with a **clean surveillance audit** on 17 December 2024, proving the continued effectiveness of our Quality Management System.
- 11 July 2024: Our **Enterprise Risk Management (ERM) Framework and SOP** achieved **full conformance** with **ISO31000:2020**, certified by **SIRIM Academy**.
- 1 August 2024: **MIMOS Business Continuity Management (BCM) system** achieved **ISO 22301 certification**, ensuring resilience and disaster preparedness.
- 23 December 2024: **ISO/IEC 27001:2022 Information Security Management System (ISMS) certification** was granted to MIMOS Datacentre, reflecting our dedication to cybersecurity excellence.

## 3. Awards & Recognitions

- **International Invention, Innovation & Technology Exhibition (ITEX) 2024 Gold Award:** Analytics Platform for Automation Systems in Palm Oil Plantation
- **International Invention, Innovation & Technology Exhibition (ITEX) 2024 Gold Award:** Efficient 3D ML Method for Wire Bond Defect Detection
- **International Invention, Innovation & Technology Exhibition (ITEX) 2024 Gold Award:** 3D Data Augmentation for Point Cloud Wire Bonding Inspection
- **International Invention, Innovation & Technology Exhibition (ITEX) 2024 Silver Award:** Automated LiDAR-Camera Calibration Tool
- **High Impact Journal Publication:** Inkjet Printing Optimisation: Toward Realisation of High-Resolution Printed Electronics – **Dr. Siti Fatimah Kamaruddin (Advanced Materials Technologies Journal, 2024)**
- **Certified Industrial Designers (CID):** Saharudin Busri & Mohd Nizam Najmuddin





*Research &* development  
excellence

## INNOVATION IN MOTION

**AER&D** saw the execution of high-accuracy automation solutions, including:

### AER&D

- **ITS** with Teksoft
- **INSPECTRA** for palm oil
- **Mi-VisionAOI** for inspection



**Semiconductor R&D** achievements included:

### SEMICONDUCTOR R&D

- **TRA** for conductive ink
- **RM80,000** revenue
- **Precision test** equipment



**Strategic ICT**-led technology validations and deployments:

### STRATEGIC ICT

- **AI vision** in manufacturing
- **Smart infra** deployment
- **TIA** commercialisation



## TECHNOLOGICAL TRIUMPHS

MIMOS marked several technological milestones:



**REVA**  
(Reagentless  
Vital Sign  
Analyser)

Integrated for  
**haemoglobin detection**

Undergoing  
**clinical validation**  
for 2025 rollout



**Conductive  
Inks**

Passed  
**10+ technical validations**

**Scalable testing**  
for flexible electronics



**Machine  
Vision QC  
System**

Deployed with  
**IdealVision**

Powers  
**inline manufacturing  
QC**



**ITEX 2024  
Recognition**

**Gold:**

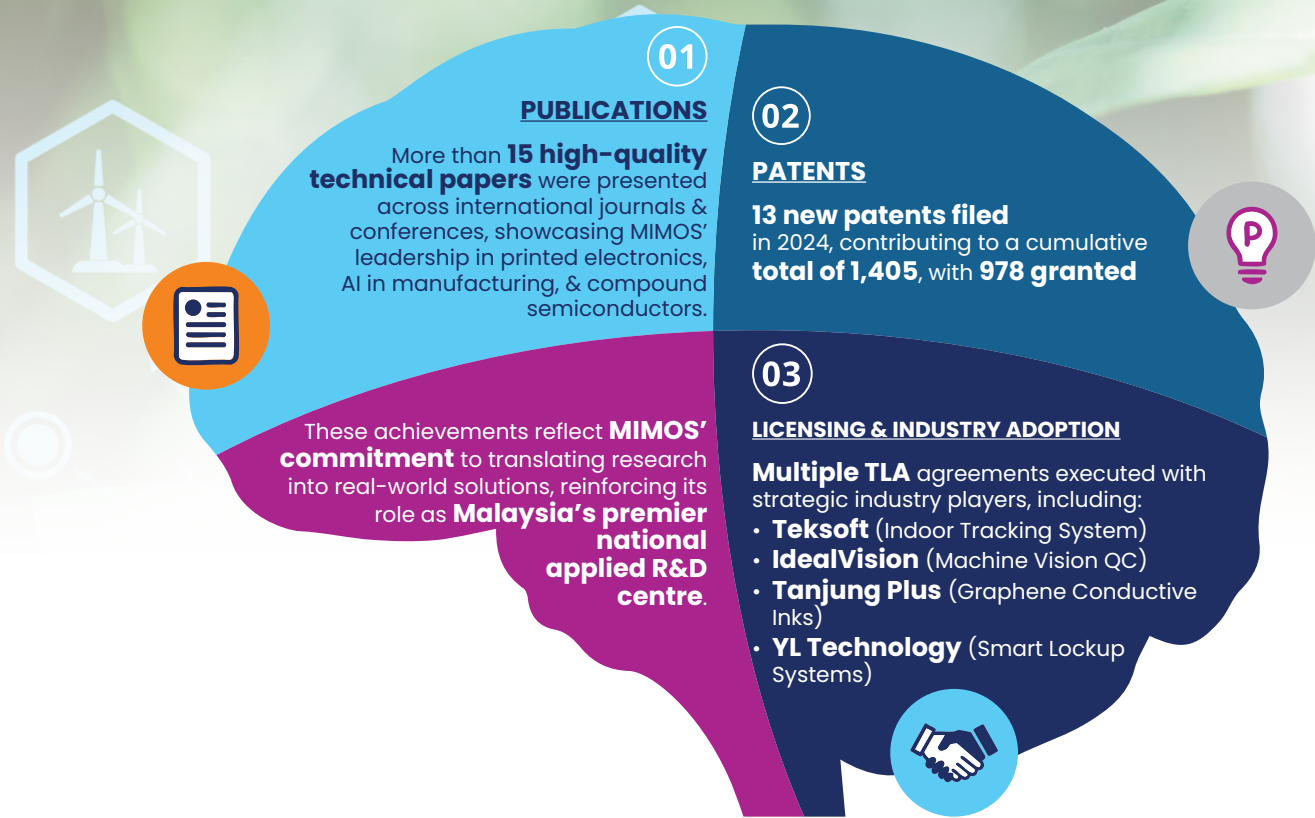
Palm oil automation,  
ML defect detection,  
3D augmentation

**Silver:**

Automated  
LIDAR-camera calibration tool



## INTELLECTUAL IMPACT



## 2024 IP FILING COMMERCIALISATIONS & RESERCH HIGHLIGHTS

IP FILING WITH MyIPO			IP COMMERCIALISATION / MONETISATION		INTERNATIONAL (PCT-WIPO)		RESEARCH PUBLICATIONS	
	Filed	Granted		Count		Filed		Count
Patent	13	45	Patent	9	Patent	6	Journal & Conferences	25
Industrial Design	2	3	Industrial Design	14				
Trademark	22	22						







# *Sustainable* innovation & impact





At MIMOS, sustainability is more than a corporate responsibility; it is a core value that reflects our commitment to national progress, environmental stewardship, and inclusive innovation. These green technology initiatives and CSR programmes embody our belief that technological advancement must go hand-in-hand with social and environmental impact.

By promoting responsible e-waste management, engaging employees in environmental clean-ups, and enhancing green spaces through tree planting, MIMOS is actively fostering a culture of sustainability within the organisation. These efforts not only support Malaysia's aspirations toward a zero-carbon future but also strengthen employee engagement, regulatory compliance, and our alignment with ESG principles.

Through such initiatives, MIMOS ensures that its innovation ecosystem contributes meaningfully to the well-being of the planet and the communities it serves, underscoring our role as a purpose-driven national R&D centre dedicated to building a smart, secure, and sustainable future for all Malaysians.

### **Green Technology Initiatives & Environmental Stewardship**

In 2024, MIMOS intensified its commitment to environmental sustainability through impactful green technology and CSR initiatives aligned with its Environmental, Social, and Governance (ESG) goals. These efforts encouraged environmental responsibility among employees and broadened MIMOS' role in national sustainability.

#### **Flagship Green Technology Initiatives**

MIMOS Berhad, under the purview of the Ministry of Science, Technology and Innovation (MOSTI), launched and participated in several strategic projects aimed at advancing energy efficiency, green innovation, and decarbonisation, including:



## 1. Net Zero Energy Building (NZEB) Initiative

MIMOS is developing a model Net Zero Energy Building that integrates AI-powered energy optimisation and renewable energy systems to achieve self-sustaining operations. This project exemplifies sustainable infrastructure leadership in Malaysia.



## 2. Smart Chiller System

In collaboration with iCEE International Sdn Bhd, MIMOS created an IoT-enabled HVAC solution that dynamically adjusts cooling based on real-time demand. The system delivers measurable energy savings and emissions reduction for commercial use.



### 3. **Mi-LUMENS: Smart Street Lighting**

This IoT-based controller for LED lighting enables dimming, remote control, and real-time monitoring, significantly reducing municipal energy consumption and maintenance costs.



### 4. **Mi-Suria Solar Energy Initiative**

This initiative focuses on smart inverters and energy storage systems to optimise solar energy use and support the national renewable energy agenda.





## 5. Malaysia–China Green Technology Collaboration

MIMOS signed an MoU with CETC International (CETCI) to develop eco-friendly products and systems under joint green and digital economy efforts, reflecting MIMOS' expanding global partnerships.



## 6. Energy Audit and Management

Conducted in partnership with iCEE International and SquareCloud Malaysia, these audits assess building energy performance and identify opportunities for optimisation in commercial and industrial settings.





## Corporate Environmental Engagements

### E-Waste Recycling Campaign (9–12 August 2024)

An internal awareness initiative focused on Reduce, Reuse, and Recycle (3Rs), encouraging responsible e-waste disposal. Employees recycled items ranging from mobile phones to printers. Participants received a commemorative gold-bar-themed token.

### Beach Clean-up CSR Programme (October–November 2024)

During team-building events, 500 employees took part in beach clean-ups across 10 cohorts, collecting 274.17 kg of waste for recycling. The initiative promoted environmental volunteerism and care for Malaysia's natural ecosystems.

### Tree Planting Initiative (27 September 2024)

Mango trees were planted on the MIMOS campus to promote biodiversity and sustainability. This green landscaping effort contributes to the organisation's internal environmental goals and employee engagement.

These initiatives collectively reinforce MIMOS' role as a key enabler in Malaysia's green technology ecosystem, delivering innovative, scalable, and impactful solutions that align with national and global sustainability targets.







*MIMOS* technology products  
& solutions



## Powering Progress Through Homegrown Innovation

At the core of MIMOS' mission lies a resolute belief that innovation must serve a purpose greater than technology itself. As Malaysia's national applied R&D centre under MOSTI, MIMOS has developed a powerful suite of technology products and solutions that reflect not only scientific excellence but also a deep commitment to national development, environmental sustainability, and inclusive growth.

From enabling Malaysia's clean energy transition and advancing healthcare diagnostics, to revolutionising palm oil automation and transforming manufacturing intelligence, each solution embodies our vision of a Smart, Secure and Inclusive future. These innovations are the result of intensive research, strategic industry collaboration, and a drive to commercialise technologies that solve real-world challenges, while strengthening Malaysia's global competitiveness.

Grouped across six priority impact areas, which are Energy Saving & Carbon Net Zero, Health-Care, Palm Oil Automation, Manufacturing, Public Services, and Public Safety, the following portfolio showcases MIMOS' commitment to delivering practical, scalable, and future-ready technologies that uplift lives, empower industries, and support the nation's aspirations toward a high-tech, high-income, and zero-carbon future.



## Energy Saving and Carbon Net Zero

### 1. Smart Inverter for Mid-Scale Solar Deployment

The Smart Micro-Inverter is a cutting-edge solar solution designed for a cutting-edge solar solution to cater to the unique demands of our local market. This locally attuned innovation supports both 1:1 and 2:1 configurations, intelligently pairing with solar panels while leveraging advanced GaN and MOSFET technology to deliver enhanced module-level control. Equipped with intelligent MPPT algorithms, each unit ensures optimised energy harvesting at the panel level. With realtime monitoring, diagnostics, and seamless integration, this inverter empowers users with greater visibility, smarter control, and optimised performance for peak energy output from every panel, every time.



### 2. Platform Independent Solar PVMS (Mi-Suria)

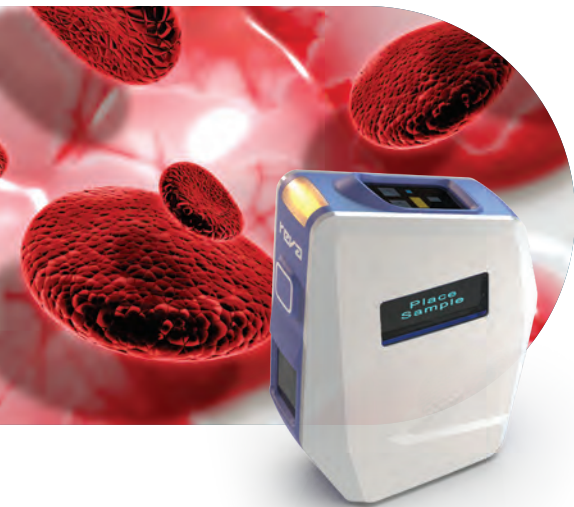
Mi-SURIA (Smart Universal Renewable Energy Intelligent Application) provides real-time monitoring, performance optimisation, fault diagnosis, alarm, notifications, asset management, historical data storage, weather monitoring, plant management, security & asset control. The data captured never leaves Malaysia, maintaining data sovereignty. Mi-Suria is a single interface to monitor and consolidate consistent information that provides predictive maintenance, machine learning-based anomalous detection, advanced performance analytics, and multisite management.



### 3. Solar Axis Tracker

Mi-SURIA (Smart Universal Renewable Energy Intelligent Application) provides real-time monitoring, performance optimisation, fault diagnosis, alarm, notifications, asset management, historical data storage, weather monitoring, plant management, security & asset control. The data captured never leaves Malaysia, maintaining data sovereignty. Mi-Suria is a single interface to monitor and consolidate consistent information that provides predictive maintenance, machine learning-based anomalous detection, advanced performance analytics, and multisite management.





## Health-Care

### 1. Reagentless Vital Sign Analyser (REVA™) Non-Invasive Blood Haemoglobin

The REVA platform represents a new generation of portable diagnostic technologies designed to deliver intelligent, realtime analysis in both clinical and industrial environments. It comprises two complementary solutions, REVA in-situ and REVA® In-Vitro each tailored to address specific diagnostic needs through the integration of advanced sensing Technologies, AI, and edge computing. Together, the REVA technologies offer a flexible and scalable platform for non-invasive, high-accuracy diagnostics powered by next-generation computational intelligence.



## Palm Oil Automation

### 1. Inline NIR Spectroscopy Analyser (INSPECTRA)

INSPECTRA is a system for palm oil quality monitoring utilising near-infrared (NIR) spectroscopy technology with chemometrics modelling for real-time data analysis. It provides continuous and in-line monitoring of key quality indicators for the crude palm oil milling process. INSPECTRA offers a comprehensive in-process monitoring system to enhance the efficiency and quality of palm oil production utilising AI-powered technology. It enables rapid, nondestructive, and non-chemical measurement of key quality indicators, including free fatty acids (FFA), oil content, water content and non-oily solids. By combining real-time data with intelligent analysis, INSPECTRA enables precise process optimisation, reduces waste, and boosts cost-efficiency, delivering smarter, faster, and more sustainable palm oil production.



### 2. UGV Assisted Navigation

UGV Assisted Navigation is a smart navigation solution designed for Unmanned Ground Vehicles (UGVs) operating in off-highway environments such as agricultural plantations, construction sites, and mining quarries. It delivers accurate and reliable positioning and orientation data, enabling UGVs to understand their surroundings with precision. The system also generates an optimised path and trajectory, guiding the vehicle from its starting point to the intended destination, safely, efficiently, and autonomously.



### 3. Mi-Percept (Edge-based Sensor Fusion for Reliable Environmental Perception)

The perception technology provides environment perception technology to ensure the ego vehicle can detect, comprehend, and make real-time decisions to navigate autonomously in the real-world environment. This technology utilises various 3D visual technologies to create a real-time understanding of the environment, assisting in decision support for the vehicle's next course of action. The 3D technologies include a stereoscopic view for depth estimation and 3D LIDAR point cloud information on top of other sensors such as IMU, GPS, Radar and ultrasonic to enhance environment perception and decision support.



### 4. AI Analytics for Automation Systems- Mi-FFB Collector (Automated Fresh Fruit Bunch Collection System) in Palm Oil Plantation

Mi-FFB Collector is an innovative advancement upgrading the existing Mechanical Buffalo Grabber (MBG) through automation technology. It is designed to autonomously collect Fresh Fruit Bunches (FFB) by integrating cutting-edge vision technology that enables accurate identification, counting, and gathering. This smart system helps to reduce the need for specialised manpower and minimise physical labour, while significantly improving operational efficiency. This leads to a notable increase in productivity within palm oil production, offering a more streamlined and cost-effective harvesting process.



### 5. AI Analytics for automation system - Smart Weight Integrity System (Mi-SWIS)

The Smart Weight Integrity System (Mi-SWIS) is an advanced solution developed to combat weight manipulation in the palm oil industry. It detects hidden human presence in trucks using RADAR technology, preventing inflated load readings and illegal Crude Palm Oil (CPO) diversion. Integrated with the Unmanned Weighbridge System (UWBS) and Mi-SWIS Fraud Detection Module, Mi-SWIS ensures tamper-proof, automated weighing. It enhances transparency, reduces manual oversight, and safeguards supply chain integrity to empowering plantations and mills to improve efficiency, protect assets, and promote sustainable logistics practices.





#### 6. AI Analytics for Automation System – Mi-LF Collector (Automated Loose Fruitlets Collector)

The automated Loose Fruits Collector (Mi-LF Collector) is a state-of-the-art robotic innovation engineered to transform how loose fruits are collected in oil palm plantations. Leveraging advanced computer vision, deep learning intelligence, and a high-speed delta robotic arm mounted on a robust mobile platform, it delivers unmatched accuracy, efficiency, and productivity in loose fruit collection. This advanced automation system reduces reliance on manual labour while also guaranteeing consistent performance across large plantation terrains, making it a highly efficient, cost-effective, and sustainable solution for scalable agriculture.



#### 7. AI Analytics for Automation System - Harvest-Ready Tree Detection

Harvest-Ready Tree Detection identifies and classifies oil palm trees for harvest readiness using machine learning-based computer vision. It detects the presence of loose fruitlets on the ground in the vicinity of the tree as well as indicates the tree location on a semantic map representing an actual plantation area. This aids plantation owners to deploy workers to identified trees to cut fruit bunches saving time and increasing labour productivity.

### Manufacturing

#### 1. UV-curable Graphene Conductive Ink (Mi-UV GraphPrInk)

Mi-UV GraphPrInk is a next-generation, proprietary graphene-based conductive ink designed as a high-performance alternative to traditional metal-based conductive inks commonly used in the Electrical & Electronics (E&E) industry. Engineered to meet the growing demand for more sustainable and flexible solutions, Mi-UV GraphPrInk enables the advancement of printed electronics, wearable technology, and flexible electronic devices. Its innovative formulation harnesses the exceptional electrical conductivity of graphene, opening the door to lightweight, cost-effective, and scalable electronic applications for the future.





## 2. UV-curable Silver Conductive Ink (Mi-UV AgPrInk)

Mi-UV GraphPrInk is a next-generation, proprietary graphene-based conductive ink designed as a high-performance alternative to traditional metal-based conductive inks commonly used in the Electrical & Electronics (E&E) industry. Engineered to meet the growing demand for more sustainable and flexible solutions, Mi-UV GraphPrInk enables the advancement of printed electronics, wearable technology, and flexible electronic devices. Its innovative formulation harnesses the exceptional electrical conductivity of graphene, opening the door to lightweight, cost-effective, and scalable electronic applications for the future.



## 3. UV-curable Graphene Anti-static Ink (Mi-UV GraphASC)

Mi-UV GraphASC is a high-performance, cost-effective anti-static coating specially developed for use on flexible surfaces. Powered by advanced two-dimensional alkoxy silane functionalised graphene nanoplatelets (GNPs), it effectively reduces or eliminates electrostatic charge build-up. Designed for easy topical application, Mi-UV GraphASC delivers excellent ESD (Electrostatic Discharge) protection while maintaining high optical clarity, featuring low haze, high transmittance, and strong adhesion to flexible polymer substrates. Ideal for industries where transparency, flexibility, and anti-static performance are critical.



## 4. Indoor Tacking System (ITS)

Indoor Tracking System (ITS) is a high accuracy tracking system utilising Ultra-Wideband (UWB) technology. It supports real-time location data collection and analysis for IoT applications in 4IR (specifically Industry 4.0) environments. The system consists of four device types, namely tracked tags, fixed position anchors, gateway(s) to communicate with tags and anchors and a central server to receive, store and analyse tracked tag positions. Distance is measured directly through time-of-flight resulting in higher accuracy position determination.





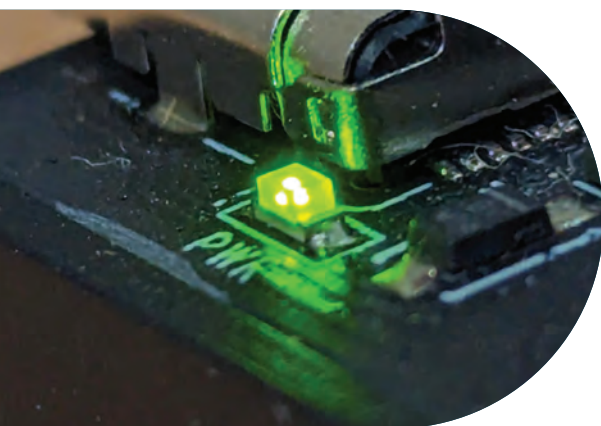
## 5. TEMS (Tools and Equipment Monitoring System)

Mi-TEMS is an advanced system designed to improve manufacturing efficiency. It offers offline and online monitoring for key equipment like CNC machines, pogopin testers, and semiconductor testing systems. Using acoustic analysis, vibration analysis, ultrasound, and infrared thermography, Mi-TEMS helps detect tool wear, malfunctions, and equipment failures in real-time. Focused on predictive maintenance, Mi-TEMS helps prevent problems before they cause downtime, reducing production defects and improving resource management in high-mix, low volume manufacturing.



## 7. Collaborative Automation Platform (Mi-CAP)

The Collaborative Automation Platform (Mi-CAP) is designed to transform how industries manage devices, assets, and customer experiences. By enabling seamless interoperability, Mi-CAP allows machine-to-machine communication and integrates smart automation to support real-time decision making. Designed in a 3-tier communication model that consists of the Mission Operations Management System (MOMS), Autonomy Management Edge Controller (AMEC), and Automation Controllers (ACs), Mi-CAP delivers precision, control, and automation across every level of its applications. Mi-CAP empowers organisations to capture and analyse real-time data, automate workflows, and optimise operations. Enhancing efficiency and smarter decisions through CAP leads to new opportunities for greater productivity and operational excellence.



## 6. Machine Vision-Based Inline Quality Control (QC)

Machine Vision-Based Inline Quality Control (QC) is an automated machine learning-based vision inspection system. For manufacturing lines, vision inspection system is one of the critical QC tools. It is implemented to screen out defective components and parts to ensure good product quality. The platform automatically detects complex defects that may not be addressed by traditional machine vision methods.



## Public Services

### 1. Affordable AI model fine-tuning system (Mi-AAIMS)

Mi-AAIMS is an end-to-end AI platform designed for enterprises and government agencies to efficiently manage large language models (LLMs). It streamlines development, fine-tuning, deployment, and monitoring with a focus on cost-efficiency, performance, and scalability. Mi-AAIMS ensures full data control while enabling flexible, secure, and scalable AI solutions for both centralised and distributed environments with on premise deployment, affordable fine-tuning, and edge-ready inference.



## Public Safety

### 1. iDFOS - Intelligent distributed fibre optic sensor

The fibre sensor interrogator in the iDFOS system transmits a series of light pulses into a single length of fibre optic cable, detecting changes caused by acoustic pressure at each point along the sensing fibre. The signals are analysed in real-time and processed to produce an acoustic activity map along the length of the cable. This information is used for various applications such as physical security, structural health monitoring, seismic monitoring, oil and gas pipeline monitoring, and reservoir monitoring.



### 2. AI-based Behavioural Analysis for Public Safety

Traditional surveillance is not enough for today's security needs. Our advanced Behavioural Video Analytics (BVA) system, powered by the MIMOS Video Analytics SDK, redefines security by turning video feeds into actionable intelligence. Our system accurately detects and interprets human activities using AI algorithms, deep learning, and machine learning, going beyond simple motion detection to understand complex behaviours and identify anomalies and potential threats.

The MIMOS Video Analytics SDK offers flexibility and scalability, allowing easy additions of new action classes and adaptation to evolving security needs. Its architecture supports multi-stream, multi-platform, and real-time deployment across various domains. With this system, users can proactively detect threats, enhance situational awareness, improve response times, and optimise security operations. Unlock a safer environment and a new level of security with our intelligent Behavioural Analytics system.









## *Stakeholder* engagements



## GOVERNMENT & MINISTRIES

Building strong and consistent engagement across diverse stakeholder groups, namely, Government and Ministries, Industry, Academia, the Public, and our Staff, is a cornerstone of MIMOS' continued success.

Ongoing dialogue with the Government and Ministries ensures alignment with national regulations, secures strategic backing, and provides critical access to funding mechanisms and policy direction. Our collaborations with industry players help validate innovations, maintain market relevance, and open pathways to commercialising MIMOS technologies, thereby strengthening industrial ties and contributing to economic growth.

Partnerships with academia drive knowledge exchange, validate research findings, and fuel technological advancements through access to frontier research and skilled talent. Engagement with the public helps shape initiatives that are responsive to societal needs, builds public trust, and encourages the adoption of technology through openness and active community involvement.

Internally, fostering strong communication and collaboration among staff enhances motivation, nurtures a culture of innovation, and aligns employee aspirations with organisational objectives, ensuring long-term success and talent retention.





16 January 2024

#### Visit by the Deputy Minister of MOSTI

MIMOS welcomed YB Dato' Haji Mohammad Yusof Bin Apdal, Deputy Minister of MOSTI, during his official visit. The delegation toured MIMOS' advanced laboratories and witnessed key digital initiatives, including the Deputy Minister's registration with MyDigital ID. The visit highlighted MIMOS' role in driving national innovation aligned with Malaysia MADANI.



26 January 2024

#### Bosnian Delegation Explores MyDigital ID

MIMOS welcomed a delegation from Bosnia led by Prof. Dr. Almir Badnjević. The visit focused on MIMOS' role in advancing digital identity through MyDigital ID and exploring potential collaboration opportunities. This international engagement reflected a shared commitment to innovation and knowledge exchange in support of Malaysia MADANI.



7 February 2024

#### Workshop with BNM to implement MyDigital ID

MIMOS, in collaboration with MyDigital ID, engaged with Bank Negara Malaysia (BNM) to plan and conduct a technical workshop aimed to advance MyDigital ID's implementation within the financial sector. It gathered 125 participants from 45 financial institutions, provided insights into the system's technical framework and its role in supporting a secure and scalable digital identity infrastructure.



19 February 2024

#### Visit from NEC Corporation, Japan

A delegation from NEC Corporation Japan, led by Senior Vice President Mr. Toshiya Matsuki, engaged in a strategic dialogue with MIMOS on advancing AI and digitalisation initiatives. Facilitated by MITI, the meeting focused on leveraging technology to enhance government service delivery and explored future collaboration opportunities.



28 February 2024

#### Roketsan, Türkiye visit

Murat İkinci, President & CEO of Roketsan, Türkiye and TUSAS, paid a visit to MIMOS and explored potential collaboration in wireless communications, AI/ML, and precision technologies. The engagement highlighted MIMOS' commitment to international cooperation and opened opportunities for future joint innovation and technological advancement.



11 March 2024

#### Meeting with NanoMalaysia Berhad

A strategic meeting with NanoMalaysia Berhad set the stage for potential collaboration in advancing and commercialising graphene technology. Discussions focused on market validation and commercial strategies, aiming to combine NanoMalaysia's nanotechnology expertise with MIMOS' research capabilities. This initiative seeks to position Malaysia at the forefront of high-value nanotechnology markets by unlocking the transformative potential of graphene across industries.



12 March 2024

#### Visit by the Ambassador of Türkiye

H.E. Emir Salim Yüksel, Ambassador of Türkiye, visited MIMOS to explore technological collaboration between Malaysia and Türkiye. Discussions focused on semiconductors, ICs, graphene-based technologies, sensors, and medical devices. The engagement highlighted shared goals in innovation and opened new avenues for strategic partnerships.



23 April 2024

#### MIMOS & Phison Signed Memorandum of Cooperation

MIMOS and Phison Electronics co-organised the 'Empowering Communities With AI' seminar, officiated by YB Tuan Chang Lih Kang, Minister of MOSTI. The seminar highlighted AI's transformative potential and supported the MIMOS-Phison collaboration to enhance local capabilities in AI, integrated circuits, and system design, empowering SMEs and driving Malaysia's innovation ecosystem forward.





26 April 2024

#### MIMOS & CETC Ink Digital & Green Tech MoU

MIMOS Berhad and CETC International signed an MoU to advance the digital economy and green technology. This partnership, witnessed by YB Tuan Chang Lih Kang, MOSTI Minister, commemorated the 50th anniversary of Malaysia-China diplomatic ties, highlighting both nations' commitment to innovation, sustainability, and international collaboration.



29 April 2024

#### MIMOS Technology Preview 2024

YB Tuan Chang Lih Kang, MOSTI Minister, officially launched the MIMOS Technology Preview 2024 at Putrajaya International Convention Centre (PICC). The event showcased a series of advanced smart energy technologies, reflecting MIMOS' commitment to research commercialisation, strategic industry collaboration, and advancing Malaysia's transition towards a sustainable, high-technology economy.



1 May 2024

### MyDigital ID Exhibition in Celebration of Labour Day

In conjunction with *Hari Pekerja 2024* at the Putrajaya International Convention Centre (PICC), YAB Dato' Seri Anwar Ibrahim, Prime Minister of Malaysia, unveiled the 2030 Human Resource Policy Framework, aimed at fostering a more inclusive, equitable, and innovative workforce. During the event, MIMOS and MyDigital ID participated in the exhibition, welcoming the Prime Minister to their booth and reinforcing their role in supporting the nation's digital transformation agenda.



6 May 2024

### Malaysia-Saudi Arabia Strategic STI Meeting

In May 2024, MOSTI Minister, YB Tuan Chang Lih Kang, met with Saudi Arabia's Minister of Trade, H.E. Dr Majid Al-Kassabi, to explore collaboration in hydrogen, AI, and biotechnology. MIMOS President and Group CEO, Dr Saat Shukri Embong, shared insights on semiconductor and AI opportunities. The meeting marked a significant step toward advancing Science, Technology and Innovation (STI) partnerships between the two nations.





8 May 2024

### MIMOS & G7 Aerospace Signed MoU

MIMOS Berhad and G7 Aerospace Sdn Bhd formalised a strategic partnership through an MoU signed during DSA & NATSEC Asia 2024, witnessed by YB Dato' Haji Mohammad Yusof bin Apdal, Deputy Minister of MOSTI. This collaboration aimed to strengthen indigenous systems integration capabilities and drive innovation in Malaysia's aerospace sector through joint R&D, capacity-building initiatives, and participation in the Industrial Technology Innovation Centre (ITIC) programme, supporting the advancement of the national E&E avionics ecosystem.



16 & 17 May 2024

### ITEX 2024

At ITEX 2024, officiated by the MOSTI Minister, YB Tuan Chang Lih Kang, MIMOS' young researchers demonstrated their innovation and R&D excellence by earning three Gold and one Silver medal. Held at KLCC with over 15 participating countries, the event underscored MIMOS' commitment to nurturing talent and advancing impactful technologies on the global stage.



24 May 2024

### Launch of MY-AI Portal

YB Dato' Haji Mohammad Yusof bin Apdal, Deputy Minister of MOSTI, officially launched the MY-AI Portal at MIMOS Berhad in Bukit Jalil. Developed, hosted, and maintained by MIMOS, the MY-AI Portal serves as Malaysia's first national online platform dedicated to artificial intelligence (AI), offering access to knowledge resources, training, tools, and High-Performance Computing (HPC) services. This strategic initiative supported the national AI adoption and talent development, aligned with Malaysia's broader digital transformation agenda under MyDIGITAL and the National AI Strategic Plan.



11 June 2024

### MIMOS Advances Digital Transformation and Innovation

MIMOS collaborated with Protean eGov Technologies Ltd. India to host two impactful knowledge-sharing sessions on Digital ID and large-scale digital transformation. These sessions, which explored enhancing public service delivery, featured a keynote by YBhg. Datuk Ts. Dr Mohd Nor Azman Hassan, Deputy Secretary General of MOSTI, underscored the critical role of digital innovation. Additionally, MIMOS Director, En. Shamsul Anuar Abdul Wahid, presented on blockchain applications for Industry 4.0 at the USM Technical Workshop. These engagements highlighted MIMOS' ongoing leadership in advancing transformative technologies for national progress.



20 June 2024

### **MIMOS & NFCC Explored Financial Crime Collaboration**

MIMOS engaged with the National Anti-Financial Crime Centre (NFCC), represented by Deputy-General Dato' Sri Shamshun Baharin bin Mohd Jamil, to explore strategic collaboration in data sharing and analytics. The initiative aims to enhance Malaysia's capabilities in preventing financial crimes through joint efforts in anti-money laundering, counter-terrorism financing, and related areas.



5 July 2024

### **Launch of i-Mesra System**

The Malaysian Halal Industry Development Council (HDC), in partnership with MIMOS, launched the i-Mesra System, a digital platform designed to streamline the Halal certification process and support digital operations for businesses. This collaboration aimed to advance Malaysia's Digital Transformation Plan and strengthen the efficiency and transparency of the halal industry.



11 July 2024

### **Collaboration with MDA**

MIMOS hosted the Medical Device Authority (MDA) of Malaysia to strengthen collaboration in enhancing public health and safety standards. This partnership highlighted a shared commitment to advancing innovation and quality in the medical device industry, supporting Malaysia's goal to become a regional leader in medical device excellence.



18 July 2024

### **Collaboration with UMT Holdings (UMTH)**

UMT Holdings (UMTH) and MIMOS Berhad signed an MoU to develop the East Coast High-Performance Computing Data Centre (ECHPCDC), the first of its kind in the region. Leveraging advanced Big Data and AI technologies, the centre will offer various commercialised services and position the East Coast as a new hub for high-performance computing.



8 August 2024

### **Visit by the Minister of Home Affairs**

MIMOS was honoured to welcome YB Datuk Seri Saifuddin Nasution, Minister of Home Affairs, whose visit included a briefing on the MyDigital ID project and discussions on MIMOS' AI initiatives. The Minister's encouragement inspired the team to pursue greater excellence in advancing Malaysia's digital transformation.







21 August 2024

### **MIMOS Hosted Selangor/Negeri Sembilan Semiconductor Study Tour**

MIMOS welcomed a 30-participant delegation from the Selangor/Negeri Sembilan Semiconductor study tour, organised by REFSA, Invest Selangor, and SIDEC. Led by Tan E Hun and Yong Kai Ping, the group included representatives from Bank Negara Malaysia and Khazanah Nasional. The visit offered in-depth insights into Malaysia's semiconductor industry, covering geopolitical impacts, national policies, and competitiveness enhancement. YB Liew Chin Tong, Deputy Minister of Investment, Trade and Industry (MITI), also joined the session, underscoring the industry's strategic importance.



28 & 29 August 2024

### **PALMEX 2024**

MIMOS showcased its cutting-edge solutions for the palm oil industry at PALMEX 2024 to YB Datuk Chan Foong Hin, Deputy Minister of Plantation and Commodities. Highlighted innovations included Harvest Ready Tree Detection, UGV Assisted Navigation, Edge-based Sensor Fusion, and Online NIR Spectroscopy Analysis. MIMOS experts Zalhan Md Yusof and Shahrol Hisham Baharom engaged stakeholders to discuss collaboration opportunities and further industry advancements.



20 September 2024

### **Malaysia's National AI Governance and Ethics Guidelines (AIGE)**

MIMOS played a key role in the development and launch of Malaysia's National AI Governance and Ethics Guidelines (AIGE), unveiled by the Deputy Prime Minister, Datuk Seri Fadillah Yusof. The guidelines emphasised transparency, accountability, and data protection to ensure ethical AI deployment. MIMOS contributed its expertise in AI to shape these principles and showcased cutting-edge AI solutions aligned with the guidelines, advancing Malaysia's vision as an AI-driven nation.



### 3 & 8 October 2024 IME Innovation Day 2025

MIMOS participated in IME Innovation Day 2025 events in Kuala Lumpur and Penang, which highlighted the latest advances in design and manufacturing technologies. Dr. Pannirselvam Kanagaratnam, Acting Head of Technology Development & Solutions, shared insights on leveraging digital assets for competitive advantage. The key event was the signing of a Technology Licensing Agreement with Teksoft, witnessed by Penang's Deputy Chief Minister, YB Jagdeep Singh Deo, reinforcing MIMOS' commitment to innovation and Malaysia's digital growth.



### 10 October 2024 MoU - MIMOS and TÜBİTAK BİLGEM

MIMOS and TÜBİTAK BİLGEM signed an MoU to collaborate in semiconductor technology, with a focus on training, process development, and design. This strategic partnership aimed to strengthen innovation and bolster the semiconductor ecosystems in both Malaysia and Turkey.



### 18 November 2024 Malaysia & Brazil Forged a Semiconductor Alliance

Malaysia and Brazil announced a strategic collaboration to enhance the semiconductor industry, with participation from MIMOS Berhad, industry leaders, and government representatives. The announcement was made during the Malaysia-Brazil Semiconductor industry meeting in Rio de Janeiro, attended by Datuk Seri Anwar Ibrahim, Malaysia's Prime Minister, and Tengku Datuk Seri Zafrul Abdul Aziz, Minister of Investment, Trade, and Industry. Dr. Saat Shukri Embong, President and Group CEO of MIMOS, also represented the Malaysian industry. The partnership looked to develop the semiconductor value chain in design, manufacturing, and testing, advancing Malaysia's position as a regional semiconductor hub.



### 25 November 2024 MIMOS Signed an MoU with SDT Inc., South Korea

MIMOS Berhad and SDT Inc., South Korea, signed an MoU to collaborate on quantum technology research and development. Represented by Dr. Saat Shukri Embong, President and Group CEO of MIMOS, and Jiwon Yune, CEO, and Oh Yong Kwon, CFO, SDT Inc., the partnership was to establish Malaysia's first quantum computer centre, positioning the nation as a global hub for quantum innovation and investment.





## INDUSTRY

15 January 2024

### Dialogues with MAXIS, DreamEdge, and Silterra

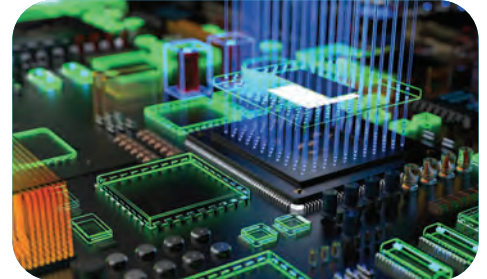
MIMOS held strategic dialogues with MAXIS, DreamEdge, and Silterra to explore collaborations aimed at advancing national technology capabilities. A key objective was to strengthen partnerships in digital innovation, including the integration of IRIS ID with MyDigital ID, as well as potential cooperation in semiconductor and engineering solutions, reinforcing MIMOS' role in driving Malaysia's tech ecosystem.



17 January 2024

### MIMOS Hosted Strategic Semiconductor Industry Visits

MIMOS hosted two strategic visits in January 2024, reinforcing its role in advancing Malaysia's semiconductor industry. On 17 January, Strategy Force Development Sdn Bhd (SFD) visited to explore collaborations in wafer fabrication and failure/material analysis. This was followed by a visit from Micron on 23 January to discuss potential research and training partnerships in similar areas. Both engagements reflected a shared commitment to driving innovation, nurturing local talent, and strengthening Malaysia's position in global semiconductor research and development.



22 January 2024

### MIMOS Discussed Tech Synergies with UZMA, TRUSTGATE, & AWS

Collaboration discussions with UZMA, TRUSTGATE, and Amazon Web Services (AWS) explored synergies in driving technological innovation. Focused on leveraging each organisation's strengths, the sessions laid the foundation for impactful partnerships aimed at advancing digital solutions across various sectors.



29 February 2024

### HICOM Engineering Visited MIMOS

Representatives from HICOM Engineering Sdn. Bhd. visited MIMOS to explore collaborative opportunities in manufacturing automation, product design, and test lab services. The discussions also delved into advanced research areas such as sustainability, robotics, IoT, ICT, and the E&E sectors. This engagement highlighted the potential to align technological innovation with industry needs to drive advancements in manufacturing processes and product development.



1 March 2024

### **MIMOS Hosted IEEE Industry Day 2024**

MIMOS' Tech Talk, IEEE Industry Day 2024, focused on Entrepreneurship and Career Management, which featured speakers from the IEEE. The event provided valuable insights into innovation and career development. An engaging discussion and a dynamic Q&A session highlighted the tech community's commitment to continuous learning and professional growth.



4 April 2024

### **MIMOS Joined APU's Innovation Leadership Session**

Ir. Dr. Nordin Ramli represented MIMOS at APU's session on 'Innovation Leadership: Driving Growth and Collaboration in Technology-Driven Economies'. As part of MIMOS' Tech Advisory and Advocacy Team, he joined industry and academic leaders to explore how innovation can shape a more inclusive and forward-thinking future.



25 April 2024

### **MIMOS Engaged at NTIS Tea Talk 4.0**

MIMOS took part in Tea Talk 4.0 by the National Technology & Innovation Sandbox (NTIS) at MRANTI, and engaged with industry leaders and entrepreneurs. The event fostered discussions on empowering small businesses and advancing innovation, reinforcing MIMOS' commitment to SME development and technology adoption.



25 April 2024

### **Launch of Malaysia's AI Sandbox Programme**

MIMOS Berhad participated in the launch of Malaysia's AI Sandbox Programme at MRANTI, supporting the government's efforts to drive AI innovation, attract investment, and develop 900 startups and 13,000 AI talents by 2026. This reflects MIMOS' commitment to strengthening national AI capabilities and nurturing a skilled digital workforce.



15 May 2024

### **Anti-Bribery Management System (ABMS) Awareness Session**

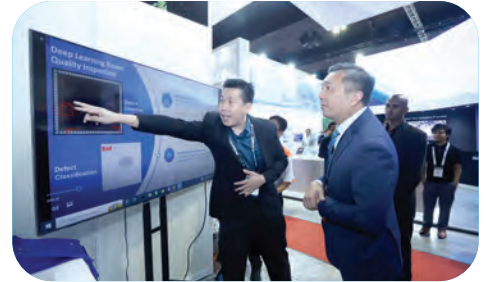
MIMOS held an Anti-Bribery Management System (ABMS) Awareness Session for its vendors and business associates, with around 40 participants in attendance. Led by Dr. Saat Shukri Embong, President and Group CEO of MIMOS, the session reinforced MIMOS' commitment to integrity, transparency, and ethical business practices. The initiative aimed to strengthen governance and foster trust in our partnerships.





29 May 2024  
**SEMICON SEA 2024**

At SEMICON SEA 2024, MIMOS showcased its latest innovations, including advanced shared service facilities, flexible electronics, machine vision, and Digital ID technologies. The event attracted numerous visitors and VIP guests, which highlighted MIMOS' commitment to driving cutting-edge technological development and fostering innovation in the region.



12 June 2024  
**Malaysia Good Design Award 2023**

MIMOS secured two accolades at the Malaysia Good Design Award 2023, an event that recognised excellence in design and innovation. MIMOS REVA, a portable screening device, won in the Medicine and Rehabilitation Products category, while the Ultra-Wideband (UWB) Indoor Tracking Device was awarded under Media and Home Electronics Products. These achievements highlight MIMOS' ongoing commitment to quality, functionality, and user-centric design.



13 June 2024  
**MIMOS & Advance Pact MoU to Advance Biomedical Tech**

MIMOS Berhad formalised a strategic collaboration with Advance Pact Sdn Bhd through the signing of an MoU aimed at advancing biomedical and medical science technologies. The partnership focused on joint research and development, personnel exchange, and the enhancement of medical solutions such as the VS1 Pro ventilator and the TPC-OHCIS platform with AI integration. This initiative underscores MIMOS' commitment to leveraging its ICT and microelectronics expertise to support national healthcare innovation and technological progress.



20 June 2024  
**MIMOS & Technorad Explored REVA for Healthcare Innovation**

MIMOS and Technorad Sdn Berhad explored collaboration opportunities to leverage REVA, MIMOS' Reagentless Vital Sign Analyser, for non-invasive blood testing and vital signs screening. This partnership aims to advance innovation in healthcare technology and expand application possibilities.



22 June 2024

### **ITIC, Semiconductor Consortium & MIMOS Academy Launched at MIMOS KHTP**

YB Tuan Chang Lih Kang, Minister of Science, Technology and Innovation (MOSTI), officiated the launch of the Industry Technology Innovation Centre (ITIC), Semiconductor Research Consortium, and MIMOS Academy at Kulim High-Tech Park (KHTP), marking a strategic milestone in Malaysia's pursuit of technological excellence. These initiatives aim to strengthen local innovation capacity, drive industrial development, and cultivate a highly skilled talent pool, reinforcing Malaysia's position as a global hub for research, development, and high-tech advancement.



25 & 26 June 2024

### **MIMOS Facilitated Advanced Materials Science Workshop**

MIMOS successfully conducted a Transmission Electron Microscopy (TEM) and X-ray Photoelectron Spectroscopy (XPS) workshop, uniting participants from industry, government, academia, and MIMOSians. The workshop provided technical training, expert presentations, and networking opportunities, which reinforced MIMOS' commitment to advancing materials science and fostering collaboration within the materials science community.



27 June 2024

### **Malaysia Blockchain Infrastructure Workshop**

The Malaysia Blockchain Infrastructure Workshop brought together industry stakeholders, policymakers, and technologists to advance the development of a scalable blockchain ecosystem in Malaysia. The workshop facilitated knowledge sharing on key infrastructure components, interoperability, talent development, industry collaboration, and regulatory frameworks, aiming to position Malaysia as a global leader in blockchain technology.



27 June 2024

### **MIMOS and ST Engineering Explored Cyber Resilience Collaboration**

MIMOS Berhad hosted ST Engineering Ltd. to explore collaboration opportunities focused on enhancing cyber resilience through digital technologies. Both parties discussed leveraging data analytics and machine learning to advance secure, efficient cloud and data services, setting the stage for future partnerships.







23 July 2024

#### **MIMOS Hosted the China's Semiconductor Delegation**

MIMOS received a delegation of over 30 leaders from the Chinese Semiconductor Industry, providing an opportunity to demonstrate its advanced R&D capabilities and semiconductor expertise. The visit facilitated knowledge exchange and reinforced bilateral relations, with discussions on potential collaboration within the semiconductor sector.



24-26 July 2024

#### **Electronics Manufacturing Expo Asia (EMAX) 2024**

MIMOS showcased its latest innovations at Electronics Manufacturing Expo Asia (EMAX) 2024 in Penang, presenting advanced solutions for the E&E industry. Key presentations highlighted AI-powered machine vision and advanced packaging technologies. The event included a visit from YB Dato' Seri Sundarajoo Somu, Penang EXCO, reinforcing MIMOS' commitment to supporting the local industry.



6 August 2024

#### **Visit by Kontron Electronics**

Kontron Electronics, a global leader in embedded computing technology, visited MIMOS Berhad to explore collaboration opportunities aligned with strategic national initiatives. The meeting facilitated knowledge exchange and set the foundation for future partnerships aimed at driving technological innovation and supporting economic growth.



6 August 2024

### MIMOS Hosted Research to Market Insights with Prof. Dr. Uda Hashim

Prof. Dr. Uda bin Hashim, a professor of Microelectronic and Nanoelectronic Engineering, shared expert insights at MIMOS, focusing on bridging the gap from research to market. He highlighted the importance of rigorous research methodology, securing R&D funding, and building industry collaborations. The session covered strategies for successful commercialisation, including product development, intellectual property management, and market entry, providing valuable guidance for translating innovation into market-ready solutions.



8 August 2024

### MIMOS Showcased Cutting-Edge Solutions at ATEC 2024

At ATEC 2024, inaugurated by YB Tuan Chang Lih Kang, Minister of Science, Technology and Innovation, MIMOS showcased portfolio of cutting-edge solutions designed to empower individuals and businesses. On top of that, Dr. Pannirselvam Kanagaratnam, MIMOS' R&D expert shared insights on addressing industry challenges through technology, highlighting MIMOS' commitment to driving digital transformation and fostering economic growth.



12-14 August 2024

### Malaysia Commercialisation Year (MCY) Summit 2024

MIMOS participated in the Malaysia Commercialisation Year (MCY) Summit 2024, an initiative by the Ministry of Science, Technology and Innovation (MOSTI) aimed at bridging the gap between local R&D and the market. The event provided a valuable platform for startups and innovators to present their products and connect with investors and industry partners. MIMOS showcased its latest technological advancements, generating strong interest and laying the foundation for future collaborations.



13 & 20 August

### MIMOS & Uzma Partner for Satellite Tech & Energy Solutions

MIMOS Berhad proudly partners with Uzma in the UzmaSAT-1 satellite launch, contributing expertise in satellite imaging to enhance applications in border security and precision agriculture. Leveraging MIMOS' advanced technologies, this collaboration strengthens Malaysia's geospatial capabilities and fosters economic growth through innovative satellite solutions. Additionally, MIMOS' subsidiary, MSSB, signed an MoU with Uzma focusing on marketing and technical collaboration in energy storage technologies, promoting sustainable energy solutions to support Malaysia's transition to a low-carbon economy.





13 August 2024

### **MIMOS Researchers Shared Emerging Tech Insights at Research Colloquium**

The Research Colloquium featured presentations from three leading MIMOS researchers on emerging technological trends. Dr. Chien Su Fong discussed advancements from classical machine learning to quantum machine learning. Dr. Syed Muhammad Hafiz highlighted innovations in bespoke flexible printed electronics, focusing on customisation and on-demand production. Dr. Muhammad Reza bin Z'aba presented on encryption algorithms and their critical role in securing digital data. The event provided valuable perspectives on cutting-edge research shaping the future of technology.



13 August 2024

### **Square Cloud, Powered by MIMOS, Wins at 6<sup>th</sup> Technology Investment Meeting**

Square Cloud, a startup leveraging MIMOS technology, secured Second Runner-Up in the Best Pitch Deck Presentation category at the 6th Technology Investment Meeting (TIM) of the D-8 Technology Transfer and Exchange Network (D8 TTEN) held at Impiana Hotel KLCC. Representing a consortium of Malaysian innovation agencies, Square Cloud's pitch focused on energy and sustainability, showcasing the success of collaborative efforts in technology transfer and innovation.



27 August 2024

### **Partnership with Dassault Systèmes**

MIMOS Berhad and Dassault Systèmes have signed an MoU to strengthen their collaboration, signed by Mr. YC Ng and Ms. Sharon Toh, Directors of Dassault Systèmes Malaysia. This partnership aimed to leverage their combined expertise to drive innovation and foster growth in Malaysia's technology sector, uniting MIMOS' R&D capabilities with Dassault Systèmes' 3DEXPERIENCE platform to create new industry opportunities.



4 & 5 September 2024

### **MIMOS Reliability Lab Retained PROTON/GEELY Testing Status**

The MIMOS Reliability Laboratory underwent a rigorous audit to maintain its status as a PROTON/GEELY Third-Party Testing Laboratory. The assessment evaluated compliance with MS ISO/IEC 17025 standards and PROTON-GEELY requirements, confirming the laboratory's competence, efficiency, and commitment to delivering reliable results.





10 September 2024

#### **MIMOS Showcased AI-RTU for Water Management**

MIMOS showcased its AI-enhanced Remote Terminal Unit (RTU) solutions at the Malaysian Water Partnership seminar in Putrajaya. The event focused on the evolution of RTU technology in Supervisory Control and Data Acquisition (SCADA) systems, highlighting its critical role in improving operational efficiency and flood monitoring. The seminar fostered collaboration among industry experts to drive innovation in RTU applications across various sectors.



10 September 2024

#### **MIMOS Trained New Researchers in Intellectual Property**

MIMOS conducted an 'Introduction to Intellectual Property' training programme for new researchers, engineers, and developers. Led by certified trainers, the session covered IP fundamentals, patent filing, and commercialisation. As Malaysia's top contributor under the Patent Cooperation Treaty, MIMOS is committed to fostering a culture of innovation by equipping its workforce with essential IP knowledge to protect and leverage intellectual assets.





11 October 2024

### **MIMOS' Head of Fab Operations Spoke at the NanoSym2024**

Dr. Mohd Rofei Bin Mat Hussin, Head of Fab Operations at MIMOS Berhad, delivered a keynote at the NanoSym2024, discussing advancements in wide band gap semiconductors, advanced packaging, and nanoelectronics R&D. His research is crucial for Malaysia's semiconductor industry. Organised by the Malaysia Nanotechnology Association, NanoSym2024 brought together experts to discuss nanotechnology breakthroughs. Dr. Rofei's involvement highlights MIMOS' commitment to leading nanotechnology research and inspiring future researchers.



15 October 2024

### **MIMOS Presented the Blockchain Vaccine System at APEC Seminar**

Norazman Mat Ali, Senior Manager of Strategic ICT at MIMOS Berhad, presented a blockchain-based vaccine management system at the 2024 APEC Seminar in Taiwan. The system enhances traceability, transparency, and accountability throughout the vaccine supply chain, improving public trust and operational efficiency. This presentation underscored MIMOS' leadership in technological innovation.



16 October 2024

### **Meeting with NAFA Technology**

MIMOS hosted NAFA Technology to discuss collaboration in healthcare innovation. The partnership aimed to leverage AI and data analytics to enhance diagnostics, drug discovery, and personalised medicine, contributing to improved healthcare delivery and patient outcomes.



15 & 16 October 2024

### **MIMOS and Silvaco Conducted IC Design Training for their Researchers and Engineers**

MIMOS Berhad, in collaboration with Silvaco, conducted a two-day training programme on 'Utmost Spice Model Extraction and Optimisation.' The workshop equipped engineers and researchers with practical skills to effectively use Silvaco's simulation tools for designing and optimising advanced integrated circuits. This initiative supported the development of high-performance, low-power electronic designs.



17 October 2024

### **MIMOS Showcased Innovations at ICC 2024**

MIMOS Berhad participated in the International Conference on Communications (ICC) 2024, showcasing its latest innovations in AI, machine learning, IoT, and 5G technologies. The event provided a platform to strengthen international collaborations and contribute to the global advancement of communication technologies.



18 October 2024

### **MIMOS Hosted an X-ray Metrology Seminar for the Semiconductor Industry**

MIMOS Berhad hosted an exclusive seminar on X-ray metrology solutions for semiconductor and electronic devices. The event gathered industry experts, researchers, and engineers to discuss the latest advancements and applications of X-ray metrology in enhancing manufacturing quality, accuracy, and efficiency. Key highlights included the introduction of Rigaku's advanced X-ray metrology solutions, focusing on precise measurement, material characterisation, and process optimisation. This seminar underscored MIMOS' commitment to fostering knowledge exchange and driving innovation in semiconductor technology.



16 October 2024

### **MIMOS Participated in the Selangor Smart City Conference**

MIMOS Berhad actively participated in the Selangor Smart City & Digital Economy Conference, where Mr. Thiagesh Kanagalingam, Head of MIMOS Semiconductor Technology Centre, spoke on a panel about developing semiconductor talent in Malaysia. The discussion covered strategies like curriculum development, partnerships, and internships to align workforce skills with industry needs. This highlighted MIMOS' commitment to innovation and talent development for Malaysia's smart city and semiconductor goals.



22 & 23 October 2024

### **MIMOS and MPM Hosted a Fibre Optic Sensor Workshop for the O&G Industry**

MIMOS Berhad, in collaboration with Malaysian Petroleum Management (MPM), hosted a two-day workshop on fibre optic sensor technology for the oil and gas industry. The event gathered experts to discuss principles, applications, advanced sensing techniques like distributed fibre optic sensing and Raman spectroscopy, and case studies. This partnership underscored MIMOS' commitment to accelerating technology adoption and innovation in the oil and gas sector.







25 October 2024

### **MIMOS Tech Talk Deep Dived into Exascale Era**

MIMOS hosted a Tech Talk featuring Paul Skaria, Solutions Leader at AMD, focused on High-Performance Computing (HPC) and the transition to the Exascale era. The session covered the significance of Exascale computing across industries such as scientific research, AI, and machine learning, highlighted AMD's leading HPC technologies, including EPYC processors and Radeon Instinct GPUs, and presented real-world applications like climate modelling and drug discovery. Future trends, including quantum and neuromorphic computing, were also discussed. This event enriched MIMOS researchers' knowledge and reinforced the organisation's commitment to advancing HPC solutions that foster innovation and economic growth.



30 October 2024

### **MIMOS' Workshop on Printed Electronics & Additive Manufacturing**

MIMOS Berhad hosted a workshop on 'Additive Manufacturing Breakthroughs: Shaping the Future of Printed Electronics,' showcasing advances in inkjet printing, in-mould technologies, and nanotechnology. The event highlighted applications in automotive, IoT, and electronics sectors. Participants toured MIMOS' state-of-the-art labs, gaining insights into semiconductor additive manufacturing, testing, and reliability. The workshop reinforced MIMOS' role in driving innovation for next-generation technologies.



31 October 2024

### Malaysia-China Technology Innovation and Industry Cooperation Forum

En. Suhairi Mohmad, Senior Manager of Technology Development & Solutions at MIMOS Berhad, spoke at the Malaysia-China Technology Innovation and Industry Cooperation Forum, organised by the Centre of Regional Strategic Studies (CROSS), in collaboration with the China Science Technology Communication Center and Persatuan Promosi Teknologi Malaysia-China. He highlighted MIMOS' role in driving innovation and explored opportunities for joint research and technology transfer to strengthen Malaysia-China ties.



6 November 2024

### MIMOS Provided Advanced FIB-SEM Training to Industry Players

MIMOS Berhad recently held free training sessions in Kuala Lumpur and Kulim on the TESCAN Plasma FIB-SEM, an advanced tool designed to significantly boost semiconductor failure analysis and R&D. The training, aimed at professionals in the semiconductor, automotive, and aerospace industries, demonstrated how the Plasma FIB-SEM, combined with laser ablation, can drastically speed up material removal and reduce time-to-result by thousands of times. This helps participants identify root causes faster and with greater accuracy.



6 November 2024

### MIMOS Showcased INSPECTRA at MAD4PalmOil Event

MIMOS Berhad participated in the Mechanisation, Automation & Digitalisation for Palm Oil Sustainability (MAD4PalmOil) event, showcasing its advanced INSPECTRA system. This AI-powered solution automates inspection and quality control, enhancing productivity and reducing costs. MIMOS' involvement underscores its commitment to fostering sustainable innovation and digitalisation within the palm oil industry.



7 November 2024

### MIMOS Awarded MS ISO 37001 Cert for ABMS

MIMOS Berhad was awarded the MS ISO 37001 Anti-Bribery Management System (ABMS) certification, affirming its commitment to ethical business conduct and transparency. The certification was presented to President and Group CEO, Dr. Saat Shukri Embong, at SIRIM Industri 2024. This recognition reinforces MIMOS' dedication to integrity and compliance as a trusted technology partner.



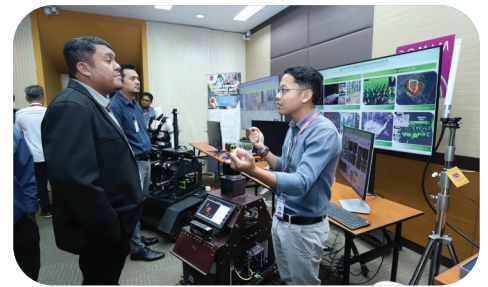




12 November 2024

#### **MIMOS and MySpatial Partnered for Digital Palm Oil Transformation**

MIMOS and MySpatial formalised a strategic partnership to drive digital transformation in the palm oil sector. The collaboration focused on geospatial analytics, digital mapping, and remote sensing to enhance sustainability and productivity. A joint workshop further highlighted innovations such as AI and automation in plantation operations.



12 & 13 November 2024

#### **MIMOS Enhanced Semiconductor R&D with Silvaco TCAD Training**

MIMOS Berhad recently hosted a two-day training programme on Silvaco TCAD, centred on semiconductor process and device simulation. The workshop offered engineers and researchers practical experience in modelling and optimising advanced semiconductor devices like transistors, diodes, and sensors. This initiative enhances skills in device design and fabrication, reinforcing MIMOS' commitment to innovation and its leadership in Malaysia's semiconductor R&D sector.



19 - 21 November 2024

#### **MIMOS Highlighted AI Solutions at Smart Nation 2024**

MIMOS participated in Smart Nation 2024 at KLCC, which showcased AI-powered solutions in smart city technologies, intelligent automation, and data analytics. The event reinforced MIMOS' role in driving digital transformation and fostering smart, sustainable urban development. Through its exhibition, MIMOS engaged with industry players and explored potential collaborations to advance national digital initiatives.



19 November 2024

### **MIMOS Attended ISO 50001 Energy Management Seminar**

MIMOS participated in a seminar on ISO 50001:2018 Energy Management Systems, and provided valuable insights into implementing energy management practices aimed at improving efficiency, reducing costs, and supporting sustainability efforts.



22 November 2024

### **MIMOS Seminar on AIDevX for AI Development**

MIMOS Berhad hosted a seminar on AIDevX, an AI software development platform. The event featured expert insights, hands-on workshops, and demonstrations aimed at equipping participants with the knowledge to accelerate AI development. The seminar reinforced MIMOS' commitment to advancing AI capabilities and empowering developers to build innovative, scalable solutions.



26 November 2024

### **MIMOS Launched its Net Zero Energy Initiative**

MIMOS Berhad launched its Net Zero Energy Initiative, aimed at establishing a building that produces as much energy as it consumes. The launch featured a dialogue session titled 'Beyond the Buzzword: Is Zero Energy Truly Achievable in Malaysia?' with industry leaders, including Datuk Ir. Guntor Tobeng, Amlir Ayat, and Adjunct Professor Cheah Kok Hoong.



26 November 2024

### **MIMOS is an Expert Panel on Halal Sector Seminar 2024**

The Halal Sector Seminar 2024, hosted by Halal Development Corporation Berhad, highlighted the transformative role of technology in halal food and ingredients. Experts from MIMOS, JAKIM, and Nestlé Malaysia discussed advancements in blockchain and AI to enhance food traceability, transparency, and authenticity, reinforcing consumer confidence and supporting the sector's global growth.



6 December 2024

### **MIMOS and NXP Discussed Advanced Semiconductor Packaging Collaboration**

MIMOS Berhad hosted a high-level meeting with NXP Semiconductors' Senior Vice President and delegates to discuss collaboration in advanced packaging technology. This partnership supports Malaysia's National Semiconductor Strategy and aims to drive innovation, reinforcing the country's status as a global semiconductor hub.





6 December 2024

### MIMOS and SNS Partnered for AI Innovation and IV&V Services

MIMOS Berhad and SNS Network Technology Berhad signed a three-year MoU to enhance Independent Verification and Validation (IV&V) services and drive AI innovation. Leveraging SNS's AI GPU-as-a-Service platform alongside MIMOS's AI expertise, the partnership aims to deliver advanced, secure, and compliant solutions across multiple industries, supporting Malaysia's digital transformation and technology leadership.



11 December 2024

### MIMOS advanced inkjet technologies awarded MySTI certification

MIMOS Berhad received the prestigious MySTI certification from MOSTI for its advanced inkjet technologies, Mi-GraphPrInk and Mi-AgPrInk. This recognition highlighted their commercial potential in fields such as electronics and biomedicine, and qualified them for Dana Mudahcara MySTI (DMM) funding of up to RM500,000 to support production and market adoption.



## ACADEMIA

8 - 17 January 2024

### MIMOS STC Trained Iranian Delegation in Wafer Fabrication

The MIMOS Semiconductor Technology Centre (STC) conducted a week-long training on Wafer Fabrication Process & Advanced Analytical Techniques for nine participants from Islamic Azad University, Iran, including a professor, Clean Room Specialists, and PhD students. Held from 8 to 17 January 2024, the programme aimed to upskill participants in CMOS IC and MEMS development through both theoretical and hands-on sessions. It covered wafer fabrication, material and failure analysis, and reliability testing, fostering international collaboration and enhancing global semiconductor expertise.

16 January 2024

### MIMOS Supported the TVET Place & Train UTeM Programme

MIMOS participated in the TVET Place & Train UTeM programme at Universiti Teknikal Malaysia Melaka (UTeM), officiated by Deputy Prime Minister, YAB Datuk Seri Dr. Ahmad Zahid Hamidi. The event underscored the government's commitment to strengthening TVET and aligning education with industry needs. MIMOS shared its expertise in wafer fabrication and failure analysis, supporting efforts to equip graduates with critical high-tech skills for the semiconductor sector.

19 January 2024

### MIMOS Welcomed Students from DUN Jementah, Johor

YB Ng Kor Sim and students from secondary schools in DUN Jementah, Johor, visited MIMOS as part of a STEM outreach initiative. The visit introduced students to real-world technology applications, aiming to spark interest in STEM careers and support the development of future innovators.

20 January 2024

### ASM Delegation, Led by MIMOS Founder, Visited MIMOS for Strategic Talks

A delegation from the Academy of Sciences Malaysia (ASM), led by President and MIMOS founder YM Tengku Datuk Dr Mohd Azzman Shariffadeen, visited MIMOS for strategic discussions. Key topics included the integration of MyDigital ID with data consolidation efforts, followed by a tour of advanced labs and a networking lunch to foster future collaboration.





30 January 2024

#### Visit from Universitas Mercu Buana, Jakarta

MIMOS welcomed a delegation from Universitas Mercu Buana, Jakarta, for an exploratory meeting focused on potential research collaborations in Advanced Materials, Semiconductors, MEMS, Sensors, and Communication Systems. The visit aimed to leverage mutual strengths in these strategic areas and included a tour of MIMOS' advanced laboratories, such as wafer fabrication and failure analysis facilities. This engagement reflected MIMOS' ongoing commitment to fostering international partnerships and advancing global technological innovation.



8 March 2024

#### A visit by Pusat Sains Kreativiti Terengganu (PSKT)

A courtesy visit by Pusat Sains Kreativiti Terengganu (PSKT) to MIMOS marked a key step toward collaboration in STEM education, digital technology, and AI. Discussions focused on leveraging MIMOS' technological expertise to support educational initiatives, with the shared objective of strengthening Malaysia's STEM ecosystem and nurturing future talent.



25 April 2024

### **MIMOS Hosted KTH Stockholm for Post-Quantum Cryptography Session**

MIMOS hosted Tomas Gustavsson from KTH Stockholm for a session on Post-Quantum Cryptography and the future of EJBCA. The event brought together experts from academia, industry, and SMEs to discuss emerging cryptographic technologies, reinforcing MIMOS' commitment to innovation and collaboration.



25 April 2024

### **MIMOS signed a tripartite MOU with China for Strategic Research Collaboration**

MIMOS hosted a strategic visit from Xiamen University, strengthening Malaysia-China ties in research and innovation. Witnessed by the MOSTI Minister, YB Tuan Chang Lih Kang, a tripartite MoU was signed between MIMOS, Xiamen University, and Xiamen University Malaysia. The collaboration focused on semiconductor and microelectronics research, energy storage, and vaccines, which would pave the way for impactful technological advancements and sustainable growth.



23 May 2024

### **MIMOS Seminar Explored Innovating Malaysia's Growth**

MIMOS hosted a seminar titled 'Innovating the Future: Strategic High-Impact R&D for National Growth,' focusing on aligning research with national priorities and strengthening collaboration across sectors. The event featured expert insights on managing the full R&D lifecycle and translating innovations into market-ready solutions. It reaffirmed MIMOS' role in advancing technologies that drive national competitiveness and socio-economic growth.



17 May 2024

### **MIMOS Launched the Research Colloquium for Innovation Exchange**

MIMOS launched its Research Colloquium forum as a platform for researchers to exchange insights, showcase breakthroughs, and foster collaboration. The inaugural session featured Dr. Suhairi Saharudin, who demonstrated cutting-edge work on Distributed Acoustic Fibre Optic Sensor technology. This initiative reflects MIMOS' commitment to continuous learning, innovation, and building a strong research community.





26 June 2024

### MMU Visited MIMOS

Over 20 Multimedia University (MMU) students engaged with MIMOS experts in a knowledge-sharing session on the latest AI advancements in the media industry. The interaction fostered learning and inspiration among future technology innovators, reflecting Malaysia's promising digital future.

1 – 5 July 2024

### Visits from Six Local and International Universities

MIMOS hosted visits from six local and international universities, including UNITEN, Universiti Malaysia Kelantan (UMK), First City University College, IIUM, Naif Arab University for Security Sciences, and ICESCO Morocco. The visits provided students and academics with insights into MIMOS' expertise in AI, ICT research, and industrial design, offering hands-on experience and fostering collaboration between academia and industry.

25 July 2024

### MIMOS Tech Talk featuring Clarivate on Malaysia's value chain

MIMOS Berhad and Clarivate hosted a Tech Talk exploring AI's transformative impact on Malaysia's industry value chain. Experts highlighted AI-driven innovation across sectors, with a focus on digital health advancements. The event underscored the need for strategic R&D investments to position Malaysia as a regional AI leader.

1 August 2024

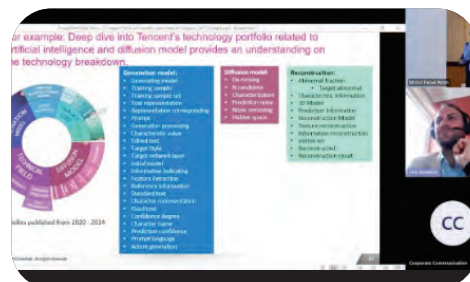
### Xiamen University Delegation Visited MIMOS to Explore Semiconductor Collaboration

A high-level delegation from Xiamen University (XMU), led by Mr. Lin Dongwei, Executive Vice-Chairman of the University Council, visited MIMOS Berhad to explore collaboration opportunities in integrated circuits and semiconductor technology. The visit aimed to strengthen academic-industry partnerships and foster joint research and innovation.

27 September 2024

### Visit from the Rector of Cyber University, Indonesia

MIMOS hosted the Rector of Cyber University, Indonesia, Mr. Gunawan Witjaksono, to explore academic and technological collaborations. The visit focused on joint research, student exchange, and technology commercialisation, marking the beginning of a strategic partnership to advance innovation and education in both countries.



7 - 9 October 2024

### **MIMOS and USM CEDEC Delivered FEA Training for Advanced IC Packaging**

MIMOS, in collaboration with the Centre for Design and Electronic Engineering (CEDEC) at Universiti Sains Malaysia, Penang, successfully conducted a specialised training programme on Finite Element Analysis (FEA) for Advanced IC Packaging. This programme aimed to equip participants with the theoretical knowledge and practical skills needed to address complex challenges in IC packaging using FEA techniques. Upon completion, participants demonstrated proficiency in conducting precise FEA simulations, interpreting analytical results, and optimising IC package designs for enhanced performance and reliability. The programme also ensured participants remained current with the latest developments in FEA technology.



9 October 2024

### **MIMOS Greeted China Delegation for Tech Collaboration**

MIMOS welcomed a delegation from China University and Shenzhen-based companies, led by Mr. Li Qifeng, Executive Dean of the Shenzhen Hong Kong Institute, PKU-HKUST Shenzhen-Hong Kong Institution. The visit focused on exploring collaboration in AI, IoT, and sustainable technologies, reinforcing MIMOS' commitment to international partnerships and regional technological leadership.



10 October 2024

### **MIMOS Presented Materials Science Advancements at UFN 2024**

Dr. Syed Muhammad Hafiz Syed Mohd Jaafar of MIMOS Berhad presented at UFN 2024, sharing insights on materials science and engineering advancements. His presentation highlighted MIMOS' leadership in research, showcasing its advanced capabilities in Electron Microscopy, Spectroscopy, and Mechanical Testing. The symposium served as a key platform for networking and collaboration, reinforcing MIMOS' global standing in materials research.



29 November 2024

### **MIMOS' Tech Talk on Superconducting Qubits and Quantum Computing**

MIMOS Berhad hosted a Tech Talk featuring Dr. Yap Yung Szen from Universiti Teknologi Malaysia (UTM), who presented insights on superconducting qubits and their role in quantum computing. The session covered fundamental principles, emerging applications, and challenges in scaling quantum technologies, highlighting their potential in fields such as optimisation, drug discovery, and materials science.



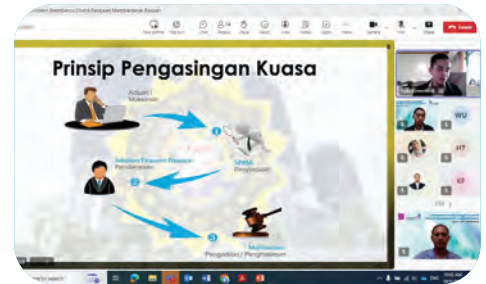


## COMMUNITIES/GENERAL PUBLIC

28 August 2024

### MACC Briefed MIMOS on Anti-Corruption Strategies

Muhammad Hafiz bin Yazid, Investigation Officer from the Malaysian Anti-Corruption Commission (MACC), provided an in-depth briefing on the agency's strategies and efforts in combating corruption. The session highlighted the importance of a collaborative approach involving multiple agencies to uphold integrity and foster a just and equitable society.



29 August 2024

### MIMOS Drove KL's Global Innovation Ranking

Kuala Lumpur ranked 93<sup>rd</sup> in the 2024 Global Innovation Index by WIPO, with MIMOS playing a key role through its contributions in the Electrical and Electronics sector and emerging technologies. Aligned with national R&D policies, MIMOS continues to advance innovation and strengthen Malaysia's position as a global technology hub.



4 October 2024

### MIMOS Young Fellow Award

MIMOS Berhad launched its inaugural MIMOS Young Fellow Award, recognising three exceptional young Malaysians at a recent Board Offsite Meeting at Le Meridien, Putrajaya. The recipients were Izz Imir (admitted to UM at 12), Nur Alia Jannah Saiful Haizad (Apple Swift Student Challenge winner at 16), and Vishwaambara A/L Baskar (achieved 10 straight A\* IGCSEs). This award aims to cultivate young talent, with Nur Alia Jannah and Vishwaambara also receiving internship offers at MIMOS to gain R&D experience.



18 October 2024

### MIMOS President & Group CEO Highlighted MIMOS' Role in National Digital Transformation

MIMOS President & Group CEO, Dr. Saat Shukri Embong, shared insights across various platforms, including The Malaysian Reserve, Channel 10's Ngopi podcast, and MIMOS social media platforms, highlighting MIMOS' pivotal role in delivering national priorities such as the MyDigital ID initiative, AI and IoT integration, Industry 4.0, and green technology. Dr Shukri wrote that MIMOS continuously reaffirmed its commitment to driving digital transformation, sustainability, talent development, and economic resilience in line with the government's vision.



30 October 2024

**Dr. Shukri appeared on Ruang Bicara, BERNAMA TV**

MIMOS President & Group CEO, Dr. Saat Shukri Embong, appeared on Ruang Bicara, BERNAMA TV, to discuss MIMOS' role in driving pioneering technologies in Malaysia. The session highlighted MIMOS' R&D efforts, strategic collaborations, and vision for advancing national tech development.



20 November 2024

**MIMOS Experts Drove the Digital Transformation Dialogue at GovInsider 2024**

MIMOS Berhad was prominently represented at GovInsider 2024, with experts Dr. Mohd Ruzeiny Kamaruzzaman and Shamsul Anuar Abdul Wahid participating in key panel discussions. Dr. Mohd Ruzeiny highlighted the transformative impact of MyDigital ID in improving access to government services, while Shamsul Anuar addressed the future of public services through AI and digital innovation. Their contributions emphasised MIMOS' leadership in driving digital innovation and enhancing public service delivery.



22 November 2024

**MJA Open Day 2024**

MIMOS Junior Academy (MJA) held an Open Day to showcase its innovative STEM-based curriculum and unique learning environment to prospective students and their parents, educators, and the public. Visitors experienced the academy's interactive approach to Science, Technology, Engineering, and Mathematics education and toured the modern facilities. They also met passionate educators dedicated to delivering quality education that prepared children for future challenges and opportunities.







10 - 12 December

#### MIMOS Showcased Healthcare Innovations at IMDEC 2024

MIMOS Berhad showcased its latest healthcare innovations at the International Medical Device Exhibition & Conference (IMDEC) 2024 at KLCC. These included REVA, an AI-powered device for remote vital sign monitoring; AINS, an advanced imaging system; and Spectroscopy Dental, for early dental caries detection via saliva analysis. Pn Zalhan, Head of Photonics Technology Lab, delivered a keynote at INNOMed, emphasising photonics' transformative role in medical devices. MIMOS' presence highlighted its commitment to advancing healthcare through technology and collaboration.



## STAFF

January, May, August, November 2024

### MIMOS Quarterly Town Halls

Throughout 2024, MIMOS held a series of impactful town halls to align its strategic vision, report progress, and foster unity. Led by President and Group CEO Dr Saat Shukri Embong and the Senior Leadership Team (SLT), the first town hall reflected on 2023 achievements, set 2024 objectives, and presented comprehensive business, operational, and human capital strategies. Q2 celebrated more milestones, highlighted ongoing innovation and recognised outstanding employee contributions. By Q3 and Q4, the focus shifted to recovery and strategic goals, emphasising efficiency and cost reduction for 2030 self-sustainability, alongside leadership updates in MyDigital ID and an upcoming Chairperson appointment. These gatherings consistently reinforced MIMOS' clear roadmap, celebrated R&D advancements in AI, IoT, and cybersecurity, and acknowledged the team's vital role in driving future impact and innovation.



22 February 2024

### Chinese New Year Celebration

MIMOS celebrated the Chinese New Year with a vibrant 'Celebration of Unity and Prosperity,' marking the Year of the Dragon and fostering cultural appreciation, employee engagement, and togetherness through traditional ceremonies and festive activities.



23 February 2024

### MIMOS Tech Café Relunched for Knowledge Sharing and Innovation

MIMOS re-launched the Tech Café as a monthly knowledge-sharing platform for MIMOSians, starting with a session by Ahmad Fitri Isahak on 'Charting MIMOS' Evolution'. Designed to foster continuous learning and innovation, the initiative offers insights into technology trends, personal development, and organisational transformation, while strengthening collaboration and community within MIMOS.



27 February 2024

### MIMOS Technology Review (MTR)

The MIMOS Technology Review (MTR), held at the Photonics, Advanced Materials, Mobility, and BITX labs, featured top management briefings and lab tours for industry players and partners, as well as visitors alike. The event showcased ongoing research and development projects, encouraged knowledge sharing, and fostered internal collaboration, reinforcing MIMOS' commitment to innovation and continuous learning.





6 March 2024

### Retirement Ceremony

MIMOS organised a heartfelt appreciation and retirement ceremony to honour Madam Lee Kwai Siong (Company Secretary department) and Haji Shazali Mohd Yunus (Infrastructure Operations), who retired after over 25 and 30 years of dedicated service, respectively. The event also celebrated other retiring colleagues from the HSE Infostructure & Infrastructure and Procurement departments, acknowledging their years of significant contributions and the enduring impact of their professionalism and commitment to MIMOS' success.



9 March 2024

### MIMOS won MOSTI 2024 Inter-Agency Volleyball Tournament

The MOSTI 2024 Inter-Agency Volleyball Tournament, held at UNITEN Sports Arena, highlighted remarkable sportsmanship and unity among participating agencies. MIMOS delivered an outstanding performance, with the men's team emerging as champions in their category and the women's team securing second place. The event fostered camaraderie, teamwork, and physical wellness, reflecting the strong collaborative spirit across MOSTI agencies.



3 April 2024

### MIMOSians Fulfilled Zakat Fitrah Obligations during Ramadan

In the spirit of *Ramadan*, MIMOSians came together to fulfil their *Zakat Fitrah* obligations, demonstrating compassion and solidarity with those in need. This meaningful tradition, which involves giving to the less fortunate before *Hari Raya Aidilfitri*, reflects the values of empathy, generosity, and unity that define the holy month.



23 April 2024

### **MIMOSians Celebrated Hari Raya in Bukit Jalil and Kulim**

MIMOSians celebrated Hari Raya at Bukit Jalil and Kulim High-Tech Park with festive gatherings, lively performances, and delicious food. The events brought together staff, industry partners, and clients, fostering camaraderie and strengthening bonds.



2 May 2024

### **MIMOSians Held Doa Selamat for Hajj Pilgrims**

MIMOSians held a special doa selamat and solat hajat for employees preparing to perform Hajj, offering prayers for a safe and spiritually fulfilling journey. Colleagues gathered in unity to extend heartfelt blessings, reflecting MIMOS' strong community spirit.



May 2024

### **MIMOS Muscular for Weekly Wellness**

MIMOS has introduced 'MIMOS Muscular Exercise Sessions,' a weekly 45-minute programme to enhance staff wellness and teamwork. These sessions feature various physical activities like badminton, tennis, dodgeball, walking, and Zumba, with different teams leading each week. Participants earned points for their respective sports houses, fostering fitness, camaraderie, and a stronger workplace culture. The initiative aims to encourage active breaks, promote relaxation and social interaction, and ultimately support a healthy work-life balance among MIMOSians.



22 June 2024

### **Ir. Dr. Nordin Ramli Elected ASM Fellow**

Ir. Dr. Nordin Ramli, Senior Staff Researcher at MIMOS, was elected Fellow of the Academy of Sciences Malaysia (ASM) during its 29th Annual General Meeting. This prestigious recognition highlights his expertise and contribution to Malaysia's science, technology, innovation, and engineering ecosystem. ASM now comprises 509 Fellows, further strengthening its commitment to scientific excellence.



25 June 2024

### **MIMOS Adopted Comprehensive Business Continuity Plan**

MIMOS formally adopted a comprehensive Business Continuity Plan and Procedures (BCPP), complemented by extensive employee training. This initiative strengthens organisational resilience by ensuring preparedness and effective response to emergencies, reinforcing MIMOS' commitment to risk management and operational continuity.







28 June 2024

### **MIMOS Tech Café Featured Prof. Dr. Rui Dinis on Advanced MIMO Techniques**

MIMOS Tech Café featured Prof. Dr. Rui Dinis, Senior Member of IEEE and researcher from Instituto de Telecomunicações, Portugal. He presented on advanced MIMO techniques, focusing on optimising wireless communication systems to enhance data rates, spectral and power efficiency, and reduce complexity in massive MIMO implementations.



11 July 2024

### **MIMOS Takes Steps Towards a Greener Workplace**

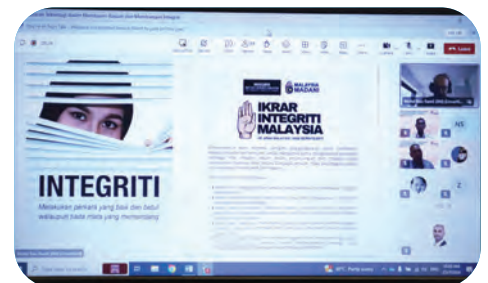
MIMOS organised a workshop on proper waste segregation to promote environmental sustainability among employees. The initiative emphasised effective waste management and recycling, reflecting MIMOS' commitment to reducing its ecological footprint and fostering a greener workplace.



25 July 2024

### **MI Discussed Tech Challenges and Opportunities in Anti-Corruption Efforts**

Mohd Rais Ramli, Director of the Business Sector Integrity Center at the Malaysian Integrity Institute, presented an insightful online session on the technological challenges and opportunities in combating corruption. The discussion addressed issues such as data privacy, the digital divide, and AI's role in integrity efforts, emphasising the need for integrated approaches combining technology, institutional frameworks, and ethical culture.



15 August 2024

### MIMOS Sports Carnival Fosters Teamwork and Health

MIMOS held its Q3 Sports Carnival, engaging employees in a diverse range of competitions including ping pong, volleyball, e-sports, bowling, tennis, dodgeball, takraw, netball, and futsal. Participants were divided into three houses, Blue Jay, Red Dragon, and Yellow Tigers, fostering friendly rivalry and teamwork. The event promoted camaraderie, sportsmanship, and a healthy lifestyle across the organisation.



19 August 2024

### MIMOS Staff Appreciation Event Celebrated Dedication

MIMOS hosted a Staff Appreciation Event to recognise and celebrate the dedication and contributions of its employees. The event included award presentations highlighting exceptional individual and team performances, underscoring the organisation's collaborative spirit. It also reinforced MIMOS' ongoing commitment to supporting its workforce in driving innovation and excellence.



5 & 29 September 2024

### 67<sup>th</sup> Merdeka Day

In commemoration of Malaysia's 67<sup>th</sup> Merdeka Day, MIMOS leadership, led by President and Group CEO Dr. Saat Shukri, distributed Merdeka ribbon pins to all employees, symbolising national pride and commitment to Malaysia's technological progress. The spirit of unity and dedication was further echoed at Tadika MIMOS, where young students celebrated independence through engaging activities that fostered patriotism and appreciation for Malaysia's heritage. MIMOS continues to embody the *Jiwa Merdeka* spirit, committed to innovation, excellence, and contributing to the nation's growth and success.





16 September 2024

### **MIMOS Celebrated Women Researchers on Malaysia Day 2024**

On Malaysia Day 2024, MIMOS honoured its women researchers who have advanced Malaysia's tech industry and promoted gender equality in STEM. Women make up 44% of MIMOS' workforce, reflecting its inclusive culture. The celebration also highlighted Malaysia's growing innovation standing, with MIMOS as a top patent contributor. An article series featuring inspiring female employees ran from 23 September to 4 November to motivate future tech leaders.



30 September 2024

### **MIMOS Weekly Assemblies Cultivated Innovation and Unity**

MIMOS Berhad held weekly company-wide assemblies to foster innovation, knowledge sharing, and organisational alignment from mid-April. Each themed session began with patriotic elements like the National Anthem, corporate song, *Rukun Negara* recital, and a prayer, setting a positive and focused tone. Led by President and Group CEO Dr. Saat Shukri Embong and department heads, the assembly promoted patriotism, unity, and well-being, encouraging open communication and continuous learning among employees.



5 October 2024

### **MIMOS Sports Houses competed in a Futsal Match**

The MIMOS Sports Carnival showcased an exhilarating futsal tournament among the sports houses competing for the championship. Red Dragon secured first place with outstanding skill and teamwork, followed by Blue Jay as runners-up and Yellow Tigers in third place.





11 October 2024

#### **MOSTI's *Hari Sukan Negara* 2024**

Around 100 MIMOSians took part in MOSTI's *Hari Sukan Negara* 2024 in Cyberjaya, promoting health and teamwork through various sports. MIMOS secured five top spots and was named the most energetic participant, demonstrating its commitment to employee well-being and a positive work culture.



15 October 2024

#### **MIMOS Trained Staff in First Aid & CPR**

MIMOS conducted a First Aid, CPR, and AED training programme for its volunteers to equip employees with vital emergency response skills to ensure a safer workplace. This initiative reflects MIMOS' commitment to employee safety and well-being.



28 October 2024

#### **MIMOS Celebrated *Deepavali***

MIMOS celebrated *Deepavali* during the weekly assembly with vibrant decorations and traditional attire. The event brought together colleagues from diverse backgrounds to share greetings and sweets, reflecting MIMOS' commitment to fostering an inclusive and harmonious workplace. Embracing cultural diversity strengthens collaboration and drives innovation.





30 October 2024

### Wellness Check-up for MIMOSians

MIMOS held its Wellness Programme to raise awareness on breast cancer and mental health. Employees participated in free health screenings and attended expert-led sessions on early detection, prevention, and mental health management.



11 & 20 November 2024

### MIMOS' Kickstart Your Career Programme Welcomed New Talent

MIMOS Berhad warmly welcomed new employees in onboarding sessions. The sessions introduced newcomers to MIMOS and its subsidiaries, which are MTSSB, MSSB, and MyDigital ID, while immersing them in the organisation's culture and values. The MIMOS management reaffirmed its commitment to equipping new staff with the tools and support needed for a successful career at MIMOS.



21 November 2024

### MIMOS Boosted Resilience with BCM Insights

MIMOS Berhad organised a Tech Talk titled 'Preparing for the Unexpected,' focusing on Business Continuity Management (BCM). The session featured En. Ahmad Fadzli bin Hj Mohd Isa, a SIRIM Associate Speaker, shared practical insights and real-world strategies for effective BCM implementation. The event also included a BCM Tagline Competition and an interactive quiz, fostering engagement and awareness among participants. The initiative reflects MIMOS' commitment to promoting organisational resilience and preparedness.



22 November 2024

### Fire Drill Test

MIMOS held a fire drill to test emergency response procedures and evacuation plans. Employees were guided to assembly points and accounted for by safety personnel.





24 November 2024

#### **MOSTI Annual Ping Pong Tournament**

The annual ping pong tournament organised by MOSTI on 24 November 2024 brought together talented players from MOSTI's sister agencies in a spirited competition promoting teamwork, sportsmanship, and a healthy lifestyle.

2 December 2023

#### **MIMOS Badminton Tournament**

The MIMOS Badminton Tournament, held at KSL Sport Puchong, showcased impressive skills and sportsmanship across five categories. Teams Red Dragon, Blue Jay, and Yellow Tigers competed with determination, with Yellow Tigers winning Men's Single and Double, Blue Jays taking Women's Single, and Red Dragons securing Women's Double and Mixed Double. The event fostered camaraderie and celebrated athletic excellence among MIMOSians.

11 December 2024

#### **MIMOS Observed Integrity Day with MACC**

MIMOS Berhad commemorated Integrity Day with a session led by Thilak Munusamy from the Malaysian Anti-Corruption Commission (MACC). The event emphasised the importance of integrity and ethical conduct, featuring insightful discussions and personal testimonies. This event reaffirmed MIMOS' commitment to promoting transparency and ethical standards within the organisation.







# *Governance* and compliance



## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### Introduction

The Board recognises the importance of sound internal controls and risk management practices to good corporate governance. To this end, the Board is committed to maintaining good corporate governance and a sound system of internal control practices in MIMOS Berhad (“Organisation”) to ensure the Organisation remains competitive and sustainable.

MIMOS operations are funded through a combination of government operating grants and revenue generated by billable projects. The board, together with management, are closely monitoring the capital requirements of the Organisation and continues to make prudent decisions on expenditures in delivering the Organisation’s objectives while preserving capital.

### a) Board Responsibility

The Board acknowledges its responsibility for the Organisation’s to formulate the direction of the company and set the Organisation’s strategic aims, monitor and ensure the implementation of the planned strategies (includes economic, environmental and social considerations), perform fiduciary responsibilities and reasonable obligations to take care and ensure that the interests of the company are prioritised and preserved, provide advisory to the executive management as well as ensuring compliance with the laws and procedures currently in force, risk management and system of internal control (which includes the establishment of an appropriate control environment and framework



as well as reviewing its adequacy and integrity)<sup>1</sup>. The Board leads the executive management of the Organisation and provides direction for the implementation and achievement of the objectives and strategies based on the 5-year Business Plan (2025-2030 Business Plan), which was initiated in 2024, as presented to the Board, guided by the Strategic Advanced Technology Roadmap for Innovative.

Applications<sup>2</sup>. (“SATRIAs”) values for the overall management of the Organisation. Based on this plan, MIMOS focuses on technology R&D to create impactful solutions that address critical national needs, empower industries via realigning RMK12 achievements and the 13th Malaysia Plan R&D strategy. However, the system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve Organisation objectives. Therefore, the Board can only provide reasonable but not absolute assurance of internal control effectiveness. The system of internal control covers, inter alia, risk management and financial, organisational, operational and compliance controls.

The Organisation has in place an ongoing process for managing significant risks affecting the achievement of its business objectives throughout the period, which includes identifying, evaluating, managing and monitoring material risks to the Organisation that has been in place for the year and up to the date of approval of the Annual Report and Financial Statements.

The Board has set in place a framework for identifying, evaluating and managing key risks faced by the Organisation, except for associated companies and joint ventures, which are not under the control of the Organisation.

As of 31 December 2024, the Board composition comprises four (4) Non-Independent Non-Executive Directors and five (5) Independent Non-Executive Directors. During 2024, the Board met eight (8) times to deliberate on relevant matters, inclusive of five (5) special board meetings.

## **b) Risk Management**

The Board is committed to ensuring that the Organisation has an effective risk management process to identify, evaluate and effectively deal with risks faced by the Organisation. MIMOS Enterprise Risk Management (“ERM”) Framework latest revision approved by the MIMOS Board of Directors in its 152<sup>nd</sup> meeting held on 5 August 2024. MIMOS ERM Framework is based on MS ISO31000:2020 Guidelines to guide the risk management activities for the Organisation. MIMOS’ ERM Framework achieved conformance with MS ISO31000:2020 on 11 July 2024 by SIRIM Academy Sdn Bhd.

The latest revision of MIMOS’ Enterprise Risk Management (ERM) Standard Operating Procedures (SOP), approved by the Risk Management Committee (RMC) on 27 June 2024, reflects our continued commitment to robust and effective risk management practices. The updated SOP is fully aligned with the latest MS ISO 31000:2020 standard, ensuring that our risk management processes remain sound, resilient, and in accordance with internationally recognised best practices. On 11 July 2024, MIMOS’ ERM SOP achieved official conformance with MS ISO 31000:2020, as certified by SIRIM Academy Sdn Bhd, further reinforcing our dedication to excellence in governance, compliance, and risk oversight. Having regard to managing risk as an inherent part of the Organisation’s activities, risk management and the ongoing improvement in corresponding control structures in all significant risk areas remain a key focus of the Board towards the achievement of the Organisation’s objectives and strategies. The necessary actions have been or are being taken to mitigate and continuously monitor risk management exposure. MIMOS Berhad’s efforts to manage Enterprise Risk are via the Strategic Risk Profile and Risk Action Plan, which are deliberated and reviewed by management before tabling to the Board via the Risk Management Committee (RMC). The purpose of the Strategic Risk Profile is to report the new and emerging risks at the enterprise level, while the risk action plan provides a dashboard view of MIMOS’ key action plan. For the year ended 2024, five (5) RMC meetings were held to deliberate on the risk management reports prior to being presented to the Board.

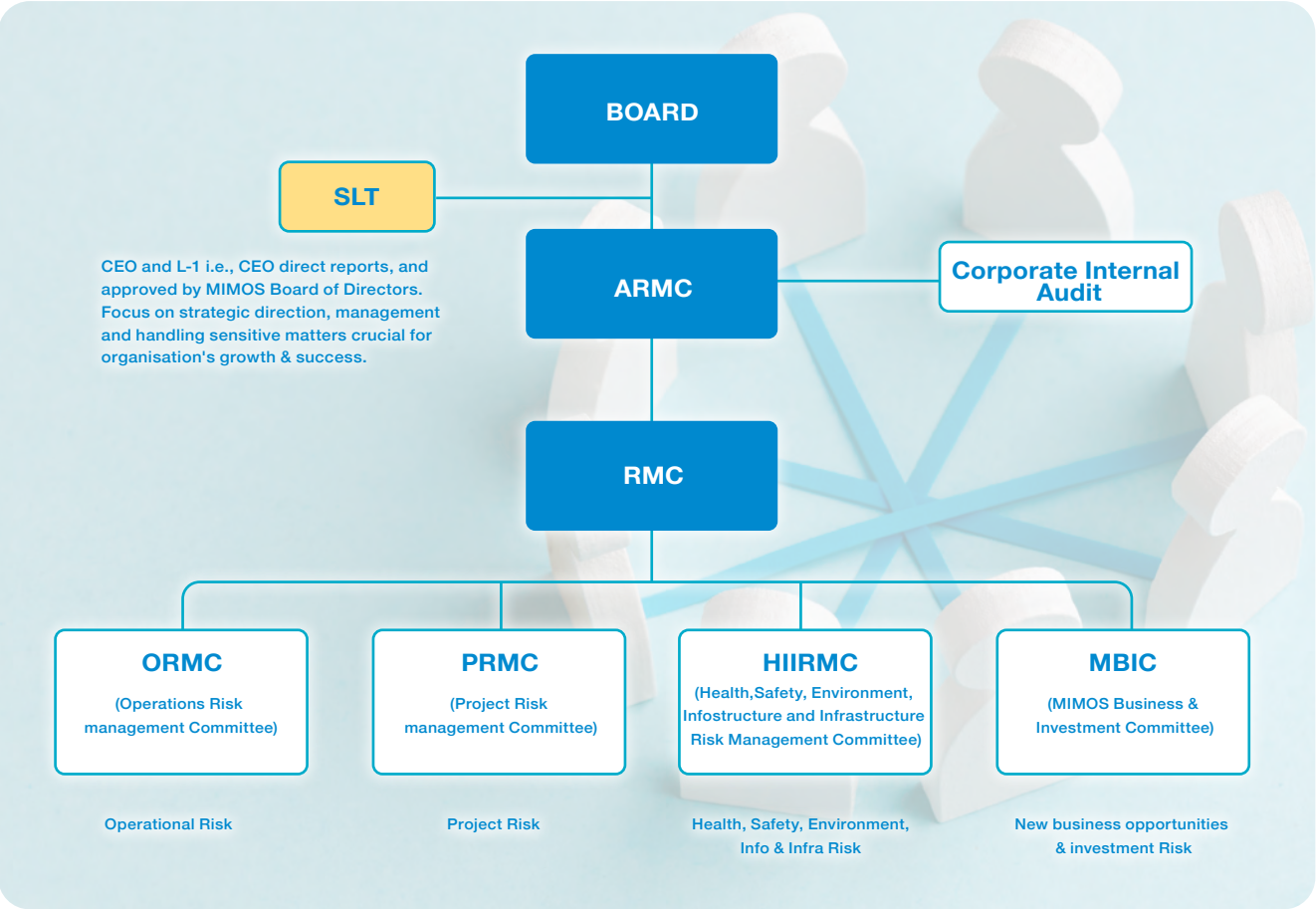
<sup>1</sup>Sources of reference:

- Garis Panduan Tadbir Urus dan Ahli Lembaga Pengarah Syarikat Menteri Kewangan (Diperbadankan) [MKD] 2024
- Malaysian Code on Corporate Governance (as at April 2021)

<sup>2</sup> Management presentation during Board Off-Site on 4 & 5 October 2024

The risk governance structure comprises five lines of defense with clear functional responsibilities and accountabilities for the management of risk.

MIMOS RISK MANAGEMENT STRUCTURE



• **First Line: Front Line Operating Management (Core Business)**

The risk owners and operational management are the first line of defense and are accountable for all risks assumed under their respective areas of responsibility in line with the ERM Policy. As the principal owner of risk, the Senior Management sets business objectives, establishes acceptable variation in performance and reinforces risk responses.

• **Second Line: Support Function and Internal Control**

The second line of defense (also referred to as business-enabling functions) is steered by the Risk Management Committee (“RMC”), comprising Senior Management and personnel responsible for the performance and enterprise risk management. The RMC is responsible for monitoring the risk management activities of the Organisation and ensuring compliance with, as well as effective implementation of, risk policies and objectives. The RMC provides directions and has an oversight role in the risk management process. RMC serves as a platform for the Organisation to assist the management in assessing principal risks of the Organisation and providing assurance on effective



implementation of risk management on an Organisation-wide basis. This group is also responsible for creating a risk-awareness culture, which will ensure a greater understanding of the importance of risk management and ensure that its principles are embedded in key operational processes and in all projects.

#### • **Third Line: Assurance Functions**

The third line of defense is provided by the Corporate Internal Audit (“CIA”) and the Integrity and Ethics Unit (“IEU”) functions, which report directly to the ARMC. The CIA provide independent assurance of the adequacy and reliability of risk management processes and systems of internal control and ensures compliance with risk-related regulatory requirements. The IEU provide assurance that MIMOS apply the highest standard of ethical conduct and integrity in conducting its business activities as per the Policies and Procedures.

#### • **Fourth Line: Oversight of the Board Functions**

The fourth line of defense is provided by the ARMC and the MIMOS Board to ensure there is nothing constraining risk management and internal control functions (second line of defense) and internal audit (third line of defense) from reporting to it when critical risk issues arise. The ARMC and Board scrutinise the audit report on the organisation’s financial and non-financial (i.e., management and performance) and carefully consider whether what is being disclosed is consistent with the directors’ own knowledge of the organisation’s affairs<sup>3</sup>.

#### • **Fifth Line: Governance, Risk & Compliance (“GRC”) Framework**

As the fifth line of defense, the GRC framework contributes to the ERM programme by helping to set the ERM “tone at the top” (along with the Board) and by providing adequate risk oversight of those they manage. Executive management is responsible for ensuring that the organisation’s activities are consistent with the organisation’s ERM strategy and risk policies approved by the board. Executive management is accountable to the board and has responsibility for discussing, debating, and agreeing upon risk strategies and policies for approval by the board.

The Board acknowledges the risks and challenges affecting the ability of the Organisation to achieve its objectives. In view of the continuing deficits in the operating grant, the board, together with management, will continuously monitor the capital requirements of the company and make prudent decisions on expenditures to deliver the Organisation’s objectives while preserving capital. For the year 2024 and to date, the overall risk control framework remains valid and is operating satisfactorily.

#### **Key elements of the Organisation’s internal control system include: -**

An Organisation structure with clearly defined lines of responsibility and delegation of authority to provide a documented and auditable trail of accountability. The current MIMOS organisational structure was reviewed and approved by the Board in a special meeting held on 30 September 2024.

The establishment of a new sector, Technology Advisory & Advocacy, was approved during the Special Board of Directors Meeting on 30 September 2024, aligning the organisation structure with MIMOS’ strategic goals. To enhance accessibility and provide a consistent reference, the latest organisational chart, dated 20 November 2024, has been shared on Mi-Hub, ensuring employees can easily access and understand their reporting lines. This initiative by GCHC reinforces MIMOS’ dedication to transparency, alignment, and operational effectiveness.

Clearly prescribed authority limits for approval of various transactions are defined in its Limits of Authority (“LOA”), which is subject to review to maintain its relevance. The latest available MIMOS LOA is dated 17 December 2024.

<sup>3</sup>Sources of reference:

- *Garis Panduan Tadbir Urus dan Ahli Lembaga Pengarah Syarikat Menteri Kewangan (Diperbadankan) [MKD] 2024*
- *Malaysian Code on Corporate Governance (as at April 2021)*

- Regular Board meetings, which require important matters to be highlighted, discussed and decided upon, thereby ensuring that the Board maintains full and effective supervision over key risk issues.
- Expectations regarding duty and integrity are clearly spelt out in the formal Policies and Procedures Manual, which includes the MIMOS Anti-Bribery & Anti-Corruption (ABAC) Policy, Code of Ethics (“MCE”) and Anti-Bribery Management System (ABMS) Framework. These policies and procedures are established with reference to International Standards such as, inter alia, ISO 9001, ISO22301, ISO 31000, MS ISO 37001:2020 and ERM COSO.
- The Operational Policies and Procedures are reviewed periodically to remain effective and relevant to support the MIMOS business activities at all times as it continues to grow and transform locally and across borders. Improvements documented are accessible by all staff via the online Mi-Hub repository. MIMOS Policies facilitate compliance with regulations, listing and governance requirements.
- An internal audit function that performs independent reviews on systems of internal controls and reports its findings directly to the Audit & Risk Management Committee, and by extension, to the Board. Integrated Assurance Report (“IAR”) was first presented and approved by ARMC on 12 July 2018 with the objective to provide an opinion on the adequacy of the governance, risk and control environment derived from assurance activity undertaken across the Organisation. Among key governance practices accomplished through the Integrated Assurance includes the institutionalisation of Management Validation & Attestation of internal control systems in supporting the annual SORMIC disclosure practices. The Digitalisation of Integrated Assurance assessment checklists were commenced since March 2020 to present. The latest IAR works commenced on 22 January 2025 and are targeted to be completed in Q1 2025.
- A comprehensive process for review and approval of budgets and Key Performance Indicators (“KPI”) by the Board that includes a statement of corporate objectives to be achieved by the Organisation on an annual basis.
- Health, Safety and Environment (“HSE”) Policy is available that specifies clear requirements on operational safety, environment and health for consistent and effective Organisation-wide implementation and provides independent assurance via RMC report to the ARMC for matters which require the Board’s attention for oversight on a quarterly basis.
- Staffing Policy and Procedures were implemented and reviewed to meet evolving business needs and ensure compliance with governance requirements. Recruitment practices ensured the selection of qualified individuals aligned with organisational goals. Formal training programmes, conducted through face-to-face sessions and e-learning, supported employee development, while semi-annual and annual performance appraisals aligned roles with objectives. For continuous improvement, updates on staffing processes and development programmes will be communicated via digital posters, infographics, and e-learning modules. These efforts aim to enhance professional growth, transparency, and adaptability, reinforcing MIMOS’ commitment to a skilled and competent workforce.
- Other elements of internal controls are stated below:
  - MIMOSians are requested to sign the latest updated Deed of Assignment to further strengthen the protection of Intellectual Property Rights. It is an agreement between the employee and MIMOS on the ownership of the Intellectual Property Rights created under MIMOS employment as part of the regulatory requirement under the Malaysian Patent Act and the Patent Application/Examination requirement worldwide. In addition, logins to MIMOS computers include a confidentiality obligation clause that requires staff agreement prior



to accessing the company's information systems, employees' email and company documents (in softcopy format).

- The MIMOS Code of Ethics ("MCE") was effectively communicated and implemented to promote accountability, ethical practices, and compliance with the SATRIA1 Leadership Core Values. Employees were educated on the MCE guidelines through digital posters, e-learning modules, the Kickstart Your MIMOS Career ("KYMC") programme, and periodic refresher sessions. The MIMOS Nomination and Remuneration Committee ("MNRC") was established as the governing body for manpower planning, ensuring alignment with organisational needs. Conflict of interest declarations were introduced, accompanied by MACC (Malaysian Anti-Corruption Commission) and financial background checks for higher-level positions, to uphold integrity and transparency. MCE compliance was also integrated into the Performance Management System ("PMS") to reinforce accountability. Employees' contributions and efforts in complying with the ISO 37001 Anti-Bribery Management System requirements were recognised with a certification of appreciation. Meanwhile, any violations were addressed with clear consequences. Together, these measures ensured alignment with the organisation's values and promoted responsible and transparent business practices.
- MIMOS is committed to applying the highest standard of ethical conduct and integrity in conducting its business activities by putting in place adequate Policies and Procedures as fundamental for internal control. MIMOS has identified an Anti-Bribery & Anti-Corruption Policy and Anti-Bribery Management System Framework, which received full commitment and endorsement from the Board of Directors.
- All employees in MIMOS are expected to uphold a high standard of integrity, probity, transparency and accountability to preserve and protect the Group's interest and reputation. The Board approved the Whistleblowing Policy and Procedures on 4 November 2024, which enables employees to whistleblowing in good faith in an official and confidential manner. The Integrity & Ethics Unit ("IEU") has the overall responsibility of overseeing the implementation of the MIMOS Group.
- The Whistleblowing Policy and Procedures Revision E, approved on 16 March 2023, reinforces employee awareness of integrity, probity, transparency, and accountability. IEU enhanced initiatives by providing platforms such as the Integrity Handbook, Integrity & Ethics Communiques, and knowledge-sharing sessions during the Monday Assembly Week to educate employees on whistleblowing procedures, their rights, and the importance of reporting unethical behaviour confidentially and in good faith. These efforts, supported by digital posters and infographics, promote accessibility and awareness of whistleblowing channels. By fostering a culture of transparency and ethical conduct, IEU aligns with organisational values, safeguards the Group's reputation and empowers employees to contribute to a trustworthy work environment.
- Business Continuity Management primarily assists the Organisation to develop a continuity plan to ensure that business operations will have minimal downtime and an appropriate recovery process through any disaster. MIMOS' Business Continuity Management ("BCM") Manual serves as the reference document that governs the overall MIMOS Business Continuity Management initiative. It outlines all the guidelines, rules and necessary documentation that each business unit needs to adhere to in order to fulfil its own readiness. The BCM Manual, based on the ISO22301 standard, has been established and approved on 8 August 2024.
- The GCHC ensures effective communication of the organisation's expectations and updates to policies and procedures through multiple channels. Quarterly Town Hall sessions led by the CEO, the Monday Morning Assembly, and the GCHC e-Communique Bulletin serve as platforms to share strategic updates, reinforce organisational values, and align employees with company goals. Revisions to GCHC policies and procedures are communicated via the GCHC e-Communique and emphasised by the Senior Leadership Team (SLT)

during the Monday Morning Assembly to ensure consistent dissemination. New employees receive this information during WOW (Ways of Working) and KYMC (Kickstart Your MIMOS Career Programme) sessions. This integrated communication approach promotes transparency, engagement and alignment across all levels of the organisation.

- Mi.MZone landing page on the MIMOS WIFI access page to remind the user of the terms and conditions of using the internet access facility. It is part of the Organisation's effort to implement a data privacy & protection policy in order to protect MIMOS from exposure arising from Section 233 of the Communication and Multimedia Act 1998.
- The PDPA is to regulate the processing of personal data of our employees, agencies, vendors, partners, agents, contractors, and suppliers, and to safeguard the interests of the data subject. The PDPA procedure had been approved on 8 January 2015 to ensure MIMOSians comply with the Personal Data Protection Act ("PDPA") 2010. With the enforcement of PDPA, MIMOS will continue to enhance our internal processes, policies and systems to ensure that personal data remains confidential and protected at all times.
- MIMOS Datacentre has been certified with the ISMS ISO 27001:2022 with zero non-compliance findings by SIRIM QAS International on 23 December 2024. The certification audit was conducted by an external assessor, SIRIM QAS, on the compliance with the ISMS ISO 27001:2022.
- MIMOS achieved ISO 9001:2015 certification on 25 June 2024. MIMOS has successfully passed its annual ISO 9001 surveillance audit by LRQA with zero nonconformities on 17 December 2024. This demonstrates that our Quality Management System (QMS) remains compliant and effective, as well as our commitment towards quality and supporting MIMOS' reputation.
- The Management and the Board will continue to ensure that measures are taken to strengthen the internal control environment for its ongoing effectiveness and integrity to safeguard the shareholders' investments and the Organisation's assets.

#### **c) Internal Audit Function**

The internal audit function of the Organisation is carried out by the Corporate Internal Audit Department ("CIA") that reports directly to the ARMC. The principal role of the department is to undertake an independent, regular, and systematic review of the systems of internal controls so as to provide reasonable assurance that such systems continue to operate satisfactorily and effectively. CIA adopts a risk-based approach in the review of the internal controls on key activities of the Organisation based on the annual internal audit plan that had been presented to and approved by the ARMC. Reports on the results of control process reviews are presented to the ARMC on a quarterly basis. IA had successfully completed its third external quality assessment performed by the Institute of Internal Auditors Malaysia ("IIAM") and had obtained the endorsement that its practice is in accordance with the international standards of Internal Auditing. Results of the external assessment were reported to the ARMC in 2009, October 2014 and November 2020. The department presently maintains its quality programme and reports to the ARMC on an annual basis for monitoring purposes. The ARMC met eight (8) times, including five (5) Special ARMC meetings in 2024.

#### **d) Integrity and Ethics Function**

The Integrity and Ethics function is under Group Corporate Human Capital, reporting directly to the Board of Directors. The Board has mandated the ARMC to assist in overseeing the IEU. Our commitment towards zero corruption is viewed through the effectiveness of the four (4) core functions of the Integrity & Ethics Unit (IEU): i) Complaint



Management, ii) Detection and Verification, iii) Integrity Enhancement and iv) Governance. MIMOS also emphasises its commitment through the implementation of the MS ISO 37001:2016 Anti-Bribery Management System (ABMS) and Organisational Anti-Corruption Plan (OACP), which is led by the IEU<sup>4</sup>. There was one case of non-compliance with procurement matters recorded in 2024.

### Other Risk and Control Processes

The role of Management is to implement the Organisation's policies, procedures and guidelines on risk and control, thereby identifying and evaluating the risks faced; and designing, applying and monitoring a suitable system of internal controls to manage these risks. Oversight and review of the governance and risk control framework are undertaken by the ARMC, which relies on internal auditors and external auditors.

The ARMC reviews the governance, internal control and risk management processes by considering reports from the CIA and the Management, before reporting and making recommendations to the Board in strengthening the governance, internal control and risk management practices. The ARMC also scrutinise financial statements and other financial information to ascertain whether the financial statements are consistent with operational and other information known<sup>5</sup>.

The Nomination & Remuneration Committee of the Board (NRCB) maintained its authoritative role in overseeing appointments, re-appointments, and succession planning within MIMOS, ensuring these processes align with the organisation's strategic objectives and governance standards. The NRCB reviewed and approved the appointment and re-appointment of MIMOS Board and Committee members, the MIMOS CEO and direct reports, as well as the Heads of Subsidiary Companies. Succession planning for key leadership roles, including the CEO and senior executives, was also a focus to ensure organisational continuity and leadership excellence. The NRCB reviewed and approved policies related to remuneration and incentive packages, ensuring alignment with relevant labour laws and regulations<sup>6</sup>.

Management monitoring is observed via reporting of key performance measures made to the stakeholders, i.e. Board of Directors Meeting, weekly and monthly report to the Board of Directors, Ministry of Finance ("MOF") and Ministry of Science, Technology and Innovation ("MOSTI") on periodic basis to ensure stakeholder engagement. Business and Investment Committee of the Board ("BICB") ensures correct investment that brings value to the company and assesses, as well as recommends, programmes under RMK13. MIMOS had completed an external review by the MOSTI Internal Audit Department, with a report published on 6 April 2022, obtaining satisfactory results.

Oversight on the progress and achievement of the approved R&D projects for MIMOS Group is centralised within the Programme Management Office (PMO) department. PMO updates the management periodically through monthly reports. Project executed by its subsidiary (i.e. MTSSB, MSSB, MyDigital ID Sdn Bhd) is managed by the Project Management team within the subsidiary, and quarterly reporting of the project's risks is submitted to PMO for consolidation before it's shared with the Project Risk Management Committee (PRMC), which is then reported to the RMC and finally reported to the ARMC.

Intellectual Properties (IP) of the Organisation are managed and monitored by the IP Management Department ("IPMD"). The Organisation is also insured for professional indemnity and product liability elements arising from IP risk exposures. Internal registration of the IP is systematically managed according to the department's standard operating procedures. To protect the organisation's IP rights of relevant IP, formal registrations/applications with the national IP Office ("MyIPO") or international IP offices are executed prior to technology commercialisation. The

<sup>4</sup>Sources of reference:

- BOD decision on ABMS (IEU structure)
- Arahan YAB PM Siri 1 No. 1 Tahun 2018 Penubuhan IGU di CLC (IEU functions)
- Extract of MOM (149th Board Meeting; approval of MIMOS OACP)

<sup>5</sup>ARMC Terms of Reference - statutory duties and responsibilities

<sup>6</sup>NRCB Terms of Reference

requirement for all employees to register to protect any IPs created from their employment is stated in the individual employee's Deed of Assignment and is further communicated during the new hire orientation programme by GCHC.

The procurement function is governed by various committees, namely the Tender Board Committees and the Sebutharga Committee, whereas procurement planning is reviewed by the MIMOS Procurement Planning Committee. Procurement processes are guided by the Treasury guidelines issued by the MOF and MIMOS Limit of Authority. Vendor management guidelines were established for better management and assessment of vendors.

MIMOS is committed to enhancing its business environment by emphasising transparency, integrity and good governance. The Group's strong commitment to upholding integrity is evidenced by the introduction of Corporate Liability 17(A) and the implementation of Anti-Bribery Management System (ABMS) Awareness sessions, which began in 2023, organised by the Integrity and Ethics Unit in collaboration with various entities, including the Malaysian Anti-Corruption Commission, the Malaysian Institute of Integrity and Pertubuhan Anti Korupsi Malaysia (PAKAR). The objectives of these sessions are to facilitate ABMS practices and ensure its effectiveness towards combating bribery and corruption. MIMOS was officially certified with the MS ISO 37001:2016 ABMS in July 2023.





## MIMOS ESG STATEMENT FOR 2024

### Creating a Sustainable Workplace

GCHC maintained and enhanced initiatives to provide a positive and inclusive working environment, fostering growth, development and a balanced lifestyle.

Succession Planning - Building a Future-Ready Organisation (Playbook for Leaders) and the MIMOS Leadership Development Framework were successfully presented and endorsed by MEXCO on 21 May 2024 as part of MIMOS' strategic initiatives. The succession planning framework was implemented to ensure leadership continuity by identifying successors for Mission Critical Positions (MCP) and Operational Critical Positions (OCP). Successors were assessed based on performance, potential, flight risk and readiness levels, categorised as immediate (R0), 1-year (R1), or 2-year readiness (R2). Tools such as the 9-Grid Box Model and Talent Report Card were utilised to track successor progress and create tailored development plans. The readiness framework incorporated targeted training, mentoring and role-specific learning programmes focused on technical, behavioural, and strategic competencies, ensuring a robust and future-ready workforce to sustain organisational growth.

The Management Nomination and Remuneration Committee (MNRC) and the Nomination and Remuneration Committee Board (NRCB) continued to serve as governance bodies, providing independent oversight on remuneration, incentives, succession planning and strategic workforce decisions. These committees ensured alignment with MIMOS' business strategy and long-term objectives.

Learning and development programmes were enhanced under the Learning & Organisational Development Units, guided by the Competency Assessment outlined in each employee's Individual Development Plan (IDP). These programmes supported career progression, upskilling and reskilling, ensuring employees remained equipped to meet organisational goals.

As part of our commitment to having a diverse workforce, GCHC implemented strategies to attract and retain talent from diverse backgrounds, creating an equitable workplace that values diverse perspectives and contributions. Employer branding initiatives highlighted MIMOS as a preferred employer, leveraging our commitment to innovation, employee development, and well-being to attract top talent.

### Workforce-related data

As of 31 December 2024, the MIMOS workforce comprised 693 full-time employees, which comprised 361 permanent employees and 332 contract employees, all of whom were based in Malaysia. Our contract employees refer to employees under contract for a limited period, such as fixed-term contracts for Research & Development projects and support services.

The MIMOS workforce was also supported by 15 research officers and 27 trainees. Their tenure of employment was fixed to the programmes to which they were attached. Due to the nature of their employment, they are provided with different benefits in terms of annual leave, allowance, medical claim and employer's EPF contribution.

MIMOS monitors its workforce-related data through periodic reporting to Management. As of 31 December 2024, the employee turnover is as follows:

- a) Personnel attrition by age group: 30-40 years at 31%; 40 years and above at 48% (inclusive retirement)
- b) Personnel attrition by gender: Male at 45% to 67%; Female at 22% to 33%

Training and education programme for MIMOS staff is sourced, administered and managed by the Talent Development Unit under Human Capital, guided by Competency Assessment stated in the Personnel Development Plan (“PDP”), charted by the staff’s supervisor.

For the financial period ending 31 December 2024, the following are Human Capital highlights on observing human rights:

- a) 422 (61%) of MIMOS employees are trained in aspects of human rights relevant to MIMOS operations. In addition, 337 employees have undergone training in programs related to ESG in the same year;
- b) No human rights policies & procedures assessment conducted by the GCHC on GCHC suppliers in 2024;
- c) Zero (0) case of discrimination incidents reported;
- d) Five (5) incidents reported [“Kemalangan Industri” (3 cases); “Penyakit Khidmat” (1 case); “Kemalangan Perjalanan Lapor” (1 case)]; and
- e) Adequate measures via HSSE awareness sessions have been taken to support freedom of association (1 session Mental Health Awareness conducted).

There were no cases of non-compliance with laws and regulations reported during the period reported to MIMOS Human Capital.

## ANTI-FRAUD, BRIBERY AND CORRUPTION

MIMOS is committed to applying the highest standard of ethical conduct and integrity in conducting its business activities by putting in place adequate Policies and Procedures as fundamental for internal control. MIMOS has formalised an Anti-Bribery & Anti-Corruption Policy, which reflects full commitment and endorsement from the Board of Directors.

All employees in MIMOS are expected to uphold a high standard of integrity, transparency and accountability to preserve and protect the Group’s interest and reputation. MIMOS further emphasises its commitment through the implementation of the MS ISO 37001:2016 Anti-Bribery Management System (ABMS) and Organisational Anti-Corruption Plan (OACP), which is led by the Integrity & Ethics Unit.

The Integrity and Ethics (IEU) function is under the Group Corporate Human Capital Division, reporting directly to the Board of Directors. The Board has mandated the ARMC to assist in overseeing the IEU. Our commitment towards zero corruption is viewed through the effectiveness of the four (4) core functions of the IEU, which are: i) Complaint Management, ii) Detection and Verification, iii) Integrity Enhancement and iv) Governance.

Mandate of procedures related to Integrity & Ethics is spelt out in MIMOS Code of Ethics, Anti-Bribery & Anti-Corruption Policy, Whistleblowing Policy, Anti-Bribery Management System (ABMS) Framework, MIMOS Organisational Anti-Corruption Plan (OACP) and others.

Through its MIMOS Code of Ethics (“MCE”), MIMOS has formed guidelines, principles and values that guide the employees to comply with all SATRIA1 Leadership Core Values, applicable laws and regulations, through honest, transparent and ethical business practices. This will ensure the fullest accountability for business performance as well as the broader social and environmental impacts of MIMOS’ activities. The MCE covers areas such as compliance, integrity, conduct in the workplace, business conduct, protection of the MIMOS assets, confidentiality and conflict of interest disclosures.





### **Corruption Risk Assessment**

During 2024, in meeting the requirements for MS ISO 37001:2016 Anti-Bribery Management System (ABMS), a corruption risk assessment was undertaken on MIMOS operations. As of 31 December 2024, 75% (covering 3 out of 4 sectors) of MIMOS operations had developed their corruption risk register to document MIMOS' risk exposure to corruption, bribery and fraud. The Management reviews and deliberates the corruption risk assessment report and the progress of action plans on a quarterly basis.

### **Employee Training and Awareness**

A total of 61% of employees have received training on anti-corruption practices to increase awareness and improve understanding of anti-fraud, bribery and corruption matters among MIMOS employees. In addition, a total of 51 individuals from 32 business associates have been trained on the ABMS matters.

In 2024, the IEU completed several activities to raise awareness of anti-fraud, bribery and corruption, including organising online talks, producing e-posters that were communicated via official email and conducting an engagement survey. MIMOS Integrity Day was held on 11 December 2024, aimed to foster a culture of integrity within MIMOS and share diverse perspectives on integrity & anti-corruption.

### **Whistleblowing**

The Board approved the updated Whistleblowing Policy and Procedures on 4 November 2024, which enables employees to whistleblowing in good faith in an official and confidential manner. The IEU has the overall responsibility of overseeing the implementation of the MIMOS Group.

During 2024, there was one (1) complaint received that related to non-compliance in procurement matters. There were no other incidents related to fraud, bribery or corruption reported in the year under review. In addition, there were no legal cases related to fraud, bribery or corruption brought against MIMOS, nor were there such incidents or confirmed incidents in which employees were dismissed or disciplined for fraud, bribery or corruption.

## HEALTH, SAFETY AND ENVIRONMENTAL COMMITMENT

MIMOS is also committed to ensuring a safe and healthy working environment for all employees and others involved in or affected by its operation, taking into account statutory requirements and relevant national and international standards and codes of practice. Implementation and effectiveness of the Safety policy is a line management responsibility, together with the participation and involvement of all employees, and MIMOS ensure that adequate resources, training and time are made available. Occupational Safety and Health (“OSH”) matters are an equal priority with other major business objectives. Safety and Health management systems and programmes are regularly reviewed to ensure continuous improvement.

Among efforts that have been put into OSH and security matters are:

- For compliance with KKM/MKN on COVID-19 under the Prevention and Control of Infectious Diseases Act 1988, the following have been completed:
  - a) Reviewed periodically the Internal SOP for COVID-19 prevention at the workplace to align with various phases of the Movement Control Order (MCO) and National Recovery Plan (NRP).
  - b) Coordinated activities and responses to cases of COVID-19 to prevent the spread of COVID-19 at the workplace.
- For compliance with the Food Safety Act 1983, under MOH, the following have been monitored and complied with: -
  - a) Typhoid injection to all food handlers in the cafeteria and *Tadika*.
  - b) Internal audit on cleanliness and hygiene by the HSE subcommittee on the cafeteria.
- For compliance with the Department of Occupational Safety and Health (DOSH) on OSH management:
  - a) Weekly reporting to MITI/DOSH on the status of COVID-19 compliance in the workplace as part of the requirement for MIMOS to operate during the pandemic.
  - b) Submitted to DOSH the annual report of Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Disease (NADOPOD).
- For compliance with the Use of Chemicals Hazardous to Health, USECHH 2000 regulation:
  - a) Conducted LEV (Local Exhaust Ventilation) testing on all equipment used in the prevention of chemical exposure to employees.
  - b) Conducted the Chemical Health Risk Assessment (CHRA) on the risks and control measures of the effects of chemicals hazardous to health.
  - c) Completed the training on the chemical hazards communication to employees exposed to chemical hazards to health.



- For compliance with the new Noise Regulation 2019 under DOSH:
  - a) Conducted noise area monitoring for high noise areas above 82 dBA.
  - b) Completed personal noise survey for affected employees.
  - c) Completed annual audiometric test for employees working in high-noise areas.
- For compliance with the Energy Commission (EC), the following have been completed: -
  - a) The bi-annual electrical servicing and calibration for all protection relays had been completed for electrical safety requirements.
  - b) The monitoring and reporting of efficient electrical energy usage every 6 months.
  - c) Completed the annual inspection by the EC competent person on the LPG installation in the MIMOS Cafeteria.
  - d) Reappointed the competent persons for energy management, the charginan and the visiting electrical engineer to ensure the efficient use of energy and safe operation of the electrical installation.
- For compliance with the Fire Service Acts 1988, the following have been completed: -
  - a) Fire Certificate renewal inspection for MIMOS and Wafer FAB Buildings conducted by BOMBA HQ.
  - b) Monthly service maintenance of all firefighting equipment by MIMOS-appointed fire service contractors as required by the act.
- For compliance with the Factory and Machinery Act FMA 1967, the following have been completed: -
  - a) Monthly and 3-monthly inspection of all passenger and goods lifts by an appointed competent person.
  - b) Annual permit inspection and renewal for the certificate of fitness for listed equipment under FMA 1967 by a DOSH inspector for non-fired pressure vessels, lifts and hoisting equipment.
- For compliance with the Department of Environment (DOE)
  - a) Online reporting of scheduled waste inventories.
  - b) Weekly sampling and monthly reporting of the results of industrial effluent test parameters to comply with the Standard B water stream.
  - c) Maintenance of air pollution control (APC), which includes wet scrubber exhaust systems used in the final treatment of toxic chemical vapours before releasing them into the environment.
  - d) Re-appointed the competent persons under the Environmental Quality Act to oversee the compliance with scheduled waste, industrial effluent and scrubber operations.
- For compliance with the Atomic Energy Licensing Board (AELB)
  - a) Re-appointed the OBTL (*Orang Yang Bertanggung Jawab ke atas lesen*) for the person responsible for the overall site license to own and operate the radiation equipment.
  - b) Re-appointed the competent person as Radiation Protection Officer (RPO) as the person responsible for the safe operation of the employees using the radiation equipment.

- For the financial period ending 31 December 2024, the following are HSE highlights:
  - f) Zero (0) case of work-related injuries during the period;
  - g) One (1) case of work-related injuries;
  - h) Zero (0) case of work-related injuries (employees and contractors) during the period;
  - i) Zero (0) accident frequency rate;
  - j) Low (1-4) severity rate; and
  - k) 2 cases of personnel, i.e., 0.3%, undergoing health surveillance

Save from the above, there were no cases of non-compliance with HSE laws and regulations reported during the period.

**Carbon Emission**

For the financial period ending 31 December 2024, MIMOS’ total carbon reduction is at 11,099.74 (tonne CO2). Reference data from Building Management (based on Building Energy Data Online Monitoring System, i.e., BEDOS) are as follows:

	Carbon Reduction (tonne CO2/year)	
Mysem 1	2,093.60	BEI Baseline Year (2013)
Mysem2	9,098.28	BEI Baseline Year (2013)
MIMOS COMPLEX Building	-92.14	BEI Baseline Year (2023)
<b>TOTAL</b>	<b>11,099.74</b>	





### Involvement of MIMOS Researchers Works with ESG Impacts

MIMOS is actively involved in several research activities related to Environmental, Social, and Governance (ESG) principles. Some key initiatives are:

- **Wireless Sensor Networks:** MIMOS has developed wireless sensor network solutions that are used to increase productivity in the agriculture and aquaculture sectors. These solutions help monitor environmental conditions, leading to more efficient resource use and reduced environmental impact.
- **Nano Technologies:** MIMOS research in Nano technologies has applications in various sectors, including environmental monitoring and health. These technologies can help detect pollutants and improve the overall quality of the environment.
- **Smart City Solutions:** MIMOS is involved in developing smart city solutions that aim to create more sustainable urban environments. These solutions include smart waste management systems, energy-efficient buildings, and intelligent transportation systems.
- **Pollution monitoring:** MIMOS has been actively involved in developing technologies for pollution monitoring in rivers. One notable area is the use of wireless sensor networks (WSNs) and Internet of Things (IoT) technologies to monitor water quality in real-time. These systems typically involve deploying multiple sensor nodes along the river to measure various water quality parameters such as temperature, pH, dissolved oxygen, and electrical conductivity. The data collected by these sensors is then transmitted to a central database where it can be analysed to detect pollution levels and identify sources of contamination. This approach allows for real-time monitoring and quick response to pollution events, helping to protect the river ecosystem and the communities that rely on it.

- **Sustainable Palm Oil Traceability:** MIMOS has collaborated with P&G to develop an Oil Palm Data Warehouse and analytics system using Big Data and Blockchain technology. This system helps track the interactions of smallholders with dealers and the movement of fresh fruit bunches (FFBs), ensuring sustainable practices in the palm oil supply chain.
- **Smart Manufacturing:** Through its focus on Industry 4.0, MIMOS is enhancing smart manufacturing processes. This includes the development of advanced semiconductor technologies that improve production efficiency and reduce waste.
- **Energy efficiency:** MIMOS is involved in developing technologies to enhance energy efficiency. One of our notable initiatives is the MIMOS Autonomous Chiller Control & Energy Efficiency (Mi-ACE) system. This system leverages advanced technologies to optimise the performance of chiller systems, which are crucial for industrial and commercial cooling. The Mi-ACE system uses data analytics and machine learning to monitor and control chiller operations, ensuring they run at optimal efficiency. This not only reduces energy consumption but also lowers operational costs and minimises environmental impact. Additionally, MIMOS collaborates with various industry partners to further enhance energy efficiency solutions. These partnerships aim to integrate smart energy technologies into different sectors, contributing to Malaysia's vision of becoming a green, technology-driven nation.
- **Solar Microinverter Solutions:** MIMOS is developing solar microinverter solutions for both home and commercial use. These systems provide real-time notifications and feedback on performance and efficiency, helping users optimise their solar energy usage.
- **Integrated Solar Farm Monitoring:** Another significant project is the development of an integrated solar farm monitoring and performance management system. This system aims to enhance the efficiency and reliability of solar farms by providing comprehensive monitoring and management capabilities.
- **Advanced solar technologies:** MIMOS has developed a Multi-Axis Tracker system as part of our large-scale solar ("LSS") solution. This technology helps maximise the efficiency of solar panels by adjusting their position to follow the sun's movement throughout the day, thereby increasing energy capture and overall output.
- **Energy-Efficient Semiconductors:** MIMOS is developing semiconductors that are more energy-efficient, which helps reduce the overall energy consumption of electronic devices. This contributes to lower carbon emissions and supports environmental sustainability.
- **Sustainable Industry Practices:** MIMOS is involved in creating a sustainable ecosystem for the semiconductor industry. This includes promoting the use of renewable energy sources and implementing green manufacturing practices.
- **Net Zero Energy Initiatives:** MIMOS has launched initiatives like the Net Zero Energy Building (NZEB), which aims to produce as much energy as it consumes. This project showcases the integration of sustainable practices and cutting-edge technologies in semiconductor research.

MIMOS has also developed several innovative solutions in the realm of social governance, particularly focusing on enhancing public safety and security. Some key initiatives are:

- **SMART Lock-Up System:** This system utilises advanced video analytics to monitor detainees in police lock-ups. It automatically detects and issues alerts for suspicious or violation activities within the lock-up cells and the perimeter of the lock-up building. The system includes features such as climbing detection, loitering detection, aggressive behaviour detection, and tampering detection.



- **Video Analytics for Public Safety:** MIMOS' video analytics technology is designed to enhance the efficiency and effectiveness of surveillance systems. It can detect various activities such as restricted region access, crowd density, and object removal. This technology helps in real-time monitoring and provides valuable data for forensic analysis. These technologies aim to transform traditional, human-intensive monitoring systems into intelligent, machine-assisted systems, thereby improving operational efficiency and ensuring the safety and well-being of detainees and the public.

Besides research, MIMOS is also certified and aligned to various ISO standards as the ESG strategy to provide the frameworks and guidelines to help MIMOS manage our environmental impact, ensure social responsibility, and maintain good governance practices. These efforts are part of MIMOS' research impacts and broader commitment to ESG.



## Sustaining Business

MIMOS is positioning itself as a dynamic, forward-looking entity, ready to transform its ambitions into a compelling, energising vision that drives action. The MIMOS 2025-2030 Business Plan, initiated in 2024, focuses on technology R&D to create impactful solutions that address critical national needs, empower industries via realigning RMK12 achievements and new technologies as proposed in the 13<sup>th</sup> Malaysia Plan R&D strategy. Based on this plan, MIMOS will continue transforming to address the survivability and sustainability of the organisation. We will continue to keep abreast with developments in our operating environments, actively engage our stakeholders and build on our foundation to further promote sustainable practices within our organisation.

MIMOS endeavours to ensure employees work in a safe and healthy environment. MIMOS continues to be guided by and adhere to the SOP set by the Ministry of Health. Prevention practices as recommended by the Ministry of Health were implemented as part of the norm practices to minimise the risk of the potential spread among staff should any staff member be inadvertently exposed to any virus.

In the area of cybersecurity, measures to strengthen existing controls include providing secure access for staff to access MIMOS' intranet services (i.e., Mi-ESS) from an external network via a Virtual Private Network. This is to sustain a new norm working environment, such as work from home and enable access to resources that reside in MIMOS' network in a secure manner. On top of that, various cybersecurity awareness programmes are being shared with all MIMOS staff, which further strengthens IT Security controls.

The aim of implementing identified mitigating measures is to reduce the likelihood of interruptions to critical operations. These form new internal control measures in ensuring the business resilience of core operations under the new norm.

The Organisation shall continue to monitor and implement relevant measures necessary to address any adverse impact of this pandemic.

## **Conclusion**

The Board has received assurance from the Chief Executive Officer ("CEO") and Chief Operating Officer ("COO") that the Organisation's risk management and system of internal control is operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Organisation. The Board is of the view that the system of internal control instituted throughout the Group is sound and provides a level of confidence on which the Board relies for assurance. In the year under review, save for the open issues raised in the report by the 2020 National Audit Report, there was no other significant control failure or weakness that would have resulted in material losses, contingencies or uncertainties requiring separate disclosure in the Financial Statements.

The Board provides for a continuous review of the Organisation's risk management and internal control system to ensure ongoing adequacy and effectiveness of the system of internal control and risk management practices to meet the post-pandemic changing and challenging operating environment.



# Financial outlook

Contents	Page
Directors' report	122 - 126
Statement by directors	127
Statutory declaration	127
Independent auditors' report	128 - 131
Consolidated statement of comprehensive income	132
Consolidated statement of financial position	133
Consolidated statement of changes in equity	134
Consolidated statement of cash flows	135
Company statement of comprehensive income	136
Company statement of financial position	137
Company statement of changes in equity	138
Company statement of cash flows	139
Notes to the financial statements	140 - 187



# Directors' report

The directors have pleasure to present their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

## Principal activities

The principal activity of the Company is to undertake research and development in the fields of information, communication and microelectronic technologies.

The principal activities of its subsidiaries are as disclosed in Note 11 in the financial statements.

There has been no significant change in the nature of these principal activities during the financial year.

## Results

	Group RM	Company RM
Profit for the year	7,958,294	6,405,583

There were no material transfers to or from reserves or provisions during the financial year.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

## Dividends

No dividend has been paid or declared by the Company since the end of the previous financial year. The directors do not recommend for the payment of any dividend for the current financial year.

## Directors

The names of the directors of the Company in office since the beginning of the financial year and at the date of this report are:

Dr. Jailani Begum binti Varusai Omer Gatha	(Appointed on 7 August 2024)
Tan Eng Tong	(Appointed on 15 May 2024)
Azhar bin Abu Bakar	(Appointed on 15 May 2024)
Dr. Azman bin Hussin	(Appointed on 12 June 2024)
Prof. Dr. Mohamad Salmi bin Mohd Sohod	
Prof. Ts. Dr. Rayner Alfred	
Dr. Nor Mazny binti Abdul Majid	
Norliza binti Yusoff	
Dato' Ts. Dr. Hj. Aminuddin bin Hassim	(Resigned on 10 March 2025)
Aida Mosira binti Mokhtar	(Tenure ceased on 6 April 2024)

The names of the directors of the Company's subsidiary in office since the beginning of the financial year to the date of this report, excluding those who are listed above are:

Mohamad Rani Dali bin Samsudin  
Dr. Saat Shukri bin Embong  
Nurezmy binti A Majid  
Ahmad Rizan bin Ibrahim  
Jaffri bin Ibrahim

### Directors’ benefits

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefit included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company except as shown below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member or with a company in which the director has a substantial financial interest.

The directors’ remunerations are as follows:

	Group RM	Company RM
Fees and other emoluments	528,174	394,723
Estimated monetary value of benefits-in-kind	66,545	47,986
	594,719	442,709

The Company has agreed to indemnify its directors as part of the terms of their appointment against claims by third parties. No payment has been made to indemnify the directors for the financial year ended 31 December 2024.

### Directors’ interests

According to the register of directors’ shareholdings, none of the directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.



## Other statutory information

- (a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:
  - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no known bad debts and that adequate provision had been made for doubtful debts; and
  - (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business have been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:
  - (i) it necessary to write off any bad debts or the amount of the allowance for doubtful debts inadequate to any substantial extent; and
  - (ii) the values attributed to current assets in the financial statements of the Group and of the Company are misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

## Auditors

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

The auditors' remuneration for the Group and the Company are RM126,000 and RM63,000 respectively.

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young PLT during or since the beginning of the financial year.

Signed on behalf of the Board in accordance with a resolution of the directors on 23 June 2025.



Dr. Jailani Begum Binti Varusai Omer Gatha



Dr. Azman Bin Hussin

## Statement by Directors

Pursuant to section 251(2) of the Companies Act 2016

We, Dr. Jailani Begum binti Varusai Omer Gatha and Dr. Azman bin Hussin, being two of the directors of MIMOS Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 10 to 65 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the Companies Act 2016 in Malaysia, so as to give a true and fair view of the financial position of the the Group and Company as at 31 December 2024 and of the financial performance and cash flows of the Group and Company for the financial year ended.

Signed on behalf of the Board in accordance with a resolution of the directors on 23 June 2025.



Dr. Jailani Begum Binti Varusai Omer Gatha



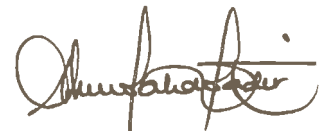
Dr. Azman Bin Hussin

## Statutory declaration

Pursuant to section 251(1)(b) of the Companies Act 2016

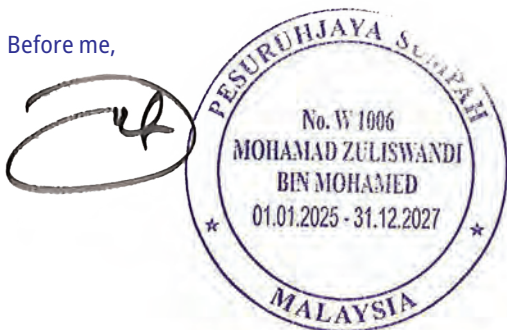
I, Abdul Rashdee bin Abdul Kadir, being the officer primarily responsible for the financial management of MIMOS Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 10 to 65 are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the  
abovenamed Abdul Rashdee bin Abdul Kadir  
at Kuala Lumpur in the Federal  
Territory on 23 June 2025.



Abdul Rashdee bin Abdul Kadir

Before me,



Level 25, Menara Hong Leong,  
No. 6, Jalan Damania Bukit Damansara  
50490 Kuala Lumpur.



## Independent Auditor's Report

to the member of MIMOS Berhad (Incorporated in Malaysia)

### Report on the audit of the financial statements

#### *Opinion*

We have audited the financial statements of MIMOS Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including a summary of material accounting policies, as set out on page 10 to 65.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

#### *Basis for opinion*

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Independence and other ethical responsibilities*

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

#### *Information other than the financial statements and auditors' report thereon*

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

### *Information other than the financial statements and auditors' report thereon (cont'd.)*

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### *Responsibilities of the directors for the financial statements*

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

### *Auditors' responsibilities for the audit of the financial statements*

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### *Auditors' responsibilities for the audit of the financial statements (cont'd.)*

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



### *Auditors' responsibilities for the audit of the financial statements (cont'd.)*

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Other matters**

This report is made solely to the member of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PL T  
202006000003 (LLP0022760-LCA) & AF 0039  
Chartered Accountants

Kuala Lumpur, Malaysia  
23 June 2025

Najihah Binti Khalid  
No. 03249/10/2026 J  
Chartered Accountant

## Consolidated statement of comprehensive income

For the financial year ended 31 December 2024

	Note	2024 RM	2023 RM
Revenue	3	18,065,785	29,950,913
Cost of sales	4	(10,525,687)	(20,127,082)
<b>Gross profit</b>		7,540,098	9,823,831
Grant income		159,643,075	111,170,802
Other operating income		4,723,863	2,255,386
Administrative expenses		(114,625,029)	(105,225,125)
Other operating expenses		(48,368,779)	(16,162,264)
Profit from operations		8,913,228	1,862,630
Finance costs		(7,716)	(7,816)
<b>Profit before tax</b>	5	8,905,512	1,854,814
Income tax expenses	7	(947,218)	(291,814)
<b>Profit for the year, representing total comprehensive income for the year</b>		7,958,294	1,563,000

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

## Consolidated statement of financial position

As at 31 December 2024

	Note	2024 RM	2023 RM
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	8	59,608,890	32,734,975
Intangible assets	9	1,572,955	51,569
Right-of-use assets	10	15,637,444	16,195,398
Other investments	12	-	-
		<u>76,819,289</u>	<u>48,981,942</u>
<b>Current assets</b>			
Inventories	13	2,975,249	2,995,631
Trade and other receivables	14	15,146,752	5,513,919
Contract assets	15	749,111	2,243,939
Tax recoverable		588,301	169,178
Cash and cash equivalents	16	114,387,747	142,266,214
		<u>133,847,160</u>	<u>153,188,881</u>
Total assets		<u>210,666,449</u>	<u>202,170,823</u>
<b>Equity and liabilities</b>			
<b>Equity attributable to owners of the parent</b>			
Share capital	18	100,000,000	100,000,000
Accumulated losses		(88,875,999)	(96,834,293)
<b>Total equity</b>		<u>11,124,001</u>	<u>3,165,707</u>
<b>Non-current liabilities</b>			
Funds accounts	19	152,386,616	181,930,106
Lease liabilities	10	163,163	165,547
		<u>152,549,779</u>	<u>182,095,653</u>
<b>Current liabilities</b>			
Trade and other payables	17	35,742,968	10,586,484
Contract liabilities	15	11,247,417	6,320,795
Lease liabilities	10	2,284	2,184
		<u>46,992,669</u>	<u>16,909,463</u>
Total liabilities		<u>199,542,448</u>	<u>199,005,116</u>
Total equity and liabilities		<u>210,666,449</u>	<u>202,170,823</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



# Consolidated statement of changes in equity

For the financial year ended 31 December 2024

	Share capital RM	Accumulated losses RM	Total RM
<b>At 1 January 2024</b>	100,000,000	(96,834,293)	3,165,707
Total comprehensive income for the year	-	7,958,294	7,958,294
<b>At 31 December 2024</b>	100,000,000	(88,875,999)	11,124,001
<b>At 1 January 2023</b>	100,000,000	(98,397,293)	1,602,707
Total comprehensive loss for the year	-	1,563,000	1,563,000
<b>At 31 December 2023</b>	100,000,000	(96,834,293)	3,165,707

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

## Consolidated statement of cash flows

For the financial year ended 31 December 2024

	2024 RM	2023 RM
<b>Cash flows from operating activities</b>		
Profit before tax	8,905,512	1,854,814
Adjustments for:		
Depreciation of property, plant and equipment	7,500,819	13,936,225
Amortisation of intangible assets	133,579	90,884
Depreciation of right-of-use asset	557,954	557,954
(Gain)/Loss on disposal of property, plant and equipment	(1,394,093)	208,915
Impairment on trade receivables	-	662,217
Profit sharing from Islamic investments	(2,665,445)	(1,629,604)
Interest expense	7,716	7,816
Grant income	(159,643,075)	(111,170,802)
Operating loss before working capital changes	(146,597,033)	(95,481,581)
Change in working capital:		
Inventories	20,382	43,494
Receivables	(8,129,648)	8,238,917
Payables	30,083,106	(5,931,495)
Cash used in operations	(124,623,193)	(93,130,665)
Income tax paid	(1,366,341)	(121,055))
Net cash used in operating activities	(125,989,534)	(93,251,720)
<b>Cash flows from investing activities</b>		
Acquisition of property, plant and equipment	(34,391,145)	(10,215,298)
Acquisition of intangible assets	(1,663,322)	(7,496)
Profit sharing from Islamic investments	2,665,445	1,629,604
Proceeds from disposal of property, plant and equipment	1,410,504	-
Net cash used in investing activities	(31,978,518)	(8,593,190)
<b>Cash flows from financing activities</b>		
Development and operational funds received	218,395,410	194,025,500
Development and operational funds refunded/disbursed	(88,295,825)	(12,747,953)
Lease repayment	(10,000)	(10,000)
Net cash generated from financing activities	130,089,585	181,267,547
<b>Net movement in cash and cash equivalents</b>	(27,878,467)	79,422,637
<b>Cash and cash equivalents at beginning of year</b>	142,266,214	62,843,577
<b>Cash and cash equivalents at end of year (Note 16)</b>	114,387,747	142,266,214

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Company statement of comprehensive income

For the financial year ended 31 December 2024

	Note	2024 RM	2023 RM
Revenue	3	6,212,288	14,237,580
Cost of sales	4	(3,253,066)	(11,927,718)
<b>Gross profit</b>		2,959,222	2,309,862
Grant income		113,759,061	111,170,802
Other operating income		7,040,832	2,295,766
Administrative expenses		(93,044,316)	(98,903,672)
Other operating expenses		(23,354,282)	(14,892,898)
Profit from operations		7,360,517	1,979,860
Finance costs		(7,716)	(7,816)
<b>Profit before tax</b>	5	7,352,801	1,972,044
Income tax expenses	7	(947,218)	(286,151)
<b>Profit for the year, representing total comprehensive income for the year</b>		<b>6,405,583</b>	<b>1,685,893</b>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



## Company statement of financial position

As at 31 December 2024

	Note	2024 RM	2023 RM
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	8	47,705,209	32,730,815
Intangible assets	9	1,572,955	51,569
Right-of-use asset	10	15,637,444	16,195,398
Investments in subsidiaries	11	2,010,000	2,000,000
		<u>66,925,608</u>	<u>50,977,782</u>
<b>Current assets</b>			
Inventories	13	2,975,249	2,995,631
Trade and other receivables	14	38,347,577	32,281,919
Contract assets	15	-	2,078,614
Tax recoverable		312,926	-
Cash and cash equivalents	16	74,600,271	139,395,271
		<u>116,236,023</u>	<u>176,751,435</u>
<b>Total assets</b>		<u>183,161,631</u>	<u>227,729,217</u>
<b>Equity and liabilities</b>			
<b>Equity attributable to owners of the parent</b>			
Share capital	18	100,000,000	100,000,000
Accumulated losses		(57,900,965)	(64,306,548)
		<u>42,099,035</u>	<u>35,693,452</u>
<b>Non-current liability</b>			
Funds accounts	19	118,268,079	181,930,106
Lease liabilities	10	163,163	165,547
		<u>118,431,242</u>	<u>182,095,653</u>
<b>Current liabilities</b>			
Trade and other payables	17	22,531,685	8,864,706
Contract liabilities	15	97,385	978,425
Lease liabilities	10	2,284	2,184
Tax payable		-	94,797
		<u>22,631,354</u>	<u>9,940,112</u>
<b>Total liabilities</b>		<u>141,062,596</u>	<u>192,035,765</u>
<b>Total equity and liabilities</b>		<u>183,161,631</u>	<u>227,729,217</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Company statement of changes in equity

For the financial year ended 31 December 2024

	Share capital RM	Accumulated losses RM	Total RM
At 1 January 2024	100,000,000	(64,306,548)	35,693,452
Total comprehensive income for the year	-	6,405,583	6,405,583
At 31 December 2024	100,000,000	(57,900,965)	42,099,035
At 1 January 2023	100,000,000	(65,992,441)	34,007,559
Total comprehensive income for the year	-	1,685,893	1,685,893
At 31 December 2023	100,000,000	(64,306,548)	35,693,452

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

## Company statement of cash flows

For the financial year ended 31 December 2024

	2024 RM	2023 RM
<b>Cash flows from operating activities</b>		
Profit before tax	7,352,801	1,972,044
Adjustments for:		
Depreciation of property, plant and equipment	6,576,268	13,929,899
Amortisation of intangible assets	133,579	90,884
Depreciation of right-of-use asset	557,954	557,954
Impairment on trade receivables	-	640,826
(Gain)/Loss on disposal of property, plant and equipment	(1,396,801)	16,560
Profit sharing from Islamic investments	(2,648,539)	(1,657,519)
Interest expense	7,716	7,816
Grant income	(113,759,061)	(111,170,802)
Operating loss before working capital changes	(103,176,083)	(95,612,338)
Change in working capital:		
Inventories	20,382	43,494
Receivables	(3,987,044)	9,685,521
Payables	12,794,296	(4,210,821)
Cash used in operations	(94,348,449)	(90,094,144)
Income tax paid	(1,354,941)	(108,375)
Net cash used in operating activities	(95,703,390)	(90,202,519)
<b>Cash flows from investing activities</b>		
Acquisition of property, plant and equipment	(21,564,365)	(10,012,463)
Acquisition of intangible assets	(1,663,322)	(7,496)
Profit sharing from Islamic investments	2,648,539	1,657,519
Investment in a subsidiary	(10,000)	-
Proceeds from disposal of property, plant and equipment	1,410,504	-
Net cash used in investing activities	(19,178,644)	(8,362,440)
<b>Cash flows from financing activities</b>		
Development and operational funds received	138,395,410	194,025,500
Development and operational funds refunded/disbursed	(88,298,376)	(12,747,953)
Lease repayment	(10,000)	(10,000)
Net cash generated from financing activities	50,087,034	181,267,547
<b>Net movement in cash and cash equivalents</b>	(64,795,000)	82,702,588
<b>Cash and cash equivalents at beginning of year</b>	139,395,271	56,692,683
<b>Cash and cash equivalents at end of year (Note 16)</b>	74,600,271	139,395,271

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



# Notes to the financial statements

For the financial year ended 31 December 2024

## 1. Corporate information

The principal activity of the Company is to undertake research and development in the field of information and communication technologies.

The Group is engaged in the following principal activities through its subsidiaries:

- i. provision of industry services in the area of semiconductor technology, microelectronics technology, electrical and electronics systems and manufacturing technology; and
- ii. undertaking of technology monetisation and investment activities providing technology-related services and maintenance activities.

There have been no significant changes in the nature of the principal activities during the financial year.

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office and the principal place of business of the Company is located at Technology Park Malaysia, Lebuhraya Puchong-Sg. Besi, Bukit Jalil, 57000 Kuala Lumpur.

The holding company is the Minister of Finance (Incorporated) ("MOF Inc."), a body corporate which was incorporated under the Minister of Finance (Incorporation) Act, 1957.

## 2. Material Accounting Policies

### 2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS") and the Companies Act 2016 in Malaysia. The financial statements also comply with the International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board.

The financial statements of the Group and of the Company have been prepared on a historical basis and are presented in Ringgit Malaysia (RM).

### 2.2 Changes in Accounting Policies

On 1 January 2024, the Group and the Company adopted the following amended MFRSs mandatory for annual financial periods beginning on or after 1 January 2024 as listed below:

Descriptions	Effective for annual periods beginning on or after
Amendments to MFRS 16: Leases - Lease Liability in a Sale and Leaseback	1 January 2024
- Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 101: Presentation of Financial Statements	
- Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to MFRS 107 and MFRS 7: Statement of Cash Flows and Financial Instruments - Disclosures - Supplier Finance Arrangements	1 January 2024

The adoption of above amendments to MFRS did not have any significant impact on the financial statements of the Group and the Company.

## 2. Material accounting policies (cont'd.)

### 2.3 Standards issued but not yet effective

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group's and Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

Descriptions	Effective for annual periods beginning on or after
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7: Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 1, First-time Adoption of Malaysian Financial Reporting Standards - Hedge Accounting by First Time Adopter under Exceptions to the Retrospective Application of Other MFRSs	1 January 2026
Amendments to MFRS 7, Disclosures: Fair Value Measurements for Gain or Loss on Derecognition included Significant Unobservable Inputs	1 January 2026
Amendments to MFRS 9: Derecognition Requirements of Lease Liabilities and Initial Measurements of Trade Receivables	1 January 2026
Amendments to MFRS 10: Determination of De Facto Agent when Assessing Control.	1 January 2026
Amendments to MFRS 107: Equity Method or at Cost	1 January 2026
MFRS 18: Presentation and Disclosure in Financial Statements - New Presentation and Disclosure Standard	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures - Reduced Disclosures Standards for Eligible Subsidiaries within the Group	1 January 2027
Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128 Investments in Associates and Joint Ventures: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The Group and the Company expect that the adoption of the above amendments to MFRSs will have no material impact to the financial statements in the period of initial application.

## 2.4 Summary of material accounting policies

### (a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances.

Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- i. Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- ii. Exposure, or rights, to variable returns from its investment with the investee; and
- iii. The ability to use its power over the investee to affect its returns.



## 2. Material accounting policies (cont'd.)

### 2.4 Summary of significant accounting policies (cont'd.)

#### (a) Basis of consolidation (cont'd.)

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- i. The contractual arrangement(s) with the other vote holders of the investee;
- ii. Rights arising from other contractual arrangements; and
- iii. The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of OCI are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the noncontrolling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

#### (b) Business combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (b) Business combinations (cont'd.)

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument, and within the scope of MFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with MFRS 9.

Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

## **2. Material accounting policies (cont'd.)**

### **2.4 Summary of material accounting policies (cont'd.)**

#### **(c) Current versus non-current classification**

The Group and the Company present assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle;
- held primarily for the purpose of trading;
- expected to be realised within twelve months after the reporting period; or
- cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- it is expected to be settled in the normal operating cycle;
- it is held primarily for the purpose of trading;
- it is due to be settled within twelve months after the reporting period; or
- there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group and the Company classify all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.



2. Material accounting policies (cont'd.)

2.4 Summary of material accounting policies (cont'd.)

(d) Foreign currencies

(i) Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

(ii) Foreign currency transactions

Exchange differences arising on the settlement of monetary items, and on the translation of monetary items, are included in profit or loss for the period.

(e) Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Subsequent to recognition, property, plant and equipment except for freehold land are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation of property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Renovations and landscaping	10%
Furniture and fittings	10%
Motor vehicles	20%
Office equipment	10 - 20%
Computer hardware	33.3%
Laboratory and workshop equipment	14.3% - 33.3%

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (e) Property, plant and equipment (cont'd.)

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on the derecognition of the asset is included in profit or loss in the period the asset is derecognised.

#### (f) Intangible assets

Intangible assets acquired separately are measured initially at cost. Following the initial acquisition, intangible assets are measured at cost less any accumulated amortisation and accumulated impairment losses.

Intangible assets with finite useful lives are amortised using the straight-line method over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss.

Computer software costs are capitalised as intangible assets which are measured initially at cost and is amortised on a straight-line basis over its economic life at the following annual rates:

Computer software	20% - 33.3%
-------------------	-------------

Gains or losses arising from the derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

#### (g) Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units ("CGU")).

In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (g) Impairment of non-financial assets (cont'd.)

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at a revalued amount, in which case the reversal is treated as a revaluation increase. Impairment loss on goodwill is not reversed in the subsequent period.

#### (h) Subsidiaries

A subsidiary is an entity over which the Company has all the following:

- i. Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- ii. Exposure, or rights, to variable returns from its investment with the investee; and
- iii. The ability to use its power over the investee to affect its returns.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

#### (i) Financial assets

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income ("OCI"), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's and the Company's business model for managing financial assets refer to how they manage their financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group and the Company commit to purchase or sell the asset.

The Group and the Company determine the classification of its financial assets as financial assets at amortised cost (debt instruments) at its initial recognition.



## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (i) Financial assets (cont'd.)

##### **Subsequent measurement**

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- i. The financial asset is held within a business model with the objective of holding financial assets in order to collect contractual cash flows;
- ii. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost include trade and other receivables (excluding prepayments) and cash and cash equivalents.

##### **Derecognition**

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised when:

- i. The rights to receive cash flows from the asset have expired; or
- ii. The Group and the Company have transferred their rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:
  - a. the Group and the Company have transferred substantially all the risks and rewards of the asset, or
  - b. the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control of the asset.

When the Group and the Company have transferred their rights to receive cash flows from an asset or have entered into a pass-through arrangement, it evaluates if, and to what extent, they have retained the risks and rewards of ownership. When they have neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group and the Company continue to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (j) Impairment of financial assets

The Group and the Company assess at each reporting date whether there is any objective evidence that a financial asset is impaired.

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Group and the Company consider factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments. For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are subsequently assessed for impairment on a collective basis based on similar risk characteristics. Objective evidence of impairment for a portfolio of receivables could include the Group's and the Company's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period and observable changes in national or local economic conditions that correlate with default on receivables.

If any such evidence exists, the amount of impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. The impairment loss is recognised in profit or loss.

For trade receivables, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognise a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group and the Company consider factors if a financial asset in default such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments that indicate that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

#### (k) Cash and cash equivalents

Cash and cash equivalents comprise cash at the bank and on hand, demand deposits, and short-term, highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value.

#### (l) Inventories

Inventories are stated at lower of cost and net realisable value.

Cost is determined using the first in, first out method. The cost of raw materials comprises costs of purchase. The costs of finished goods and work-in-progress comprise costs of raw materials and other direct costs based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (m) Provisions

Provisions are recognised when the Group and the Company have a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

#### (n) Government grants

Government grants are recognised when the grants are received. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group and the Company receive grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

#### o) Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definition of a financial liability.

Financial liabilities, within the scope of MFRS 9, are recognised in the statement of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument. Financial liabilities are classified as other financial liabilities.

The Group's and the Company's other financial liabilities include trade payables and other payables.

Trade and other payables are recognised initially at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the Effective Interest Rate (EIR) method.

For other financial liabilities, gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.



## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (p) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

#### (q) Employee benefits

##### i. Defined contribution plans

The Group and the Company make contributions to the Employee Provident Fund in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

##### ii. Short-term benefits

Wages, salaries, bonuses and social security contributions are recognised as expenses in the financial year in which the associated services are rendered by employees of the Group and the Company. Short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

#### (r) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

##### Group and Company as a lessee

The Group and Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

The Group and Company recognise right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

The right-of-use assets are depreciated on a straight-line basis over its estimated useful life as follows:

Building	2%
----------	----

At the commencement date of the lease, the Group and Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company and payments of penalties for terminating the lease, if the lease term reflects the Group and Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (r) Leases (cont'd.)

In calculating the present value of lease payments, the Group and Company use its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities are remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

#### Group and Company as lessors

Leases are classified as finance leases or operating leases. Whenever the lease transfers substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the lease term. Initial direct costs incurred are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

#### (s) Revenue and other income recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and Company and the revenue can be reliably measured, regardless of when the payment is received. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The Group and Company have concluded that it is the principal in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements, has pricing latitude, and is also exposed to inventory and credit risks. The specific recognition criteria described below must also be met before revenue is recognised.

##### i. Sale of goods

Revenue from the sale of goods is recognised when control of the goods is transferred to the customer, usually on delivery of the goods. Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates.

##### ii. Rendering of services

Revenue from services rendered is recognised net of service taxes and discounts as and when the services are performed.

##### iii. Long-term contracts

Where the outcome of a long-term contract can be reliably estimated, contract revenue and contract costs are recognised as revenue and expenses respectively by reference to the stage of completion of the contract activity at the reporting date. The stage of completion is measured by reference to the proportion of contract costs incurred for work performed to date to the estimated total contract costs.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (s) Revenue and other income recognition (cont'd.)

##### iii. Long-term contracts (cont'd.)

Where the outcome of a long-term contract cannot be reliably estimated, contract revenue is recognised to the extent of contract costs incurred that it is probable will be recoverable. Contract costs are recognised as expenses in the year in which they are incurred.

When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

Contract revenue comprises the initial amount of revenue agreed in the contract and variations in contract work and claims to the extent that it is probable that they will result in revenue and are capable of being reliably measured.

When the total of costs incurred on long term contracts plus recognised profits (less recognised losses) exceeds progress billings, the balance is classified as a contract assets. When progress billings exceed costs incurred plus recognised profits (less recognised losses), the balance is classified as a contract liabilities.

The Group and Company recognise revenue long-term contracts over time because the customer simultaneously receives and consumes the benefits provided to them. The Group and Company use an input method in measuring progress of the long-term contract because there is a direct relationship between the Group's and Company's effort (i.e., based on the actual costs incurred) and transfer of service to the customer. The Group and Company recognise revenue on the basis of the actual costs incurred relative to the total budgeted cost to complete the project.

##### iv. Profit sharing from Islamic investments

Profit sharing from Islamic investments is recognised based on the Effective Interest Rate ("EIR") method. The EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset. Profit sharing from Islamic investments is included in finance income in profit or loss.

##### v. Revenue from other income

###### i. Rental income

Rental is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease period on a straight-line basis.

#### (t) Contract assets and contract liabilities

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.



## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (t) Contract assets and contract liabilities (cont'd.)

A contract liability is the obligation to transfer goods or services to a customer for which the entity has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group and Company transfer goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group and Company perform the contract.

#### (u) Taxes

##### (i) Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

##### (ii) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

-

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (u) Taxes (cont'd.)

##### (ii) Deferred tax(cont'd.)

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

#### (v) Share capital

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

#### (w) Sales and Service Tax ("SST")

Revenue is recognised net of SST charged to customers. Expenses and assets are recognised inclusive of SST. The amount payable to taxation authority is included as payables in the statement of financial position.

Revenue, expenses and assets are recognised net of the amount of SST except:

- where SST incurred in a purchase of the asset or services is not recoverable from the taxation authority, in which case the SST is recognised as part of the cost of acquisition of an asset or as part of the expense item as applicable;
- receivables and payables that are stated with the amount of SST included.

The net amount of SST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statements of financial position.

## 2. Material accounting policies (cont'd.)

### 2.4 Summary of material accounting policies (cont'd.)

#### (x) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability; or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

Valuation techniques that are appropriate for which sufficient data are available, are used to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- |         |                                                                                                                                          |
|---------|------------------------------------------------------------------------------------------------------------------------------------------|
| Level 1 | - Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.   |
| Level 2 | - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. |
| Level 3 | - Inputs are unobservable inputs for the asset or liability.                                                                             |

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

### 2.5. Significant accounting estimates and judgments

The preparation of the Group's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

#### (a) Judgments made in applying accounting policies

There are no significant judgments made by management in the application of accounting policies of the Company that have a significant effect on the financial statements.

#### (b) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.



## 2. Material accounting policies (cont'd.)

### 2.5. Material accounting estimates and judgments (cont'd.)

#### (b) Key sources of estimation uncertainty (cont'd.)

##### (i) Impairment of financial assets

The Group assesses at each reporting date whether there is any objective evidence that a financial asset is impaired. To determine whether there is objective evidence of impairment, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss experience for assets with similar credit risk characteristics. Further information on impairment of financial assets is disclosed in Note 14.

##### (ii) Revenue recognise on long-term contracts

The Group recognises long-term contracts revenue and expenses in the profit or loss over time. The Group recognises revenue over time using the percentage of completion method. The percentage of completion is determined by reference to the proportion of costs incurred for the work performed to date over the estimated total project costs where the outcome of the projects can be reliably estimated.

Significant estimates is required in determining the percentage of completion, the extent of the costs incurred and the estimated total revenue and project costs. Substantial changes in cost estimates, particularly in complex projects have had, and can in future periods have, a significant effect on the Group's profitability. In making the estimation, the Group evaluates based on past experience.

## 3. Revenue

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Sale of goods	32,400	10,898	-	-
Rendering of services	1,781,138	2,003,709	1,579,485	319,564
Long-term contracts	16,252,247	27,936,306	4,632,803	13,918,016
	18,065,785	29,950,913	6,212,288	14,237,580

Set out below, is the disaggregation of the revenue based on the type of customers:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Government	11,967,440	23,319,634	4,230,838	12,441,309
Non-government	6,098,345	6,631,279	1,981,450	1,796,271
	18,065,785	29,950,913	6,212,288	14,237,580

### 3. Revenue (cont'd.)

#### Timing of Recognition for Revenue

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Recognised point in time	17,440,279	23,340,849	6,178,416	9,999,913
Recognised over time	625,506	6,610,064	33,872	4,237,667
	18,065,785	29,950,913	6,212,288	14,237,580

Sale of goods, licensing and commitment fees, testing services, analysis services, maintenance services and training are recognised when rendered.

System and software developments and R&D developments are deferred and recognised based on the percentage of completion of the projects.

### 4. Cost of sales

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Cost of goods sold	29,350	9,822	-	-
Cost of rendering services	277,329	1,254,784	254,654	188,471
Cost of long-term contracts	10,219,008	18,862,476	2,998,412	11,739,247
	10,525,687	20,127,082	3,253,066	11,927,718

## 5. Profit before tax

Set out below, is the disaggregation of the revenue based on the type of customers:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2024 RM
Grant income	(159,643,075)	(111,170,802)	(113,759,061)	(111,170,802)
Employee benefits expense (Note 6)	76,472,484	67,894,384	56,862,896	55,931,967
Auditors' remuneration				
- statutory audit	126,000	95,000	63,000	63,000
Bank and commission charges	54,498	5,103	53,887	3,996
Interest expenses (Note 10)	7,716	7,816	7,716	7,816
Amortisation of intangible assets (Note 9)	133,579	90,884	133,579	90,884
Non-executive directors' remuneration				
- fees	352,191	239,406	254,240	239,406
- other emoluments	175,983	119,260	140,483	117,960
Depreciation of property, plant and equipment (Note 8)	7,500,819	13,936,225	6,576,268	13,929,899
Depreciation of right-of-use asset (Note 10)	557,954	557,954	557,954	557,954
(Gain)/Loss on disposal of property plant and equipment (Note 8)	(1,394,093)	208,915	(1,396,801)	16,560
Net impairment on trade receivables (Note 14(a))	-	662,217	-	640,826
Profit sharing from Islamic investments	( 2,665,444)	(1,629,604)	(2,648,539)	(1,657,519)
Realised foreign exchange loss	14,096	1,559	13,984	236



## 6. Employee benefits expense

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Wages and salaries	56,323,659	52,539,718	42,422,806	42,866,607
Social security costs	507,997	445,918	404,989	366,558
Defined contribution plan	8,683,991	8,049,949	6,603,440	6,592,733
Other staff-related expenses	10,956,837	6,858,799	7,431,661	6,106,069
	<u>76,472,484</u>	<u>67,894,384</u>	<u>56,862,896</u>	<u>55,931,967</u>

The following amounts have been included in employee benefits expense:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Key management personnel's remuneration	2,106,638	757,223	521,640	757,223
Contract employees	<u>21,850,593</u>	<u>28,155,566</u>	<u>10,595,999</u>	<u>16,384,097</u>

## 7. Income tax expense

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Current income tax:				
- Malaysian income tax	695,074	450,680	695,074	450,680
- (Under)/Over provision in prior years	252,144	(158,866)	252,144	(164,529)
	<u>947,218</u>	<u>291,814</u>	<u>947,218</u>	<u>286,151</u>

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023: 24%) of the estimated assessable profit for the year.

## 7. Income tax expense (cont'd.)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit before tax	8,905,512	1,854,814	7,352,801	1,972,044
Taxation at the Malaysian statutory tax rate of 24% (2023: 24%)	2,137,323	445,155	1,764,672	473,291
Grant income not subject to tax	(1,697,250)	(3,468,957)	(1,697,250)	(3,468,957)
Expenses not deductible for tax purposes	1,615,044	3,256,535	1,601,397	3,249,425
Utilisation of previously unrecognised deferred tax assets	(1,360,043)	(57,737)	(973,745)	-
Deferred tax assets not recognised during the year	-	275,684	-	196,921
(Under)/Over provision of income tax expense in prior years	252,144	(158,866)	252,144	(164,529)
Income tax expense for the year	947,218	291,814	947,218	286,151

Deferred tax assets have not been recognised in respect of the following items:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Unutilised tax losses	63,771,230	69,438,076	34,448,931	38,506,202
Other deductible temporary differences	656,528	656,528	656,528	656,528
	64,427,758	70,094,604	35,105,459	39,162,730

7. Income tax expense (cont'd.)

The availability of the unutilised tax losses, unabsorbed capital allowances and other deductible temporary differences for offsetting against future taxable profits of the Group and the Company is subject to no substantial changes in shareholdings of the respective companies under the Income Tax Act, 1967, and guidelines issued by the tax authority. Effective from the year of assessment 2019, unutilised tax losses are allowed to be carried forward for a maximum period of 10 years.

The unutilised tax losses of the Group and the Company are available for offsetting against future taxable profits as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<b>Utilisation period up to:</b>				
Year of assessment 2029	34,941,158	40,608,004	25,574,080	29,631,351
Year of assessment 2030	9,685,634	9,685,634	4,726,611	4,726,611
Year of assessment 2031	12,574,000	12,574,000	288,043	288,043
Year of assessment 2032	1,605,368	1,605,368	-	-
Year of assessment 2033	4,965,070	4,965,070	3,860,197	3,860,197
	63,771,230	69,438,076	34,448,931	38,506,202



## 8. Property, plant and equipment

Group	Furniture and fittings RM	Motor vehicles RM
<b>At 31 December 2024</b>		
<b>Cost</b>		
At 1 January	4,794,984	732,514
Additions	48,406	389,741
Disposal	(1,027,031)	-
At 31 December	3,816,359	1,122,255
<b>Accumulated depreciation</b>		
At 1 January	4,637,699	732,510
Charge for the year (Note 5)	38,014	19,487
Disposal	(1,014,806)	-
At 31 December	3,660,907	751,997
<b>Net carrying amount</b>		
At 31 December	155,452	370,258

Non-current assets					
Office equipment	Computer hardware	Laboratory and workshop equipment	Landscaping and renovation	Capital work-in-progress	Total
RM	RM	RM	RM	RM	RM
16,378,653	114,412,828	228,482,395	33,941,653	15,032,224	413,775,251
1,084,790	14,103,406	2,730,434	1,301,540	14,732,828	34,391,145
(1,123,604)	(8,605,359)	(15,380,133)	(7,622)	-	(26,143,749)
16,339,839	119,910,875	215,832,696	35,235,571	29,765,052	422,022,647
16,211,784	112,841,406	213,365,908	33,250,969	-	381,040,276
105,009	2,241,267	4,691,786	405,256	-	7,500,819
(1,123,434)	(8,601,677)	(15,379,801)	(7,620)	-	(26,127,338)
15,193,359	106,480,996	202,677,893	33,648,605	-	362,413,757
1,146,480	13,429,879	13,154,803	1,586,966	29,765,052	59,608,890

8. Property, plant and equipment (cont'd.)

Group	Furniture and fittings RM	Motor vehicles RM
At 31 December 2023		
Cost		
Cost		
At 1 January	4,791,534	732,514
Additions	3,450	-
Disposal	-	-
At 31 December	4,794,984	732,514
Accumulated depreciation		
At 1 January	4,593,631	732,510
Charge for the year (Note 5)	44,068	-
Disposal	-	-
At 31 December	4,637,699	732,510
Net carrying amount		
At 31 December	157,285	4



Non-current assets					
Office equipment RM	Computer hardware RM	Laboratory and workshop equipment RM	Landscaping and renovation RM	Capital work-in-progress RM	Total RM
16,311,738	114,983,387	223,582,710	33,941,653	11,056,375	405,399,911
77,860	699,749	5,458,390	-	3,975,849	10,215,298
(10,945)	(1,270,308)	(558,705)	-	-	(1,839,958)
16,378,653	114,412,828	228,482,395	33,941,653	15,032,224	413,775,251
16,145,239	107,142,637	207,301,632	32,819,445	-	368,735,094
73,286	6,770,269	6,617,078	431,524	-	13,936,225
(6,741)	(1,071,500)	(552,802)	-	-	(1,631,043)
16,211,784	112,841,406	213,365,908	33,250,969	-	381,040,276
166,869	1,571,422	15,116,487	690,684	15,032,224	32,734,975

8. Property, plant and equipment (cont'd.)

Company	RM	
	Furniture and fittings	Motor vehicles
At 31 December 2024		
<b>Cost</b>		
At 1 January	4,794,984	732,514
Additions	31,931	389,741
Disposal	(1,027,031)	-
At 31 December	3,799,884	1,122,255
<b>Accumulated depreciation</b>		
At 1 January	4,637,699	732,510
Charge for the year (Note 5)	37,602	19,487
Disposal	(1,014,806)	-
At 31 December	3,660,495	751,997
<b>Net carrying amount</b>		
At 31 December	139,389	370,258

Capital expenditure					
Office equipment RM	Computer hardware RM	Laboratory and workshop equipment RM	Landscaping and renovation RM	Capital work-in-progress RM	Total RM
16,370,419	114,245,907	228,482,394	33,941,653	15,032,224	413,600,095
160,830	2,642,061	2,730,434	876,540	14,732,828	21,564,365
(1,123,604)	(8,602,109)	(15,380,133)	(7,622)	-	(26,140,499)
15,407,645	108,285,859	215,832,695	34,810,571	29,765,052	409,023,961
16,206,889	112,675,306	213,365,908	33,250,968	-	380,869,280
67,461	1,365,867	4,691,786	394,065	-	6,576,268
(1,123,434)	(8,601,135)	(15,379,801)	(7,620)	-	(26,126,796)
15,150,916	105,440,038	202,677,893	33,637,413	-	361,318,752
256,729	2,845,821	13,154,802	1,173,158	29,765,052	47,705,209



8. Property, plant and equipment (cont'd.)

Company	Furniture and fittings RM	Motor vehicles RM
At 31 December 2023		
Cost		
At 1 January	4,791,534	732,514
Additions	3,450	-
Disposal	-	-
At 31 December	4,794,984	732,514
Accumulated depreciation		
At 1 January	4,593,631	732,510
Charge for the year (Note 5)	44,068	-
Disposal	-	-
At 31 December	4,637,699	732,510
Net carrying amount		
At 31 December	157,285	4

Office equipment RM	Computer hardware RM	Laboratory and workshop equipment RM	Landscaping and renovation RM	Capital work-in- progress RM	Total RM
16,306,964	114,817,991	223,582,710	33,941,653	11,056,375	405,229,741
74,400	500,374	5,458,390	-	3,975,849	10,012,463
(10,945)	(1,072,458)	(558,706)	-	-	(1,642,109)
16,370,419	114,245,907	228,482,394	33,941,653	15,032,224	413,600,095
16,140,921	106,976,792	207,301,632	32,819,444	-	368,564,930
72,709	6,764,520	6,617,078	431,524	-	13,929,8995
(6,741)	(1,066,006)	(552,802)	-	-	(1,625,549))
16,206,889	112,675,306	213,365,908	33,250,968	-	380,869,280
163,530	1,570,601	15,116,486	690,685	15,032,224	32,730,815

## 9. Intangible assets

	Group/Company Computer software RM
<b>Cost</b>	
At 1 January 2023	104,726,230
Additions	7,496
At 31 December 2023	104,733,726
Additions	1,663,322
Disposal	(4,693,209)
At 31 December 2024	101,703,839
<b>Accumulated amortisation</b>	
At 1 January 2023	104,591,273
Amortisation (Note 5)	90,884
At 31 December 2023	104,682,157
Amortisation (Note 5)	133,579
Disposal	(4,684,852)
At 31 December 2024	100,130,884
<b>Net carrying amount</b>	
At 31 December 2024	1,572,955
At 31 December 2023	51,569

## 10. Right-of-use assets and lease liabilities

### (a) Right-of-use assets

The Group occupies land and buildings owned by the Government of Malaysia at a nominal lease rental of RM10,000 per annum for a period of 60 years based on the Corporatisation Agreement. The remaining lease is for a period of 32 years.

The Company leases a server for a period of 4 years with fixed rents (expired on 30 June 2020) and no option to renew the lease.

Group/Company	Land RM	Building RM	Server RM	Total RM
Cost				
At 31 December 2023/31 December 2024	100,273	27,765,204	1,626,723	29,492,200



## 10. Right-of-use assets and lease liabilities (cont'd.)

### (a) Right-of-use assets (cont'd.)

Group/Company	Land RM	Building RM	Server RM	Total RM
<b>Accumulated depreciation</b>				
At 1 January 2023	10,600	11,101,525	1,626,723	12,738,848
Charge for the year (Note 5)	2,650	555,304	-	557,954
At 31 December 2023	13,250	11,656,829	1,626,723	13,296,802
Charge for the year (Note 5)	2,650	555,304	-	557,954
At 31 December 2024	15,900	12,212,133	1,626,723	13,854,756
<b>Net carrying amount</b>				
At 31 December 2024	84,373	15,553,071	-	15,637,444
At 31 December 2023	87,023	16,108,375	-	16,195,398

### (b) Lease liabilities

	2024 RM	2023 RM
<b>At 1 January</b>	167,731	169,915
Interest expense	7,716	7,816
Payments	(10,000)	(10,000)
<b>At 31 December</b>	165,447	167,731
<b>Lease liabilities:</b>		
Non-current	163,163	165,547
Current	2,284	2,184
	165,447	167,731

Below summary of the maturity profile of the lease liabilities based on contractual undiscounted payments:

	On demand or within one year RM	One to five years RM	More than five years RM	Total RM
Lease liabilities				
31 December 2024	10,000	50,000	270,000	330,000
31 December 2023	10,000	50,000	280,000	340,000

## 11. Investments in subsidiaries

	Company	
	2024 RM	2023 RM
Unquoted shares, at cost	7,010,000	7,000,000
Less: Accumulated impairment losses	(5,000,000)	(5,000,000)
	<u>2,010,000</u>	<u>2,000,000</u>

Details of the subsidiaries are as follows:

Name of subsidiaries	Country of incorporation	Principal activities	Proportion of ownership interest	
			2024 %	2023 %
MIMOS Technology Solutions Sdn. Bhd.	Malaysia	Technology monetisation and investment activities, provide technology related services and maintenance activities	100	100
MIMOS Services Sdn. Bhd (formerly known as MIMOS Semiconductor (M) Sdn. Bhd.)	Malaysia	Provision of industry services in the area of semiconductor, microelectronics, electrical & electronics systems and manufacturing technology	100	100
My Digital ID Sdn. Bhd. (Note (a))	Malaysia	Provides secure digital identity services and ICT system security solutions to support the country's digital transformation	100	-
<b>Subsidiaries of My Digital ID Sdn. Bhd.</b>				
My Digital ID Solutions Sdn. Bhd. Malaysia		Dormant	100	-
My Digital ID Technology Sdn. Bhd. Malaysia		Dormant	100	-

## 11. Investments in subsidiaries (cont'd.)

- (a) On 15 January 2024, the Company became the sole member of My Digital ID Sdn. Bhd., a newly incorporated company in Malaysia by way of acquiring 10,000 units of its' ordinary shares amounting RM10,000.

## 12. Other investments

	Group/Company	
	2024 RM	2023 RM
Unquoted shares, at cost	380,500	380,500
Less: Accumulated impairment losses	(380,500)	(380,500)
	-	-

Other investments represent mainly preference shares acquired in companies incorporated in the United States of America. These companies are mainly involved in Information Technology ("IT") related projects.

## 13. Inventories

	Group/Company	
	2024 RM	2023 RM
Raw materials	732,080	732,080
Spare parts	2,243,169	2,263,551
	2,975,249	2,995,631

During the year, the amount of inventories recognise as an expense in cost of sales of the Group and Company is RM20,382 (2023: RM43,494).



## 14. Trade and other receivables

		Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
<b>Current</b>					
Trade receivables:					
Third parties	(a)	14,710,150	3,621,825	825,376	2,708,684
Less: Allowance for impairment		(677,919)	(677,919)	(656,528)	(656,528)
		14,032,231	2,943,906	168,848	2,052,156

## 14. Trade and other receivables (cont'd.)

		Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
<b>Other receivables:</b>					
Due from related parties	(b)	4	4	4	4
Due from subsidiaries	(b)	-	-	36,702,892	27,275,761
Deposits		143,000	150,558	143,000	150,558
Prepayments		903,536	2,036,790	903,536	2,036,790
Sundry receivables		3,234,941	3,549,621	3,596,257	3,933,610
Less: Allowance for impairment		(3,166,960)	(3,166,960)	(3,166,960)	(3,166,960)
		1,114,521	2,570,013	38,178,729	30,229,763
Total trade and other receivables		15,146,752	5,513,919	38,347,577	32,281,919
Less: Prepayments		(903,536)	(2,036,790)	(903,536)	(2,036,790)
Add: Cash and cash equivalents (Note 16)		114,387,747	142,266,214	74,600,271	139,395,271
<b>Total financial assets carried at amortised cost</b>		<b>128,630,963</b>	<b>145,743,343</b>	<b>112,044,312</b>	<b>169,640,400</b>

### (a) Trade receivables

Trade receivables are non-interest bearing and are generally on 30 to 60 days (2023: 30 to 60 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

## 14. Trade and other receivables (cont'd.)

### (a) Trade receivables (cont'd.)

#### Ageing analysis of trade receivables

The ageing analysis of the Group's trade receivables is as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Neither past due nor impaired	9,870,166	2,092,098	-	1,557,917
1 to 30 days past due not impaired	3,318,630	89,894	146,600	27,500
31 to 60 days past due not impaired	670,316	91,009	-	33,399
61 to 90 days past due not impaired	18,477	511,532	6,480	422,452
91 to 180 days past due not impaired	53,639	26,459	15,768	10,808
More than 180 days past due not impaired	101,003	132,914	-	80
	4,162,065	851,808	168,848	494,239
Impaired	6,77,919	677,919	656,528	656,528
	14,710,150	3,621,825	825,376	2,708,684

#### Receivables that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group. Approximately 90% (2023: 90%) of the Group's trade receivables arise from customers with more than one year of experience with the Group.

None of the Group's and the Company's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

#### Receivables that are past due but not impaired

The Group and the Company have trade receivables amounting to RM4,162,065 (2023: RM851,808) and RM168,848 (2023: RM494,239) respectively that are past due at the reporting date but not impaired. These amounts are expected to be collected in the next 12 months from the reporting date.

## 14. Trade and other receivables (cont'd.)

### (a) Trade receivables (cont'd.)

#### Receivables that are impaired

The movement of the allowance accounts used to record the impairment are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At 1 January	677,919	15,702	656,528	15,702
Addition	-	662,217	-	640,826
At 31 December	677,919	677,919	656,528	656,528

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors who are in significant financial difficulties and have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

### (b) Amounts due from related parties and subsidiaries

These amounts are unsecured, non-interest bearing and repayable on demand.

## 15. Contract assets/(liabilities)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Contract assets	749,111	2,243,939	-	2,078,614
Contract liabilities	(11,247,417)	(6,320,795)	(97,385)	(978,425)
(a)	(10,498,306)	(4,076,856)	(97,385)	1,100,189



## 15. Contract assets/(liabilities) (cont'd.)

### (a) Contract assets/(liabilities)

The Group issues progress billings to purchasers when billing milestones are attached recognised revenues when performance obligation is satisfied.

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Contract costs incurred to date	246,498,528	246,060,674	177,883,629	177,859,919
Attributable profits	108,317,750	108,130,098	88,537,093	88,526,931
	354,816,278	354,190,772	266,420,722	266,386,850
Less: Progress billings	(365,314,584)	(358,267,628)	(266,518,107)	(265,286,661)
	(10,498,306)	(4,076,856)	(97,385)	1,100,189

The transaction price allocated to the unsatisfied performance obligations as at 31 December 2024 is RM11,247,417 (2023: RM6,320,795). The remaining performance obligations expected to be recognised within one year.

Set out below is the amount of revenue recognised from:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Amount included in contract liabilities at the beginning of the year	(6,320,795)	(8,191,379)	(978,425)	(1,922,497)

## 16. Cash and cash equivalents

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Cash on hand and at banks	48,660,125	4,413,916	9,951,440	2,608,216
Deposits with licensed banks	65,727,622	137,852,298	64,648,831	136,787,055
<b>Total cash and cash equivalents</b>	<b>114,387,747</b>	<b>142,266,214</b>	<b>74,600,271</b>	<b>139,395,271</b>

## 16. Cash and cash equivalents (cont'd.)

The weighted average effective profit rates and average maturity of deposits at the year end are as follows:

	Group and Company			
	2024		2023	
	Weighted average profit rates (per annum)	Average maturity Days	Weighted average profit rates (per annum)	Average maturity Days
Deposits with licensed banks	3.54%	1 - 31	3.25%	1 - 38

## 17. Trade and other payables

		Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
<b>Current</b>					
<b>Trade payables:</b>					
Third parties	(a)	2,094,462	993,722	1,318,405	726,156
<b>Other payables:</b>					
Accruals		8,526,781	883,625	6,428,911	772,095
Sundry payables	(a)	25,121,725	8,709,137	14,784,369	7,366,455
		33,648,506	9,592,762	21,213,280	8,138,550
Total trade and other payables		35,742,968	10,586,484	22,531,685	8,864,706
Lease liabilities		165,447	167,731	165,447	167,731
<b>Total financial liabilities carried at amortised cost</b>		<b>35,908,415</b>	<b>10,754,215</b>	<b>22,697,132</b>	<b>9,032,437</b>

### (a) Trade and other payables

These amounts are non-interest bearing. Trade and other payables are normally settled within 90 days (2023: 90 days).

### (b) Amount due to a subsidiary

These amounts are unsecured, non-interest bearing and repayable on demand.

## 18. Share capital

	Number of ordinary shares		Amount	
	2024	2023	2024 RM	2023 RM
<b>Issued and fully paid-up at no par value:</b>				
At 1 January/31 December	100,000,000	100,000,000	100,000,000	100,000,000

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares ranked pari passu with regard to the Company's residual assets.

In accordance with Section 74 of the Companies Act, 2016 in Malaysia, the Company's share no longer have a par or nominal effect.

## 19. Funds accounts

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Development and other grants	(a)	76,751,201	133,461,238	54,692,480	133,461,238
Operational fund	(b)	-	-	-	-
Deferred income	(c)	75,635,415	48,468,868	63,575,599	48,468,868
		152,386,616	181,930,106	118,268,079	181,930,106

### (a) Development and other grants

This represents unutilised portion of grants received from the Government of Malaysia for approved research and development projects under the various Malaysian Plans, National Key Economic Areas ("NKEA"), science, training and other funds. These grants are recognised in profit or loss in the same period which they are intended to compensate and also can be used to acquire assets.

## 19. Funds accounts (cont'd.)

### (a) Development and other grants (cont'd.)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At 1 January	133,461,238	58,920,465	133,461,238	58,920,465
Add : Grants received from the Government from the Government of Malaysia	138,395,410	111,025,500	58,395,410	111,025,500
	271,856,648	169,945,965	191,856,648	169,945,965
Less: Transfer to deferred income	(36,358,743)	(9,934,580)	(22,177,190)	(9,934,580)
Transfer to profit or loss	(70,450,879)	(13,802,194)	(26,688,602)	(13,802,194)
Grant disbursed/refunded	(88,295,825)	(12,747,953)	(88,298,376)	(12,747,953)
At 31 December	76,751,201	133,461,238	54,692,480	133,461,238

### (b) Operational fund

This represents unutilised portion of grants received from the Government of Malaysia for the purpose of financing the Group/Company's operations.

The movement of this account is as follows:

	Group/Company	
	2024 RM	2023 RM
At 1 January	-	-
Add : Grants received from the Government of Malaysia	80,000,000	83,000,000
	80,000,000	83,000,000
Less: Transfer to deferred income	(1,420)	(85,379)
Transfer to profit or loss	(79,998,580)	(82,914,621)
At 31 December	-	-

### (c) Deferred income

This represents development grants received in respect of capital expenditure. An amount equivalent to the assets acquired under the various development and other grants was transferred to a deferred income account upon its acquisition. The grant is recognised in profit or loss as grant income over the life of the assets acquired by the annual transfer of an amount equal to the depreciation charged on the related assets.



## 19. Funds accounts (cont'd.)

### (c) Deferred income (cont'd.)

The movement of this account is as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At 1 January	48,468,868	52,902,896	48,468,868	52,902,896
Add : Transfer from development and other grants	36,358,743	9,934,580	22,177,190	9,934,580
Transfer from operational fund	1,420	85,379	1,420	85,379
	84,829,031	62,922,855	70,647,478	62,922,855
Less: Transfer to profit or loss	(9,193,616)	(14,453,987)	(7,071,879)	(14,453,987)
At 31 December	75,635,415	48,468,868	63,575,599	48,468,868

## 20. Compensation of key management personnel

Key management personnel is defined as those having authority and responsibility for planning, directing and controlling the activities of the Group and the Company either directly or indirectly. The key management personnel include all directors of the Group and the Company and certain members of senior management of the Group and the Company.

The Group and the Company regard the following to be the key management of the Group and of the Company:

- (i) Acting President & Group Chief Executive Officer;
- (ii) Chief of Staff, CEO and BOD Office;
- (iii) Chief Operating Officer;
- (iv) Chief Strategy Officer;
- (v) Chief Technology Officer;
- (vi) Chief Commercial Officer;
- (vii) Chief Executive Officer, MIMOS Technology Solutions Sdn. Bhd.;
- (viii) Chief Executive Officer, MIMOS Services Sdn. Bhd.

The remuneration of directors and other members of key management during the year is as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Key management personnel's remuneration:				
- salaries and short-term benefits	447,464	670,333	447,464	670,333
- defined contribution plan	74,176	86,890	74,176	86,890
	521,640	757,223	521,640	757,223

## 20. Compensation of key management personnel (cont'd.)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-executive directors' remuneration:				
- fees	352,191	239,406	254,240	239,406
- other emoluments	175,983	119,260	140,483	117,960
	528,174	358,666	394,723	357,366
Other key management personnels' remuneration				
- salaries and short-term benefits	4,040,372	1,664,529	1,451,019	675,437
- defined contribution plan	654,140	221,831	235,662	120,340
	4,694,512	1,886,360	1,686,681	795,777
	5,744,326	3,002,249	2,603,044	1,910,366

## 21. Fair value of financial instruments

### Determination of fair value

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Investments in subsidiaries	11
Other investments	12
Trade and other receivables	14
Cash and cash equivalents	16
Trade and other payables	17

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short-term nature.

## 22. Financial risk management objectives and policies

The Group is exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk and foreign currency risk. The Board reviews and agrees policies and procedures for the management of these risks and they are summarised below.

The following sections provide details regarding the Group's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

### (a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from trade receivables and other receivables. For other financial assets including cash and cash equivalents, the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management.

## 22. Financial risk management objectives and policies (cont'd.)

### (a) Credit risk (cont'd.)

#### Exposure to credit risk

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position with positive fair value.

#### Credit risk concentration profile

The Group has no significant concentration of credit risk that may arise from exposures to a single debtor or groups of debtors. Trade receivables are non-interest bearing.

#### Financial assets that are neither past due nor impaired

Information regarding trade receivables that are neither past due nor impaired is disclosed in Note 14. Deposits with banks and other financial institutions that are neither past due nor impaired are placed with or entered into with reputable financial institutions with high credit ratings and no history of default.

#### Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 14.

### (b) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to a shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group is dependent on the holding company to provide continuing financial support to enable it to meet their obligation when they fall due. As part of its overall prudent liquidity management, the Group maintains sufficient level of cash or cash convertible investment to meet its working capital requirements.

### (c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and Company's financial instruments will fluctuate because of changes in market interest rates.

The Group does not have any interest-bearing long-term debt as at the reporting date. The investment in financial assets are mainly short-term in nature and they are not held for speculative purposes but have been mostly placed in fixed deposits which yield better return than cash at bank.



### 23. Related party disclosures

Significant related party transactions other than those disclosed elsewhere in the financial statements are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<b>Sales of goods/rendering of services</b>				
Government-related agencies and companies	11,967,440	23,319,634	4,230,838	12,352,059
<b>Profit sharing received from:</b>				
Government-related financial institutions	2,089,353	848,405	2,073,226	820,490

The Group is a Government-related entity by virtue of its relationship with the Minister of Finance (Incorporated).

The Group operates in an economic regime dominated by entities directly or indirectly controlled by the Government of Malaysia through its Government authorities, agencies, affiliations and other organisations, collectively referred to as Government-related entities. These transactions are conducted in the ordinary course of business of the Group's business on terms comparable to those with other entities that are not Government-related.

The directors are of the opinion the above transactions are in the normal course of business and at terms mutually agreed between the parties.

### 24. Capital management

The primary objective of the Group's capital management is to maintain an optimal capital structure in order to support its business and maximise shareholder value. The Group manages its capital structure and makes adjustments to it, in light of changes in economic condition.

The Group's operations and development costs are partially funded via government grants.

### 25. Subsequent event

On 7 January 2025, subsequent to the end of the reporting period, the Group transferred its equity interest in its wholly owned subsidiary, My Digital ID Sdn. Bhd., to its holding company, Minister of Finance (Incorporated) ("MOF Inc."). The carrying amount of the investment as at 31 December 2024 was RM10,000. The transfer of ownership was effected as part of a government-led restructuring initiative.

### 26. Authorisation of financial statements for issue

The financial statements for the year ended 31 December 2024 were authorised for issue on 23 June 2025.

(This page has been intentionally left blank)

Innovation for Life™



**MIMOS Berhad** (336183-H)

Technology Park Malaysia, Bukit Jalil

57000 Kuala Lumpur, Wilayah Persekutuan

Tel: +603-8995 5000 | Fax: +603-8996 2755

E-mail: [info@mimos.my](mailto:info@mimos.my)



*Innovation for Life*™



[www.mimos.my](http://www.mimos.my)