



PTT SYNERGY GROUP BERHAD
197101000134 (10493-P)

ANNUAL REPORT

2025



TOGETHER
WE MAKE IT
HAPPEN





26 November 2025



10:30 a.m.

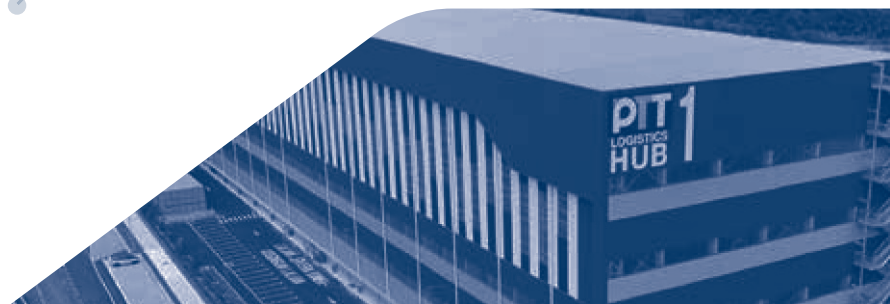


**2A-1-1(B), Space U8,
No. 6, Persiaran Pasak Bumi,
Taman Bukit Jelutong,
Seksyen U8,
40150 Shah Alam,
Selangor Darul Ehsan**

54th **ANNUAL GENERAL MEETING**

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NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Fifty-Fourth Annual General Meeting (“**AGM**”) (“**Meeting**”) of PTT Synergy Group Berhad (“**PTT**” or “**the Company**”) will be held at 2A-1-1(B), Space U8, No. 6, Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan on Wednesday, 26 November 2025 at 10:30 a.m. for the following purposes: -

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 30 June 2025 together with the Reports of the Directors and the Auditors thereon. *[Please refer to Explanatory Note (i)]*
2. To approve the payment of Directors’ fees and benefits payable to the Directors up to an aggregate amount of RM250,000/- for the period from 27 November 2025 until the next AGM of the Company to be held in year 2026. **(Ordinary Resolution 1)**
3. To re-elect the following Directors, who are due to retire in accordance with Clause 88 of the Company’s Constitution and being eligible, have offered themselves for re-election: -
 - (a) Datuk Ir. Ruslan bin Abdul Aziz;
 - (b) Datin Ng Fong Shiang; and
 - (c) Mr. Teo Swee Leng.**(Ordinary Resolution 2)**
(Ordinary Resolution 3)
(Ordinary Resolution 4)
4. To re-appoint Moore Stephens Associates PLT as the Company’s Auditors for the ensuing year, and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 5)**

AS SPECIAL BUSINESS

To consider and, if thought fit, with or without modification, to pass the following Ordinary Resolutions: -

5. **ORDINARY RESOLUTION AUTHORITY TO ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016 (“THE ACT”)** **(Ordinary Resolution 6)**

“**THAT** pursuant to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Malaysia Securities**”) and the approvals of the relevant governmental and/or regulatory authorities, the Directors be and are hereby empowered pursuant to the Act, to issue and allot shares in the capital of the Company from time to time at such price and upon such terms and conditions, for such purposes and to such person or persons whomsoever the Directors may in their absolute discretion deem fit, always provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being;

Notice of Annual General Meeting (Cont'd)

THAT pursuant to Section 85 of the Act to be read together with Clause 50 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to the Act;

AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares to be issued on Bursa Malaysia Securities;

AND FURTHER THAT such authority shall commence immediately upon passing of this resolution and continue to be in force until the conclusion of the next AGM of the Company."

6. **ORDINARY RESOLUTION**

PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED RENEWAL OF SHAREHOLDERS' RRPT MANDATE")

(Ordinary Resolution 7)

"**THAT** subject to the Main Market Listing Requirements of Bursa Malaysia Securities, approval be and is hereby given to the Company and its subsidiaries ("**the Group**") to enter into and to give effect to the category of the recurrent related party transactions of a revenue or trading nature from time to time with the related parties as specified in Section 2.5(b) of the Circular/Statement to Shareholders dated 28 October 2025 provided that such transactions are: -

- (i) recurrent transactions of a revenue or trading nature;
- (ii) necessary for the Group's day-to-day operations;
- (iii) carried out in the ordinary course of business on normal commercial terms which are not more favourable to the related parties than those generally available to the public; and
- (iv) not detrimental to the minority shareholders of the Company.

AND THAT such authority shall commence upon the passing of this resolution and shall continue to be in force until: -

- (i) the conclusion of the next AGM of the Company following this AGM at which the Proposed Renewal of Shareholders' RRPT Mandate was passed, at which time it will lapse, unless by an ordinary resolution passed at the next AGM, the authority is renewed;
- (ii) the expiration of the period within which the next AGM of the Company after that date it is required to be held pursuant to Section 340(2) of the Act [but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act]; or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting;

Notice of Annual General Meeting (Cont'd)

whichever is earlier;

AND FURTHER THAT the Directors be authorised to complete and do all such acts and things (including executing all such documents as may be required), as they may consider expedient or necessary to give effect to the Proposed Renewal of Shareholders' RRPT Mandate."

7. **ORDINARY RESOLUTION
PROPOSED NEW SHAREHOLDERS' MANDATE
FOR ADDITIONAL RECURRENT RELATED PARTY
TRANSACTIONS OF A REVENUE OR TRADING NATURE
("PROPOSED NEW SHAREHOLDERS' RRPT MANDATE")**

(Ordinary Resolution 8)

"THAT subject to the Main Market Listing Requirements of Bursa Malaysia Securities, approval be and is hereby given to the Group to enter into and to give effect to the category of the new/additional recurrent related party transactions of a revenue or trading nature from time to time with the related parties as specified in Section 2.5(a) of the Circular/Statement to Shareholders dated 28 October 2025 provided that such transactions are: -

- (i) recurrent transactions of a revenue or trading nature;
- (ii) necessary for the Group's day-to-day operations;
- (iii) carried out in the ordinary course of business on normal commercial terms which are not more favourable to the related parties than those generally available to the public; and
- (iv) not detrimental to the minority shareholders of the Company.

AND THAT such authority shall commence upon the passing of this resolution and shall continue to be in force until: -

- (i) the conclusion of the next AGM of the Company following this AGM at which the Proposed New Shareholders' RRPT Mandate was passed, at which time it will lapse, unless by an ordinary resolution passed at the next AGM, the authority is renewed;
- (ii) the expiration of the period within which the next AGM of the Company after that date it is required to be held pursuant to Section 340(2) of the Act [but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act]; or
- (iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is earlier;

AND FURTHER THAT the Directors be authorised to complete and do all such acts and things (including executing all such documents as may be required), as they may consider expedient or necessary to give effect to the Proposed New Shareholders' RRPT Mandate."

Notice of Annual General Meeting (Cont'd)

8. **ORDINARY RESOLUTION
PROPOSED SHARE BUY-BACK AUTHORITY FOR THE
COMPANY TO PURCHASE ITS OWN ORDINARY SHARES UP
TO 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE
COMPANY ("PROPOSED SHARE BUY-BACK AUTHORITY")**

(Ordinary Resolution 9)

"THAT subject to the compliance with Section 127 of the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities and all other applicable laws, rules and regulations and guidelines for the time being in force and the approvals of all relevant governmental and/or regulatory authority, approval be and is hereby given to the Company to purchase such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Malaysia Securities as the Directors may deem and expedient in the interest of the Company, provided that: -

- (i) the aggregate number of ordinary shares to be purchased and/or held by the Company pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company as quoted on Bursa Malaysia Securities as at the point of purchase; and
- (ii) the maximum funds to be allocated by the Company for the purpose of purchasing its own shares shall not exceed the aggregate of the retained profits of the Company based on the latest audited financial statements and/or the latest unaudited financial statements (where applicable) available at the time of the purchase.

THAT upon completion of the purchase by the Company of its own shares, the Directors of the Company be authorised to deal with the shares purchased in their absolute discretion in the following manner: -

- (i) cancel all the shares so purchased; and/or
- (ii) retain the shares so purchased in treasury for distribution as dividend to the shareholders and/or resell on the market of Bursa Malaysia Securities; and/or
- (iii) retain part thereof as treasury shares and cancel the remainder; and/or
- (iv) in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the requirements of Bursa Malaysia Securities and any other relevant authority for the time being in force.

AND THAT such authority shall commence upon the passing of this resolution and shall continue to be in force until: -

- (a) the conclusion of the next AGM of the Company following this AGM at which the Proposed Share Buy-Back Authority was passed, at which time it will lapse, unless by an ordinary resolution passed at the next AGM, the authority is renewed, either unconditionally or subject to conditions; or

Notice of Annual General Meeting (Cont'd)

- (b) the expiration of the period within which the next AGM of the Company after that date it is required by law to be held; or
- (c) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is earlier;

AND FURTHER THAT the Directors be authorised to give effect to the Proposed Share Buy-Back Authority with full power to assent to any conditions, modifications, variations and/or amendments as may be required by the relevant authorities and to take such steps and do all such acts and things as they may deem fit and expedient in the best interest of the Company."

- 9. To transact any other ordinary business of which due notice shall have been given.

By Order of the Board of Directors

CHUA SIEW CHUAN (SSM PC NO. 201908002648) (MAICSA 0777689)
CHEW KIT YEE (SSM PC NO. 202208000376) (MAICSA 7067474)
Company Secretaries

Kuala Lumpur
Dated: 28 October 2025

NOTES:

- 1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 19 November 2025 shall be eligible to attend, participate, speak and vote at the Meeting or appoint proxy(ies) to attend, participate, speak and vote in his stead at the Meeting.
- 2. A member entitled to attend and vote at the Meeting may appoint more than one (1) proxy to attend, participate, speak and vote in his stead. Where a member appoints more than one (1) proxy to attend, participate, speak and vote at the same Meeting, the appointments shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to attend, participate, speak and vote at the Meeting.
- 3. The instrument appointing a proxy shall be in writing under the hand of the member or of his attorney duly authorised in writing, or if the member is a corporation, shall either be executed under the corporation's common seal or under the hand of an officer or attorney duly authorised.

Notice of Annual General Meeting (Cont'd)

4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**") as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy and the power of attorney or other authority (if any), under which it is signed or a duly notarised certified copy of that power or authority, must be deposited at the Registered Office of the Company at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan not less than forty-eight (48) hours before the time set for holding the Meeting or any adjournment thereof. All resolutions set out in the notice of the Meeting are to be voted by poll.
6. Any notice of termination of authority to act as proxy must be received by the Company before the commencement of the Meeting or at any adjournment thereof, failing which, the termination of the authority of a person to act as proxy will not affect the following in accordance with Section 338 of the Act:-
 - (i) the constitution of the quorum at such meeting;
 - (ii) the validity of anything he did as chairman of such meeting;
 - (iii) the validity of a poll demanded by him at such meeting; or
 - (iv) the validity of the vote exercised by him at such meeting.

Explanatory Notes to Ordinary and Special Businesses: -

- (i) Audited Financial Statements for the financial year ended 30 June 2025

This Agenda item is meant for discussion only, as the provision of Section 340(1) (a) of the Act does not require the formal approval of the shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

- (ii) Ordinary Resolution 1 - Payment of Directors' fees and benefits

Section 230(1) of the Act provides, amongst others, that the fees of the Directors and any benefits payable to the Directors of a listed company shall be approved at a general meeting.

The Board wishes to seek shareholders' approval at the Fifty-Fourth AGM on the payment of Directors' fees and benefits, which comprise of meeting allowance payable for attendance of Directors at Board and/or Board Committees' meetings from 27 November 2025 until the next AGM of the Company to be held in the year 2026.

In the event that the proposed Directors' fees and benefits payable are insufficient due to the enlarged size of the Board of Directors, approval will be sought at the next AGM for additional Directors' fees and benefits to meet the shortfall.

Notice of Annual General Meeting (Cont'd)

Explanatory Notes to Ordinary and Special Businesses: - (Cont'd)

(iii) Ordinary Resolutions 2 to 4 – Re-election of Directors

In determining the eligibility of the Directors to stand for re-election at the Fifty-Fourth AGM of the Company, the Nomination Committee (“**NC**”) reviewed and assessed the following Directors (“**Retiring Directors**”) from the annual assessment and evaluation of the Board of Directors for the financial year ended 30 June 2025. The Board of Directors via the NC’s annual assessment was satisfied with the performance of the Retiring Directors who are standing for re-election and had recommended to the shareholders the proposed re-election at the Fifty-Fourth AGM under Ordinary Resolutions 2 to 4: -

- (i) Datuk Ir. Ruslan bin Abdul Aziz;
- (ii) Datin Ng Fong Shiang; and
- (iii) Mr. Teo Swee Leng.

The profiles of the Retiring Directors are set out in the Annual Report in respect of the financial year ended 30 June 2025.

(iv) Ordinary Resolution 6 - Authority to Issue Shares pursuant to the Act

The Company had been granted a general mandate by its shareholders at the Fifty-Third AGM held on 27 November 2024 (“**Previous Mandate**”).

As of to date, the Company has not issued any new ordinary shares pursuant to the Previous Mandate granted by the shareholders. Hence, no proceeds were raised therefrom.

The Company wishes to renew the mandate on the authority granted to the Directors to issue and allot shares pursuant to the Act at any time to such persons in their absolute discretion without convening a general meeting provided that the aggregate number of the shares issued does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being (“**General Mandate**”).

The purpose of seeking the General Mandate is to provide flexibility to the Company’s Directors to undertake any possible fundraising activities, including but not limited to placement of shares to fund the Company’s current and/or future investment projects, working capital, repayment of bank borrowings, acquisitions and/or such other purposes as the Directors may deem fit, without having to convene a general meeting. This authority, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company.

Pursuant to Section 85 of the Act read together with Clause 50 of the Constitution of the Company, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company or other securities.

The Ordinary Resolution 6, if passed, would allow the Directors to issue new shares to any person under the authority to issue shares pursuant to the Act without having to offer the new shares to be issued equally to all existing shareholders of the Company prior to issuance.

Notice of Annual General Meeting (Cont'd)

Explanatory Notes to Ordinary and Special Businesses: - (Cont'd)

(v) Ordinary Resolutions 7 and 8 - Proposed Renewal of and New Shareholders' Mandates for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolutions 7 and 8, if passed, will give mandates to the Group to enter into recurrent related party transactions of a revenue or trading nature, details of which are set out in Section 2.5 of the Circular to Shareholders dated 28 October 2025.

The aforesaid mandates from shareholders are on an annual basis and are subject to renewal at the next AGM of the Company.

The details of the proposals are set out in the Circular/Statement to Shareholders dated 28 October 2025.

(vi) Ordinary Resolution 9 - Proposed Share Buy-Back Authority

The proposed Ordinary Resolution 9, if passed, will give a mandate to the Company to purchase its own ordinary shares up to ten per centum (10%) of the total number of issued shares of the Company.

The aforesaid mandate from shareholders is on an annual basis and is subject to renewal at the next AGM of the Company.

The details of the proposals are set out in the Circular/Statement to Shareholders dated 28 October 2025.

Statement Accompanying Notice of Annual General Meeting pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

No individual is standing for election as Director of the Company at the Fifty-Fourth Annual General Meeting.

CORPORATE INFORMATION

BOARD OF DIRECTORS

DATO' ABD RAHIM BIN JAAFAR
Executive Chairman

TEO SWEE LENG
Deputy Chairman

TEO SWEE PHIN
Managing Director

TANG CHOI PENG
Group Chief Executive Officer cum Executive Director

DATIN NG FONG SHIANG
Executive Director

DATO' MAHAMED BIN HUSSAIN
Independent Non-Executive Director

DATUK IR. RUSLAN BIN ABDUL AZIZ
Independent Non-Executive Director

TOH SENG THONG
Independent Non-Executive Director

AUDIT COMMITTEE

DATO' MAHAMED BIN HUSSAIN
Chairman
Independent Non-Executive Director

DATUK IR. RUSLAN BIN ABDUL AZIZ
Independent Non-Executive Director

TOH SENG THONG
Independent Non-Executive Director

REMUNERATION COMMITTEE

DATO' MAHAMED BIN HUSSAIN
Chairman
Independent Non-Executive Director

DATUK IR. RUSLAN BIN ABDUL AZIZ
Independent Non-Executive Director

TOH SENG THONG
Independent Non-Executive Director

NOMINATION COMMITTEE

DATO' MAHAMED BIN HUSSAIN
Chairman
Independent Non-Executive Director

DATUK IR. RUSLAN BIN ABDUL AZIZ
Independent Non-Executive Director

TOH SENG THONG
Independent Non-Executive Director

SHARE REGISTRAR

Securities Services (Holdings) Sdn. Bhd.
Level 7, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan
Tel: 03-2084 9000
Fax: 03-2094 9940
Email: info@sshsb.com.my

REGISTERED OFFICE

Level 7, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan
Tel: 03-2084 9000
Fax: 03-2094 9940
Email: info@sshsb.com.my

BUSINESS ADDRESS

2A-1-1(B), Space U8,
No. 6, Persiaran Pasak Bumi,
Taman Bukit Jelutong,
Seksyen U8, 40150 Shah Alam,
Selangor Darul Ehsan
Tel: 03-5037 2822
Fax: 03-5037 2823
Website: <https://ptt.com.my/>
Email: info@ptt.com.my

COMPANY SECRETARIES

Chua Siew Chuan
SSM PC NO. 201908002648
(MAICSA 0777689)
Chew Kit Yee
SSM PC NO. 202208000376
(MAICSA 7067474)

AUDITORS

Moore Stephens Associates PLT
[201304000972 (LLP0000963-LCA)
& AF002096]
Chartered Accountants
Unit 3.3A, 3rd Floor,
Surian Tower,
No. 1, Jalan PJU 7/3,
Mutiara Damansara,
47810 Petaling Jaya,
Selangor Darul Ehsan

PRINCIPAL BANKERS

Ambank (M) Berhad
Bank Of China Berhad
United Overseas Bank (Malaysia) Bhd

STOCK EXCHANGE LISTING

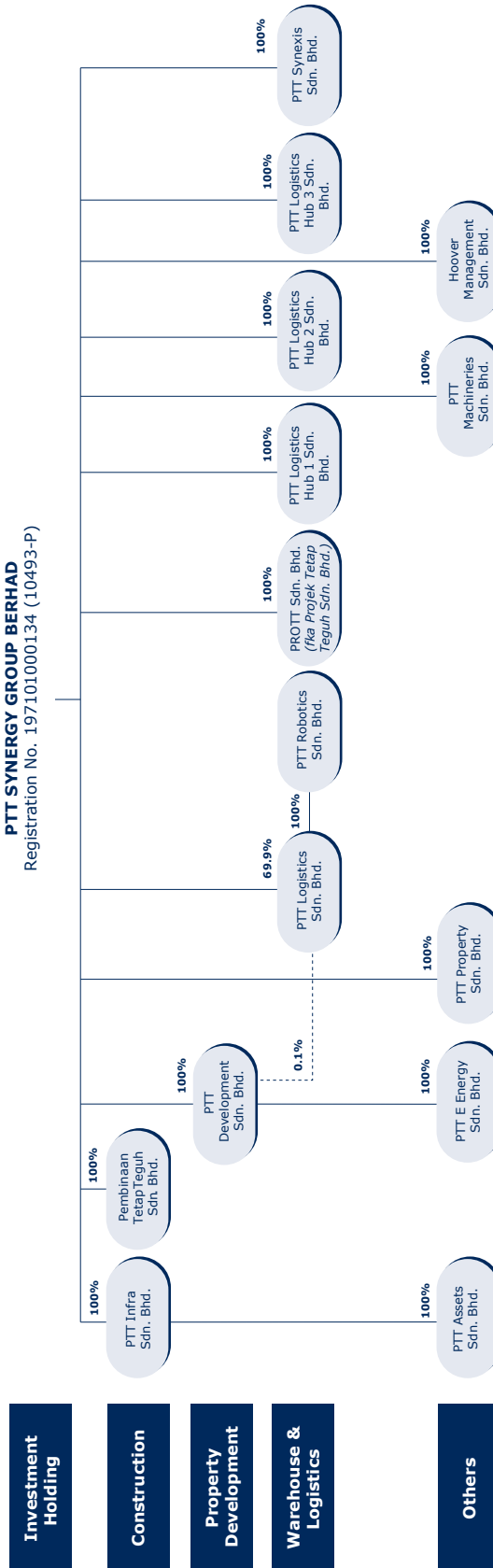
Main Market of Bursa Malaysia
Securities Berhad
Stock Name: PTT
Stock Code: 7010

CORPORATE STRUCTURE

AS AT 2 OCTOBER 2025



PTT SYNERGY GROUP BERHAD
 Registration No. 197101000134 (10493-P)



Note: Subsidiaries under "Others" are investment holding companies and/or dormant entities.

PROFILE OF DIRECTORS

DATO' ABD RAHIM BIN JAAFAR

Executive Chairman



Aged
58



Gender
Male



Nationality
Malaysian

Dato' Abd Rahim bin Jaafar ("**Dato' Abd Rahim**") was appointed to the Board of PTT Synergy Group Berhad ("**PTT**" or "**the Company**") as the Executive Chairman on 18 March 2021. Dato' Abd Rahim was re-appointed as a Director of the Company following Dato's retirement pursuant to Clause 88 of the Company's Constitution on 27 November 2024. He attended all 5 Board meetings held in the financial year.

Dato' Abd Rahim holds a Bachelor of Engineering (Hons) in Civil Engineering from London South Bank University (formerly known as London South Bank Polytechnic). In addition, he has accumulated over 28 years of experience in project management and construction.

He is also currently the shareholder and Director of Aim Concept Sdn. Bhd. ("**ACSB**") which is principally involved in the design and building of construction projects. He oversees the implementation of all construction projects undertaken by ACSB. His responsibilities include contract negotiations, contract monitoring, progress monitoring, budget and quality control monitoring, as well as project supervision for building construction and infrastructure works.

Dato' Abd Rahim had undertaken construction contracts totaling approximately RM1.0 billion in value over 12 years.

Dato' Abd Rahim is a major shareholder of the Company by virtue of his indirect equity interest in the Company via his shareholding in Aim Tetap Teguh Group Sdn. Bhd. ("**ATTG**").

Dato' Abd Rahim does not hold any other directorship in any other public companies or public listed companies in Malaysia and has no family relationship with any other Director and/or major shareholder of the Company.

Save for the related party disclosures as disclosed in this Annual Report and the Circular to Shareholders dated 28 October 2025, Dato' Abd Rahim does not have any conflict of interest with the Company or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Profile of Directors (Cont'd)

TEO SWEE LENG

Deputy Chairman,
Executive Director



Aged
61



Gender
Male



Nationality
Malaysian

Mr. Teo Swee Leng was appointed to the Board of the Company as the Deputy Chairman on 18 March 2021. Mr. Teo Swee Leng was re-appointed as a Director of the Company following his retirement pursuant to Clause 88 of the Company's Constitution on 28 December 2023. He attended all 5 Board meetings held in the financial year.

Mr. Teo Swee Leng holds a Diploma in Civil Engineering from the Federal Institute of Technology, Kuala Lumpur, and has accumulated over 39 years of experience in the construction sector and 16 years of experience in the property development sector.

He is currently a shareholder and Director of several private limited companies.

Mr. Teo Swee Leng is the founder of Denai Alam Recreational and Riding Club (DARC), the first non-profit horse-riding club in Malaysia. Mr. Teo Swee Leng is also the Honorary Consul of Nepal in Malaysia since year 2017 and extended until year 2027. Mr. Teo Swee Leng is a trustee of Sakyamuni Dharma Centre and Sakyamuni Buddha Foundation. He is also a treasurer of International Buddha Confederation.

He is the elder brother of Mr. Teo Swee Phin, the Managing Director and major shareholder of PTT.

Mr. Teo Swee Leng is also a major shareholder of the Company by virtue of his indirect equity interest in the Company via his shareholding in ATTG.

Mr. Teo Swee Leng does not hold any other directorship in any other public companies or public listed companies in Malaysia.

Save for the related party disclosures as disclosed in this Annual Report and the Circular to Shareholders dated 28 October 2025, Mr. Teo Swee Leng does not have any conflict of interest with the Company or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Profile of Directors (Cont'd)

TEO SWEE PHIN, A.M.T

Managing Director



Aged
47



Gender
Male



Nationality
Malaysian

Mr. Teo Swee Phin was appointed to the Board of the Company as the Managing Director on 18 March 2021. Mr. Teo Swee Phin was re-appointed as a Director of the Company following his retirement pursuant to Clause 88 of the Company's Constitution on 27 November 2024. He attended all 5 Board meetings held in the financial year.

Mr. Teo Swee Phin holds an Executive MBA from the Riviera University and a Diploma in Technology (Building) from Tunku Abdul Rahman College, Kuala Lumpur. In addition, he has accumulated over 24 years and 17 years of experience in the construction sector and property development sector, respectively.

He is currently a shareholder and Director of several private limited companies, including PTT Jentera Sdn. Bhd., which has undertaken a variety of construction contracts that mainly comprise earthworks and infrastructure work for property development projects and has completed a variety of residential and mixed property development projects.

Mr. Teo Swee Phin was being conferred the Darjah Ahli Mahkota Terengganu (A.M.T) by Kebawah Duli Yang Maha Mulia Sultan of Terengganu Al-Wathiqu Billah Sultan Mizan Zainal Abidin on the occasion of his Royal Highness 63rd Birthday on 27th April 2025. Mr. Teo Swee Phin was awarded in Martrade's 100 Most Influential Young Entrepreneurs 2016. He was also awarded as Finalist in the Ten Outstanding Young Malaysian Awards 2017 under Category Business, Economics and/or Entrepreneurial Accomplishment. He is also a Vice President of Terengganu Chinese Chamber of Commerce and Industry (TCCCI) since year 2024 until year 2027.

He is the younger brother of Mr. Teo Swee Leng, the Deputy Chairman and major shareholder of PTT.

Mr. Teo Swee Phin is also a major shareholder of the Company by virtue of his indirect equity interest in the Company via his shareholding in ATTG.

Mr. Teo Swee Phin does not hold any other directorship in any other public companies or public listed companies in Malaysia.

Save for the related party disclosures as disclosed in this Annual Report and the Circular to Shareholders dated 28 October 2025, Mr. Teo Swee Phin does not have any conflict of interest with the Company or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Profile of Directors (Cont'd)

TANG CHOI PENG, TRACY

Group Chief Executive Officer
cum Executive Director

 Aged
54

 Gender
Female

 Nationality
Malaysian

Ms. Tang Choi Peng, Tracy ("**Ms. Tracy**") was appointed as the Group Chief Executive Officer cum Executive Director on 1 March 2024. Ms. Tracy was re-appointed as a Director of the Company following her retirement pursuant to Clause 95 of the Company's Constitution on 27 November 2024. She attended all 5 Board meetings held in the financial year.

She graduated with a Bachelor of Accounting and Finance from the University of Leicester, United Kingdom, in 1993, and brings with her more than 29 years of professional experience spanning accounting, financial management, credit control, as well as sales and marketing.

Over the course of her career, Ms. Tracy has served in various managerial and leadership positions within the construction and property development sectors. She previously held roles in Gadang Land Sdn. Bhd., Leadmont Sdn. Bhd. and Tanco Holdings Berhad, gaining broad exposure across finance, credit management, and business development.

Ms. Tracy first joined Pembinaan Tetap Teguh Sdn. Bhd. ("**PTTSB**") in 2009 as the Head of Sales and Marketing for its Property Development Division. She was subsequently promoted to General Manager, Special Project and Business Development in 2013, and further advanced to become the Group Financial Officer of PTTSB in 2016. On 1 September 2021, she was appointed as the Chief Financial Officer of PTT, before being promoted to her current position as the Group Chief Executive Officer cum Executive Director in 2024.

Ms. Tracy does not hold any other directorship in any other public companies or public listed companies in Malaysia and has no family relationship with any other Director and/or major shareholder of the Company nor any conflict of interest or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Profile of Directors (Cont'd)

DATIN NG FONG SHIANG, ANGIE

Executive Director



Aged
46



Gender
Female



Nationality
Malaysian

Datin Ng Fong Shiang ("**Datin Angie Ng**") was appointed to the Board of the Company as the Executive Director on 29 May 2023. Datin Angie Ng was re-appointed as a Director of the Company following her retirement pursuant to Clause 95 of the Company's Constitution on 28 December 2023. She attended all 5 Board meetings held in the financial year.

Datin Angie Ng holds a Bachelor's Degree in Economics from University Sains Malaysia, Penang.

Datin Angie Ng has accumulated over 23 years of experience in financial advisory across industries such as banking, construction, property development and steel manufacturing companies.

Currently, Datin Angie Ng's directorship in other public listed company includes Straits Energy Resources Berhad.

Datin Angie Ng does not have any family relationship with any other Director and/or major shareholder of the Company nor any conflict of interest or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Profile of Directors (Cont'd)

DATO' MAHAMED BIN HUSSAIN

Independent Non-Executive
Director



Aged
70



Gender
Male



Nationality
Malaysian

Dato' Mahamed bin Hussain ("**Dato' Mahamed**") was appointed as the Independent Non-Executive Director on 18 March 2021. Dato' Mahamed was re-appointed as a Director of the Company following Dato' Mahamed's retirement pursuant to Clause 88 of the Company's Constitution on 27 November 2024. Dato' Mahamed is the Chairman of the Audit Committee, Remuneration Committee and Nomination Committee. Dato' Mahamed attended all 5 Board meetings held in the financial year.

Dato' Mahamed holds a Bachelor of Art from the University Kebangsaan Malaysia and Masters in Business Administration from the University of Hull, United Kingdom.

Dato' Mahamed held various positions in the government sector before Dato's retirement in December 2015. Dato' Mahamed was the Head of Development Division of Ministry of Higher Education, Principal Private Secretary to the Minister of Technology, Science and Innovation, and Director of Administration Division of National Unity Department. Dato' Mahamed was also exposed to the Land Administration while working as an Assistant District Officer in Ulu Selangor from 1982 to 1987 and Assistant Director in the Kuala Lumpur Land Office from 1996 to 2000. Dato' Mahamed is currently a Director of a private limited company.

Dato' Mahamed does not hold any other directorship in any other public companies or public listed companies in Malaysia and has no family relationship with any other Director and/or major shareholder of the Company nor any conflict of interest or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Profile of Directors (Cont'd)

DATUK IR. RUSLAN BIN ABDUL AZIZ

Independent Non-Executive
Director



Aged
64



Gender
Male



Nationality
Malaysian

Datuk Ir. Ruslan bin Abdul Aziz ("**Datuk Ir. Ruslan**") was appointed as the Independent Non-Executive Director on 18 March 2021. Datuk Ir. Ruslan was re-appointed as a Director of the Company following Datuk Ir. Ruslan's retirement pursuant to Clause 88 of the Company's Constitution on 28 December 2022. Datuk Ir. Ruslan is a member of the Audit Committee, Remuneration Committee and Nomination Committee. Datuk Ir. Ruslan attended 4 out of 5 Board meetings held in the financial year.

Datuk Ir. Ruslan holds a Bachelor of Science in Civil Engineering from the University of Nottingham, United Kingdom, and a Master of Business Administration in Construction Business from the International Islamic University, Malaysia.

Datuk Ir. Ruslan held various positions in the Jabatan Kerja Raya ("**JKR**") Headquarters in Kuala Lumpur and other states since 1984. He was the JKR State Director for Malacca and Selangor. Datuk Ir. Ruslan was the Senior Director, heading the Road Division and Building Division of JKR Malaysia before Datuk's retirement on 6 February 2021. Datuk Ir. Ruslan has extensive experience with over 40 years in implementation of building and infrastructure projects locally and internationally. Datuk Ir. Ruslan was also involved in project planning, project construction, contract administration, and collaborative work with the government department and other stakeholders.

Datuk Ir. Ruslan does not hold any other directorship in any other public companies or public listed companies in Malaysia and has no family relationship with any other Director and/or major shareholder of the Company nor any conflict of interest or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Profile of Directors (Cont'd)

TOH SENG THONG, JP

Independent Non-Executive
Director



Aged
67



Gender
Male



Nationality
Malaysian

Mr. Toh Seng Thong ("**Mr. Toh**") was appointed as the Independent Non-Executive Director on 28 April 2021. Mr. Toh was re-appointed as a Director of the Company following his retirement pursuant to Clause 88 of the Company's Constitution on 28 December 2023. He is a member of the Audit Committee, Remuneration Committee and Nomination Committee. He attended all 5 Board meetings held in the financial year.

Mr. Toh obtained his Bachelor of Commerce (Accounting) degree from the University of Canterbury, New Zealand, in 1981. He is a Chartered Accountant by profession and a member of the Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants, and Chartered Accountants Australia and New Zealand. He was made a Fellow Member of the Chartered Tax Institute of Malaysia in 1997. Mr. Toh has over 35 years of experience in auditing, taxation, and corporate and financial advisory. He is also a practicing Chartered Accountant of Malaysia.

Currently, Mr. Toh's directorships in other public listed companies include Rhong Khen International Berhad and Adventa Berhad. Mr. Toh is also currently a Director of several private companies.

Mr. Toh does not have any family relationship with any other Director and/or major shareholder of the Company nor any conflict of interest or potential conflict of interest, including interest in any business that is in competition with PTT or its subsidiaries.

Notes:

Other than traffic offences, none of the Directors has any conviction for offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT

GAN CHONG WEI

Group Chief Financial Officer

Mr. Gan Chong Wei ("**Mr. Gan**") was appointed as the Group Chief Financial Officer of PTT Synergy Group Berhad ("**PTT**" or "**the Company**") on 1 March 2024.

He is a Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom, a member of the Malaysian Institute of Accountants (MIA), and holds a Master of Business Administration (MBA) from Cardiff Metropolitan University (UWIC).

Mr. Gan has extensive experience in financial management, strategic planning, and leadership. He has led Enterprise Resource Planning (ERP) system implementations, facilitated audits, and developed strong risk management frameworks. His expertise includes aligning business strategies, optimising resources, and ensuring compliance.

Mr. Gan does not hold any directorship in any public companies or public listed companies in Malaysia and has no family relationship with any Director and/or major shareholder of the Company nor any conflict of interest with the Company and its subsidiaries.



Aged
48



Gender
Male



Nationality
Malaysian

Profile of Key Senior Management (Cont'd)

IR. PUA AIK HONG

Group Chief Operating Officer



Aged
50



Gender
Male



Nationality
Malaysian

Ir. Pua Aik Hong ("**Ir. Pua**") was appointed as the Group Chief Operating Officer of PTT on 1 March 2024.

Ir. Pua holds Bachelor of Civil Engineering from University of Malaya and Master of Business Administration from University of Leicester, United Kingdom. He is a Qualified Professional Engineer with Practicing Certificate (PEPC) registered with Board of Engineer Malaysia (BEM).

He has accumulated over 26 years of experience in the construction and holds various positions from consultant, project, contract and project management. He involved in major developments such as ECRL Earthwork Packages, Sime Darby Property – City of Elmina Development, Sime Darby Property – Elmina Business Park, Sime Darby Property – Bandar Bukit Raja, Sime Darby Property – Denai Alam Development, Sime Darby Property – Bukit Jelutong Mixed Development, Tropicana Industrial Park Development, Putrajaya Diplomatic Precinct and many more.

Ir. Pua was the Project Manager for Pembinaan Tetap Teguh Sdn. Bhd. ("**PTTSB**") in the year 2006. He was then promoted to Senior Project Manager in the year 2009. In 2012, he was promoted to General Manager. He was then promoted to Chief Operating Officer of PTTSB in the year 2016.

Ir. Pua does not hold any directorship in any public companies or public listed companies in Malaysia and has no family relationship with any Director and/or major shareholder of the Company nor any conflict of interest with the Company and its subsidiaries.

Profile of Key Senior Management (Cont'd)

THEN IKH CHOO, DAN

Chief Executive Officer and
Director of PTT Logistics Sdn. Bhd.
Director of PTT Development Sdn.
Bhd., PTT Robotics Sdn. Bhd. and
PTT Synexis Sdn. Bhd.



Aged
46



Gender
Male



Nationality
Malaysian

Mr. Then Ikh Choo, Dan ("**Mr. Dan Then**") was appointed as the Chief Executive Officer of PTT Logistics Sdn. Bhd. on 2 May 2023. Subsequently, he was then appointed as the Director of four (4) subsidiaries of PTT, namely PTT Logistics Sdn. Bhd. and PTT Development Sdn. Bhd. on 5 September 2023, PTT Robotics Sdn. Bhd. on 16 August 2024 and PTT Synexis Sdn. Bhd. on 4 September 2025.

Mr. Dan Then holds a Degree in Electrical and Electronics Engineering and majored in Control System from the University Tenaga Nasional (UNITEN).

He has accumulated over 19 years of expertise and experience in intralogistics consultation and planning for distribution operation, spare parts center to third-party warehouse for both conventional to fully automated warehouses, Distribution Centre and eCommerce Fulfillment Hub.

He started his career in the intralogistics automation that provides solutions to industries such as fast-moving consumer goods (FMCG), pharmaceutical, automobile, retails and etc. He also provides solutions via a software development in warehouse management system (WMS) and as a third-party warehouse service provider. He further ventured into commerce technology development.

Mr. Dan Then does not hold any directorship in any public companies or public listed companies in Malaysia and has no family relationship with any Director and/or major shareholder of the Company nor any conflict of interest with the Company and its subsidiaries.

Profile of Key Senior Management (Cont'd)

FADDLY BIN NORDIN

Director of Pembinaan Tetap Teguh Sdn. Bhd.



Aged
52



Gender
Male



Nationality
Malaysian

Encik Faddly bin Nordin ("**Encik Faddly**") was appointed as a Director of PTTSB on 25 April 2003.

Encik Faddly holds Diploma in Town and Regional Planning from Institut Teknologi Mara (ITM).

He has accumulated over 22 years of experience in the construction industry, and has been involved in earthworks and general infrastructure works for township development as well as urban public general infrastructure works. Encik Faddly is directly involved and responsible for construction project management team.

He involved in major development and projects such as Putrajaya Diplomatic Precinct, Denai Alam General Infrastructure works, USJ Housing Development, Bandar Bukit Raja Earthwork and Bukit Jelutong Mixed Development.

Encik Faddly does not hold any directorship in any public companies or public listed companies in Malaysia and has no family relationship with any Director and/or major shareholder of the Company nor any conflict of interest with the Company and its subsidiaries.

Notes:

Other than traffic offences, none of the Key Senior Management has any conviction for offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

MANAGEMENT DISCUSSION & ANALYSIS

EXECUTIVE SUMMARY

The financial year ended 30 June 2025 ("FY2025") marked a defining chapter in the journey of PTT Synergy Group Berhad ("PTT" or "the Group"). It was a year where the Group not only delivered solid financial performance, but also wove together the threads of strategic foresight, operational discipline, and bold innovation. While topline revenue softened slightly due to project phasing, the year sparkled with milestones: early completion of landmark assets, strengthened partnerships in automation, and an impressive doubling of profitability.

This period reflects not just numbers on a balance sheet, but the flowering of a carefully nurtured strategy — one that transforms bare land into vibrant logistics ecosystems, infuses concrete with technology, and channels prudent capital into recurring streams of value creation.

FY2025 Highlights at a Glance:

- **Revenue: RM256.7 million (FY2024: RM267.8 million)**
- **Gross Profit: RM52.4 million with margins of 20.4%**
- **Earnings before interest, tax, depreciation and amortisation ("EBITDA"): RM108.3 million (+52.7% YoY)**
- **Profit before tax ("PBT"): RM58.5 million (+100.3% YoY)**
- **Profit after tax and minority interest ("PATAMI"): RM54.1 million (+186.8% YoY)**
- **Total Assets: RM1.51 billion (+40.0%)**
- **Total Equity: RM289.1 million (+19.0%)**
- **Unbilled Order Book: RM493.1 million**

These achievements were made possible through a blend of relentless execution and visionary undertakings: a landmark smart warehouse project in Penang, the successful sale-and-leaseback of PTT Logistics Hub 1 with CapitaLand Malaysia Trust, and the deepening of technological moats through robotic arm and automation.

GROUP OVERVIEW

From its roots in earthworks and infrastructure, PTT has evolved into a diversified industrial solutions powerhouse. Today, its reach extends from **land sourcing** to **design and engineering**, from **construction and automation** to **asset monetisation and lifecycle management**. The Group embodies the philosophy of creating not just buildings, but ecosystems — spaces that hum with robotics, flow with efficiency, and stand as pillars of Malaysia's logistics transformation. PTT's business model is carefully orchestrated around resilience: prudent capital allocation, risk-aware expansion, unwavering commitment to safety, and sustainability woven into every stage of the value chain. This harmony between discipline and daring has defined the Group's ascent.

REVIEW OF FINANCIAL PERFORMANCE

The Group's continuing operations delivered a **revenue of RM256.7 million**, down modestly from FY2024 as certain large projects tapered. Yet, beneath this, the narrative is one of strength: **EBITDA surged to RM108.3 million**, **PBT surged to RM58.5 million**, and **PATAMI tripled to RM54.1 million**, reflecting astute cost management, strategic disposals, and fair-value gains.

Management Discussion & Analysis (Cont'd)

BALANCE SHEET & CASH FLOW HIGHLIGHTS:

- **Total assets** expanded to RM1.51 billion, mirroring sustained investment into logistics and development.
- **Equity** strengthened to RM289.1 million, underpinned by profitability and fresh equity infusion.
- Cash deployment into projects was prudently financed by capital recycling, Sukuk drawdowns, and private placement proceeds.
- **Net gearing** rose to 1.9 times, due to higher development funding.

Together, these results speak of a Group that is both investing ambitiously and managing judiciously.

FINANCIAL POSITION OVERVIEW

RM '000	FY2021	FY2022	FY2023	FY2024 ⁽¹⁾	FY2025 ⁽¹⁾
Extracts from Income Statement:					
Revenue	62,239	125,555	163,415	267,836	256,780
Gross Profit	11,098	24,657	31,469	57,566	52,447
Results From Operating Activities	(1,478)	12,258	13,888	51,784	86,204
EBITDA	(702)	14,275	60,678	70,917	108,271
Profit/(Loss) Before Tax	(2,138)	11,701	9,051	29,215	58,530
Profit/(Loss) For The Year	(1,180)	9,405	2,201	18,727	54,361
Profit/(Loss) attributable to owners of the Company (PATAMI)	(1,094)	8,416	1,593	18,866	54,115
Extracts from Balance Sheet:					
Total Assets	88,149	157,604	416,424	1,079,315	1,511,300
Cash And Equivalents	2,982	5,166	11,306	82,111	73,973
Total Liabilities	36,271	66,952	314,350	824,599	1,222,066
Borrowings	11,422	12,985	48,232	348,966	551,293
Total Equities attributable to owners	40,538	78,473	89,557	242,975	289,120
Extracts from Cash Flow Statement:					
Net cash from/(used in) operating activities	718	(18,712)	(26,274)	(59,179)	139,519
Net cash used in investing activities	(8)	(8,391)	(13,543)	(135,279)	(311,566)
Net cash from financing activities	132	33,197	38,971	245,360	129,773

Management Discussion & Analysis (Cont'd)

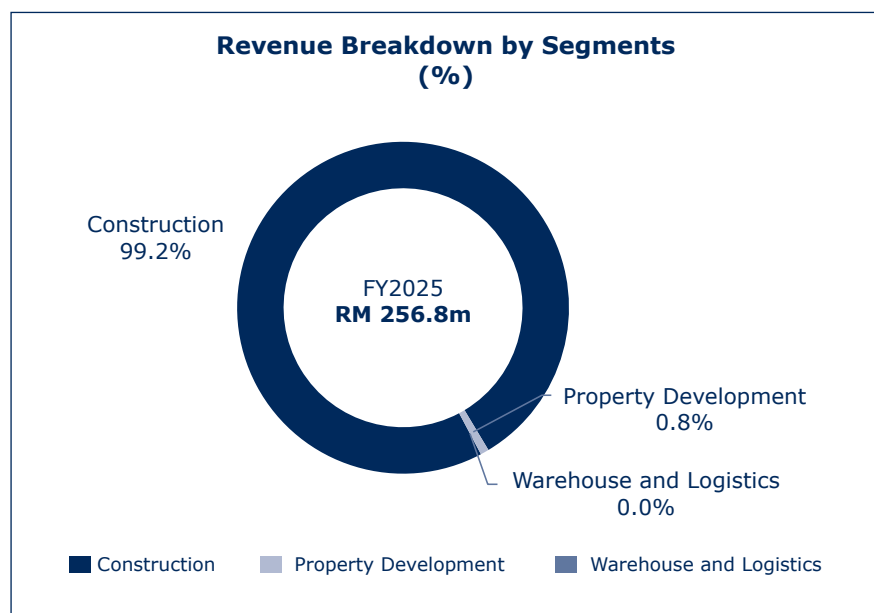
FINANCIAL POSITION OVERVIEW (CONT'D)

RM '000	FY2021	FY2022	FY2023	FY2024 ⁽¹⁾	FY2025 ⁽¹⁾
Financial Ratios:					
Gross Margins	17.8%	19.6%	19.3%	21.5%	20.4%
Operational Margins	(2.4%)	9.8%	8.5%	19.3%	33.6%
Net Margins	(1.9%)	7.5%	1.3%	7.0%	21.1%
EBITDA Margins	(1.1%)	11.37%	37.1%	26.5%	42.2%
PATAMI Margins	(1.8%)	6.7%	1.0%	7.0%	21.2%
Return On Equity	(2.6%)	14.1%	1.8%	7.8%	18.8%
Current Ratio (times)	1.6	1.8	2.5	1.7	1.3
Net Gearing Ratio ⁽²⁾ (times)	0.25	0.16	0.67	1.4	1.9

Notes:

- (1) Financial figures and ratios for FY2024 and FY2025 are from continuing operations, excluding contributions from the trading segment which was discontinued in March 2025.
- (2) Net gearing calculation exclude lease liabilities.

SEGMENTAL OVERVIEW



Management Discussion & Analysis (Cont'd)

SEGMENTAL OVERVIEW (CONT'D)

1. Construction Business

RM '000	FY2023	FY2024	FY2025
Revenue	115,000	266,389	253,232
PBT	13,794	28,798	20,656

Financial Performance

While revenue tapered, reflecting completion of high-value earthworks, the Construction segment remained the Group's backbone. Margins adjusted from elevated prior-year levels, yet execution quality, safety, and order book replenishment continued at a strong pace. An **unbilled order book of RM493.1 million** secures visibility into FY2026.

Operational highlights included: meticulous project planning, stringent subcontractor management, and telematics-driven fleet optimisation. These efforts ensured that even amidst headwinds, the rhythm of execution remained steady.

Risks: Slower project replenishment, volatile material prices, and potential delay penalties — all of which are addressed by proactive tendering, bulk procurement, and hands-on project leadership.

2. Property Development

RM '000	FY2023	FY2024	FY2025
Revenue	1,186	-	2,108
Loss before tax	(4,615)	(1,772)	(249)

Financial Performance

FY2025 was an investment-heavy year. Early-stage expenses weighed on results, yet these were the foundations for tomorrow's recurring rental income and capital gains.

Major milestones included:

- **PTT Logistics Hub 1 (Elmina, Selangor) with 34,168 palletise position:** Commissioned ahead of schedule, leased to Longterm Distribution Sdn. Bhd., and crystallised through a conditional RM180 million sale-and-leaseback.
- **PTT Semicon Logistics Hub 1 (Valdor, Penang) with 52,300 palletise position:** A jewel in the pipeline, construction commenced in January 2025 for a multinational semiconductor client.

Risks: Demand cyclicality and execution delays, mitigated by proactive design planning, long-term lease commitments, and trusted partnerships.

Management Discussion & Analysis (Cont'd)

SEGMENTAL OVERVIEW (CONT'D)

3. Warehouse and Logistics

RM '000	FY2024	FY2025
Revenue	-	-
Loss before tax	(794)	(1,293)

Financial Performance

This segment is still in its chrysalis stage, absorbing start-up costs while preparing for a future of recurring service revenues. The Group advanced its automation ecosystem in technology integration at PTT Logistics Hub 1, embedding automation cores that will be replicated across new projects.

Risks: Technology obsolescence and tenant adoption rates, addressed by forging strong alliances with leading automation partners and adopting an agile, modular integration approach.

BUSINESS OUTLOOK & STRATEGIES

As PTT steps forward, the canvas of opportunity is broad and vibrant:

Construction Outlook: Anchored by nearly half a billion ringgit in unbilled works, the Group's construction arm will continue its disciplined march. Bidding is approached with prudence, execution with rigor, and relationships with master developers nurtured with care. Cost management and schedule discipline remain the compass points.

Property Development, Warehouse & Logistics Outlook: PTT is positioning itself as a trailblazer in automation-ready logistics spaces targeting 2,000,000 palletise position. With the fusion of property development and robotics integration, tenants receive facilities ready for the future from day one — reducing capex burdens and accelerating productivity. Revenue models extend beyond leases, embracing equipment subscriptions and lifecycle maintenance, creating durable, recurring income streams.

Capital & Funding Strategy: The Group continues to wield capital recycling as a sharp tool, converting stabilised assets into liquidity while retaining operational footholds. Sukuk programmes, diversified financing, and prudent gearing ladders ensure that ambition is always tethered to financial discipline.

Sustainability & Environmental, Social and Governance ("ESG"): Flowing beneath every initiative is a current of responsibility. From energy-efficient warehouse designs to robust worker safety, from community engagement to governance excellence, ESG is no longer a peripheral consideration — it is the heartbeat of PTT's long-term vision.

Management Discussion & Analysis (Cont'd)

APPRECIATION

In this journey of growth and transformation, PTT extends heartfelt gratitude to its shareholders for their steadfast confidence; to customers, partners, financiers, and landowners for their invaluable collaboration; and to employees, whose tireless dedication is the quiet strength behind every achievement.

As the Group gazes ahead, the promise is clear: disciplined execution, vibrant expansion into automation-led logistics, and unwavering stewardship of capital. With these pillars, PTT stands ready to craft not just financial results, but enduring value — for stakeholders, for communities, and for the nation.

TEO SWEE PHIN

Managing Director

Date: 16 October 2025

SUSTAINABILITY STATEMENT

1. INTRODUCTION (GRI 2-1, 2-2, 2-3)

1.1. About this Report

PTT Synergy Group Berhad (“**PTT**” or “**the Group**”)’s Sustainability Report (“**this Report**”) presents our Environmental, Social, and Governance (“**ESG**”) performance for the period from 1 July 2024 to 30 June 2025 (“**FY2025**”). This year marks another important phase in our ESG journey, where we strengthened our data collection system, introduced new initiatives, and refined our reporting format to ensure greater clarity and relevance.

Our objective is to operate as a sustainable business that delivers long-term value to our communities, employees, environment, and stakeholders. FY2025 was also a year of notable achievement for the Group, particularly with the successful commissioning of our fully automated warehouse in Malaysia, which demonstrates our continued commitment to operational efficiency and sustainable growth.

This Report outlines the sustainability initiatives undertaken across our business and operations, the key risks and opportunities that influence our long-term resilience, and the progress made toward the Group’s ESG goals and targets. The contents of this Report have been reviewed and approved by the Board of Directors (“**Board**”) and the Sustainability Committee. Continuing this year, we remain committed to enhancing our ESG performance by embedding ESG awareness across the organisation through regular consultations and by centralising our ESG data collection to support consistent and transparent reporting.

1.2. Scope and Boundaries

This Report is prepared using the financial control approach, covering all non-dormant subsidiaries in which the Group has operational control. This boundary applies to all Social and Governance indicators, while exceptions are made for Environmental, Health and Safety, and other indicators where reporting is dependent on the nature and volume of projects in progress during the reporting year. From these, our current scope covers operations within Pembinaan Tetap Teguh Sdn. Bhd. (“**PTTSB**”) and PTT Infra Sdn. Bhd. (“**PTTI**”), where data-gathering systems are the most developed. In FY2025, we expanded our coverage from 3 to 7 project sites and restated data performance from previous years to enable fair comparisons, unless stated otherwise. This step reflects our steady progress toward achieving full site coverage in future reporting cycles, and we are optimistic about achieving this target.

1.3. Period and Cycle

This Report covers FY2025 and is published on an annual basis. Where available, data and information from prior years are also included to provide historical context and highlight year-on-year trends.



1.4. Frameworks and Standards

In preparing this Report, we place strong emphasis on aligning our ESG disclosures with recognised Malaysian and international frameworks and guidelines. These references serve as the foundation for ensuring that our reporting remains credible, consistent, and relevant to stakeholder expectations. Similar to the previous year, our reporting approach continues to reflect these standards, while also incorporating additional guidelines in FY2025 to strengthen transparency and broaden the scope of our sustainability practices.

1. INTRODUCTION (CONT'D)

1.4. Frameworks and Standards (Cont'd)

At the same time, we recognise the growing importance of the International Financial Reporting Standards ("**IFRS**") sustainability standards, specifically IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures). These standards are emerging as the global baseline and are expected to influence the future direction of sustainability reporting in Malaysia. In anticipation of this shift, the Group has begun enhancing its systems and initiatives to progressively align with IFRS S1 and S2 requirements. This positions us to adapt to evolving expectations while continuing to monitor and reduce our carbon emissions through the frameworks listed below, each of which contributes distinct value to our ESG journey.

Status	Framework	Benefits
Active	 <p>Bursa Malaysia Sustainability Report Framework</p> <p>Malaysia’s Stock Exchange requires publicly listed companies to disclose 22 statistics across 11 common indicators. The common indicators target and cover environmental, social, and governance topics.</p>	<ul style="list-style-type: none"> • Ensure compliance with Bursa’s 3rd Edition requirements, strengthening PTT’s ESG credibility with regulators and investors. • Support tender competitiveness by addressing material topics (energy, water, waste, safety, Anti-Bribery and Corruption ("ABAC") expected in government-linked and private projects.
Active but Integrated with IFRS S2	 <p>Task Force for Climate-Related Financial Disclosures ("TCFD")</p> <p>A guideline that helps companies disclose the financial impacts of climate change on their operations, now and in the future, under different climate scenarios, across the categories of Governance, Strategy, Risk/Opportunities, and Metrics/Targets.</p>	<ul style="list-style-type: none"> • Integrate climate risks (e.g., flooding, carbon tax) into PTT’s strategy and scenario analysis, reinforcing resilience in operations. • Demonstrate IFRS S2 readiness, appealing to financiers and clients prioritising climate-resilient partners.

Sustainability Statement (Cont'd)

1. INTRODUCTION (CONT'D)

1.4. Frameworks and Standards (Cont'd)

Status	Framework	Benefits
Progressing	 <p>IFRS S2: Climate-related Disclosures</p> <p>IFRS S2 focuses specifically on climate-related risks and opportunities, building on the TCFD framework. It requires disclosures on transition and physical risks, climate resilience, greenhouse gas emissions, and the use of scenario analysis to assess future impacts. The standard aims to give stakeholders a clear view of how climate change may affect a company's strategy and financial performance.</p>	<ul style="list-style-type: none"> • Enable PTT to disclose climate risks (e.g., flooding, carbon tax, policy shifts) in a structured and investor-relevant way. • Strengthen PTT's preparedness for both local and global regulatory expectations, while appealing to climate-conscious investors and clients.
Active	 <p>Global Reporting Initiative ("GRI")</p> <p>An international framework that provides standards for organisations to report on their economic, environmental, and social impacts. It aims to promote transparency, accountability, and sustainability by offering guidelines for companies to disclose their sustainability performance.</p>	<ul style="list-style-type: none"> • Provide global comparability for PTT's disclosures, aligning with peers in the construction and property sector. • Enhance accountability on workforce training, diversity, and community engagement, key focus areas in PTT's sustainability approach.
Active	 <p>United Nations Sustainable Development Goals ("UN SDG")</p> <p>A set of 17 global goals established by the United Nations in 2015 to address social, economic, and environmental challenges. Each goal has specific targets and indicators, focusing on areas such as health, education, gender equality, clean water, climate action, and sustainable economic growth.</p>	<ul style="list-style-type: none"> • Align PTT's projects with UN SDGs directly relevant to construction and property • Strengthen partnerships with government and international stakeholders by showing alignment with global priorities.

1. INTRODUCTION (CONT'D)

1.4. Frameworks and Standards (Cont'd)

Status	Framework	Benefits
Active	 <p>GREENHOUSE GAS PROTOCOL Greenhouse Gas ("GHG") Protocol</p> <p>GHG Protocol is the most widely used guidance to help businesses measure and monitor their GHG emissions from Scope 1 (direct operations), 2 (purchased energy) and 3 (value chain activities). GHG Protocol allows companies, including PTT, to manage and reduce their carbon footprints.</p>	<ul style="list-style-type: none"> • Provide PTT with a standardised method to measure Scope 1, 2, and 3 emissions across diverse project sites. • Strengthen credibility of PTT's carbon reporting, aligning with international best practices and investor expectations.
Pending	 <p>SCIENCE BASED TARGETS Science-Based Targets initiative ("SBTi")</p> <p>SBTi is a coalition of global companies and think tanks which have devised specific carbon reduction targets, by industry, between now and 2050. For instance, construction industries globally must reduce their carbon emissions by 31% by the year 2030 to achieve the goals of the Paris Agreement.</p>	<ul style="list-style-type: none"> • Guide PTT in setting emission reduction targets consistent with the construction sector benchmark (31% by 2030). • Enhance PTT's readiness for regulatory shifts and investor scrutiny by aligning climate targets with Paris Agreement goals.
Pending	 <p>IFRS International Financial Reporting Standards IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information</p> <p>IFRS S1 establishes a global baseline for sustainability disclosures, requiring companies to report on material sustainability-related risks and opportunities that could influence enterprise value. It covers governance, strategy, risk management, and metrics/targets, ensuring ESG factors are presented alongside financial statements in a consistent and decision-useful way.</p>	<ul style="list-style-type: none"> • Provide PTT with a consistent framework to disclose ESG information alongside financial reporting, improving transparency for investors. • Enhance PTT's competitiveness by demonstrating accountability and alignment with global sustainability disclosure practices.

Sustainability Statement (Cont'd)

1. INTRODUCTION (CONT'D)


1.5. Assurance Readiness (GRI 2-5)

While this Report has not undergone external assurance, the data presented has been assessed, validated, and reviewed by the Group's internal operations and management teams, with support from external consultants in its preparation.

We are confident that our reporting process is assurable, as we provide clear explanations, transparent calculation methods, stated assumptions, and the emission factors applied where relevant. In preparing this Report, we also referred to recognised assurance standards, including ISAE 3000, as guidance to strengthen the reliability of our disclosures. This approach not only enhances the accuracy and consistency of the information presented but also establishes a strong foundation for potential external assurance in the future.

1.6. Feedback

At PTT, we have and will continue to integrate ESG as a core part of shaping a resilient and forward-looking business. We welcome constructive feedback, comments, and suggestions on this Report to help us further strengthen the relevance, transparency, and accountability of our disclosures. Stakeholders may reach us through the following channels:

	Email	:	esg@ptt.com.my
	Address	:	2A-1-1(B), Space U8, No. 6, Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan

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2. ABOUT PTT GROUP

2. ABOUT THE GROUP

2.1. Company Description

At PTT, we take pride in being more than a developer of industrial and infrastructure projects: we are shaping the future of Malaysia's logistics and industrial ecosystem through innovation, technology, and sustainable growth. Since our transformation in 2021 and rebranding in 2022, we have steadily evolved into a Group that delivers AI-driven logistics hubs, automated warehouses, and robotics solutions, underpinned by strong foundations in construction and engineering.

Our journey this past year reflects the strength of this vision. We advanced the development of PTT Logistics Hub 1 in Elmina, our flagship fully automated logistics property, which reached completion in the first half of 2025. In line with our asset-light strategy, we successfully partnered with CapitaLand Malaysia Trust through a sale-and-leaseback arrangement, ensuring long-term operational continuity while unlocking value for future investments. At the same time, we broke ground on the PTT Semicon Logistics Hub in Penang, a landmark build-to-lease project for a global semiconductor client, supported by strong financing commitments that underscore institutional confidence in our capabilities.

Beyond physical assets, we strengthened our innovation capacity. Through the establishment of PTT Robotics Sdn Bhd and our collaboration with Siasun, we entered the robotics and autonomous intralogistics market, introducing Automated Guided Vehicles (AGVs) and Autonomous Mobile Robots (AMRs) to complement our warehousing and distribution solutions. This expansion positions us not only as a property developer but as a full-fledged technology enabler for supply chains of the future.

We also ensured that our growth is backed by financial resilience. In 2025, we broadened our capital base and enhanced our funding flexibility with the establishment of a RM500 million Perpetual Sukuk Wakalah programme. These milestones enable us to scale strategically, seize opportunities, and reinforce our long-term stability.

Our mission remains clear: to deliver sustainable, technology-driven solutions that create value for stakeholders, uplift communities, and protect the environment. Our vision is to be the leading force in Malaysia's transition toward a smarter, greener, and more connected industrial future. From embedding ESG practices and green building standards in our operations to fostering fair employment and local partnerships, we are committed to building not only smarter warehouses but also a smarter Malaysia.

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Sustainability Statement (Cont'd)

2. ABOUT THE GROUP (CONT'D)

2.2. Sustainability Highlights (Cont'd)

Material Topics	Definition	
<p>Supply Chain Management</p> 	<p>Evaluating suppliers based on their economic, social, environmental, and governance practices and ensuring alignment with sustainability goals to promote responsible sourcing.</p> <p>Target 1.2 Reduce at least by half the proportion of men, women, and children living in poverty.</p>	<p>Achievement PTT achieved 100% procurement from local suppliers in FY2025, up from 99% in FY2023, reinforcing its commitment to supporting domestic businesses and creating shared economic value.</p>
<p>Community Contribution</p> 	<p>Building strong relationships with local communities through initiatives and programs that support social development and address community needs.</p> <p>Target 17.16 Enhance global partnerships for sustainable development.</p>	<p>Achievement In FY2025, PTT's community programmes reached 1,750 beneficiaries, up from 1,123 in FY2024. Through initiatives such as school facility upgrades, youth sports, and community cycling events, PTT strengthened local partnerships and enhanced its social impact year-on-year.</p>
<p>Occupational Health and Safety ("OHS")</p> 	<p>Ensuring the safety and well-being of employees by adhering to stringent health and safety protocols and fostering a culture of care and prevention.</p> <p>Target 3.9 Reduce illnesses and deaths caused by hazardous chemicals and air, water, and soil pollution.</p>	<p>Achievement The Group recorded zero lost-time incidents in FY2025, supported by dust suppression, structured OHS training, and strict hazardous waste controls. These measures protected employees and neighbouring communities from health and safety risks.</p>
	<p>Target 8.8 Protect labour rights and promote safe working environments.</p>	<p>Achievement PTT maintained a safe workplace with zero work-related fatalities and zero recordable injuries in FY2025, across 2,359,229 hours worked, sustaining an lost time incident rate of 0. This outcome was underpinned by structured OHS training.</p>

2. ABOUT THE GROUP (CONT'D)

2.2. Sustainability Highlights (Cont'd)

Material Topics	Definition
<p>Talent Management</p> 	<p>Providing opportunities for professional growth through structured training and development programs to enhance skills and career progression.</p> <p>Target 4.4 Increase the number of youth and adults with relevant skills for employment and entrepreneurship.</p> <p>Achievement PTT delivered 3,616 hours of employee training for 254 staff, averaging 17.25 hours for men and 11.17 hours for women. Externally, school contributions strengthened student learning and co-curricular activities.</p>
<p>Diversity and Inclusion</p> 	<p>Encouraging and fostering a workplace environment that values varied backgrounds, perspectives, and skills to build a more inclusive organisation.</p> <p>Target 5.5 Ensure women's full and effective participation in leadership at all levels.</p> <p>Achievement In FY2025, women represented 41% of managers, 35% of executives, and 9% of non-executives, while senior management included 13% women. Recruitment and promotion remained fair, with no cases of discrimination reported. These figures demonstrate gradual progress in female representation at managerial levels compared to FY2024.</p>
<p>Water Management</p> 	<p>The efficient and sustainable use of water resources, focusing on conservation, reuse, and reducing water wastage across processes.</p> <p>Target 6.4 Increase water-use efficiency to ensure sustainable withdrawals.</p> <p>Achievement PTT advanced water efficiency by installing rainwater harvesting systems, sediment basins, and silt traps. These initiatives optimised water use at sites and reduced sediment discharge into rivers, strengthening environmental protection.</p>

Sustainability Statement (Cont'd)


2. ABOUT THE GROUP (CONT'D)

2.2. Sustainability Highlights (Cont'd)

Material Topics	Definition
<p>Energy Management</p>  <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>The strategic approach to optimising energy consumption, improving efficiency, and exploring renewable energy sources to reduce reliance on conventional energy.</p> <p>Target: 7.3 Double the global rate of improvement in energy efficiency</p> <p>Achievement PTT operated 8 EV cars and 2 EV trucks in FY2025 and introduced monitoring to optimise electricity usage. The Automated Storage and Retrieval System (ASRS) reduced the need for manual handling, maximised warehouse storage space, and lowered energy demand for lighting, cooling, and heating by reducing human presence in operational areas.</p>
<p>Waste Management</p>  <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>The responsible handling, reduction, and treatment of solid and liquid waste generated from operations to ensure environmental safety and compliance.</p> <p>Target 9.4 Upgrade infrastructure and industries to make them sustainable.</p> <p>Achievement PTT achieved a 26-fold increase in waste diverted from disposal compared to FY2024 by reusing and recycling hoarding, metals, aggregate, and concrete, embedding circular economy practices into its operations.</p> <p>Target 12.5 Substantially reduce waste generation through prevention, reduction, recycling, and reuse.</p>
<p>Human Rights and Labour Practice</p>  <p>10 REDUCED INEQUALITIES</p>	<p>Encompass dignity, equality, fair treatment, safe working conditions, fair wages, and prevention of exploitation, promoting ethical and inclusive standards.</p> <p>Target 10.2 Empower and promote social, economic, and political inclusion.</p> <p>Achievement PTT strengthened diversity and inclusion by embedding impartial recruitment, transparent promotion, and refresher training for managers to reinforce fair leadership. The workforce grew to 417 employees, with gender, age, and nationality diversity maintained across all levels.</p>

2. ABOUT THE GROUP (CONT'D)


2.2. Sustainability Highlights (Cont'd)

Material Topics	Definition
<p>Air and GHG Emissions</p>  	<p>The management of emissions resulting from operations, including air pollutants and GHG, to minimize environmental impact and comply with regulatory standards.</p> <p>Target 11.6 Reduce the environmental impact of cities, including air quality and waste management.</p> <p>Achievement The Group expanded GHG monitoring to additional project sites using DEFRA and GHG Protocol methodologies. These efforts support Malaysia’s COP28 target of 45% emission reduction by 2030 and align with SBTi’s 1.5°C pathway.</p> <p>Target 13.2: Integrate climate change measures into policies, strategies, and planning.</p> <p>Achievement Scope 1 and 2 emissions coverage was expanded to 7 project sites in FY2025, up from 3 in FY2024, strengthening PTT’s baseline for emissions reduction in line with Malaysia’s 2050 carbon neutrality target.</p>
<p>Biodiversity and Land Remediation</p>  	<p>Efforts to protect and enhance ecosystems, focusing on preserving biodiversity and mitigating negative impacts on flora and fauna.</p> <p>Target 14.1 Prevent and significantly reduce marine pollution from land-based activities.</p> <p>Achievement Sediment basins and silt traps were maintained at construction sites to reduce turbidity and prevent soil runoff from entering rivers, protecting aquatic ecosystems from construction-related pollution.</p> <p>Target 15.5 Take urgent action to reduce the degradation of natural habitats and biodiversity loss.</p> <p>Achievement PTT conducted its first biodiversity assessment using the IUCN Red List across 7 project sites. The study identified 179 mammal species: 118 Least Concern, 21 Vulnerable, 12 Endangered, and 2 Critically Endangered. This baseline, alongside awareness-raising with ESG consultants, strengthened biodiversity management.</p>

Sustainability Statement (Cont'd)

2. ABOUT THE GROUP (CONT'D)

2.2. Sustainability Highlights (Cont'd)

Material Topics	Definition
Human Rights and Labour Practice	Encompass dignity, equality, fair treatment, safe working conditions, fair wages, and prevention of exploitation, promoting ethical and inclusive standards.
Anti-Corruption and Whistle-Blowing	Implementing policies to prevent corruption and fraud, with mechanisms for secure and anonymous reporting of unethical behaviour.
Data Privacy and Protection	Safeguarding sensitive data through robust systems and practices that ensure confidentiality and compliance with privacy regulations.
Corporate Governance	Adhering to frameworks that ensure transparency, accountability, and ethical practices in all business operations and decision-making processes.
	<p>Target 16.5 Substantially reduce corruption and bribery in all forms.</p> <p>Target 16.10 Ensure public access to information and protect fundamental freedoms.</p>
	<p>Achievement Governance was reinforced through active implementation of the Whistleblowing Policy and ABAC Manual, with secure reporting channels for staff and stakeholders. Data protection practices were also strengthened, ensuring responsible handling of stakeholder information.</p>

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2. ABOUT THE GROUP (CONT'D)

2.3. Joint Statement of Leadership

At PTT, sustainability is not a parallel effort to our business. It is at the heart of how we grow, innovate, and serve our stakeholders. FY2025 marks an important chapter in our journey, where we continue to refine our practices and embrace technology to build a more resilient and responsible organisation.

Our vision is clear: to be a leading force in Malaysia's transition toward smarter, greener, and more connected industrial and infrastructure solutions. This means embedding environmental stewardship, social responsibility, and sound governance into every aspect of our work. We recognise that the construction and property development sector must evolve to meet rising expectations from regulators, investors, and communities. Our approach is therefore guided not just by compliance, but by a long-term aspiration to create shared value and to future-proof our business.

Technology and innovation remain powerful enablers of this ambition. Through the integration of IoT systems, automation, and robotics, we are transforming our operations to be more efficient, safer, and less resource-intensive. Our Automated Storage and Retrieval System ("**ASRS**") and the deployment of Autonomous Mobile Robots ("**AMRs**") are tangible steps in reshaping logistics and warehousing. At the same time, our transition toward electric vehicles ("**EV**") is underway, reinforcing our efforts to reduce reliance on fossil fuels while setting an example for cleaner mobility in our sector. These advancements do more than improve productivity. They reduce energy use, emissions, and operational risks, aligning our progress with national and global climate goals.

Equally, we continue to focus on the fundamentals of responsible business. This includes protecting biodiversity at our sites, managing waste responsibly, conserving water, and strengthening supply chain accountability. We are also investing in people, ensuring that our workforce is equipped with the skills and awareness needed for the digital and sustainable economy of tomorrow. Structured training in ESG, safety, and new technologies underscores our commitment to building a workforce that is both capable and resilient.

On governance, we are reinforcing transparency, data protection, and ethical practices, recognising that trust is built on accountability. Anti-corruption safeguards, whistleblowing channels, and data privacy protections are integral to maintaining stakeholder confidence in a digital age.

As we forge ahead, we are confident that our direction is both ambitious and achievable. By aligning our strategy with international frameworks such as the UN SDGs, GRI, and IFRS S1/S2, and by listening closely to our stakeholders, we are ensuring that PTT remains a partner of choice for clients and communities alike. ESG is not a destination: it is a continuous journey. In FY2025, we reaffirm our pledge to walk this path with discipline, responsibility, and innovation, making sure that the value we create today endures for generations to come.

Sustainability Statement (Cont'd)

3. SUSTAINABILITY STATEMENT

3.1. Sustainability Governance Structure

A robust sustainability governance structure is central to PTT's ability to deliver innovation, strengthen performance, and advance ESG practices within the construction and development industry. Our governance framework is organised across 3 key levels: the Sustainability Working Committee ("**SWC**"), Senior Management, and Heads of Departments ("**HODs**"), each with defined roles and responsibilities that collectively support the Group's sustainability objectives.

At PTT, we apply both a top-down and bottom-up approach to ESG. The Board provides oversight by reviewing and endorsing sustainability-related policies and procedures, ensuring that the Group's overall direction integrates sustainable practices across our operations.

The SWC, which includes the Managing Director, plays a central role in identifying sustainability and climate-related risks and opportunities. It develops initiatives and strategies to address these issues and keeps the Board informed of evolving sustainability reporting trends and frameworks.

Following this, Senior Management is responsible for managing and strategically allocating resources to implement sustainability initiatives. Senior Management also monitors, evaluates, and reports on key sustainability metrics to track progress against established targets.

At the operational level, the HODs act as the backbone of implementation. They are responsible for executing sustainability initiatives on a day-to-day basis, ensuring accurate data collection, and reporting outcomes to Senior Management for review.

We believe that while a top-down governance approach provides clear strategic direction, the bottom-up process is equally important in ensuring that sustainability is embedded throughout the organisation. Together, these mechanisms create a comprehensive governance structure that enables the Group to make steady progress in its sustainability journey.

3. SUSTAINABILITY STATEMENT (CONT'D)

3.1. Sustainability Governance Structure (Cont'd)



Figure 3.2.3 Sustainability Governance structure at PTT to ensure top-down and bottom-up sustainability alignment across the Group.

Sustainability Statement (Cont'd)

3. SUSTAINABILITY STATEMENT (CONT'D)



3.2. Materiality Assessment (GRI 2-29, 3-1, 3-2, 3-3)

3.2.1. Stakeholder Engagement: Method and Frequency




Stakeholders are central to PTT's sustainability approach. As outlined in Table 3.2.2, we engage with our stakeholders through various communication channels to understand their key areas of interest and expectations. To strengthen this process, PTT conducted its first stakeholder mapping exercise on 21 May 2025, involving 27 participants from senior management, managers, and executive staff across multiple departments. This exercise provided a comprehensive view of the stakeholder groups most relevant to our business and ESG priorities.

The outcome identified shareholders, employees, and government and regulatory bodies as the three most impactful and dependent stakeholder groups. This insight now guides how we prioritise resources and attention across our ESG practices. By applying these results to the weighting of our materiality matrix, PTT ensures that the perspectives of its most critical stakeholders are reflected in decision-making and embedded in sustainability strategies.

Table 3.2.2 Our stakeholder engagement methods, frequency, and responses.

Key Stakeholder Group	Areas of interest or concerns	Our Response	Frequency of Engagement
Business Partners 	<ul style="list-style-type: none"> Financial performance and stability Integrity in partnerships Alignment with sustainability goals and values 	<ul style="list-style-type: none"> Meetings and discussions Regular communications 	<ul style="list-style-type: none"> Ad hoc Ongoing
Customers 	<ul style="list-style-type: none"> Quality and safety of construction projects Product innovation Availability of sustainable and energy-efficient features in projects and solutions provided Customer satisfaction 	<ul style="list-style-type: none"> Customer service and support Customer surveys 	<ul style="list-style-type: none"> Ongoing

3. SUSTAINABILITY STATEMENT (CONT'D)**3.2. Materiality Assessment (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)****3.2.1. Stakeholder Engagement: Method and Frequency (Cont'd)**




Key Stakeholder Group	Areas of interest or concerns	Our Response	Frequency of Engagement
Employees 	<ul style="list-style-type: none"> • Workplace health and safety • Diversity and equal employment opportunities • Training and career development • Human rights • Employee welfare 	<ul style="list-style-type: none"> • Employee surveys and feedback mechanism • Team meetings with management • Annual appraisal and performance review • Job-related training and workshop • Employee engagement activities 	<ul style="list-style-type: none"> • Annually • Ongoing
Government and Regulatory Authorities 	<ul style="list-style-type: none"> • Compliance with regulations • Ethical and responsible business practices • Contribution to the local economy • Public health and safety • Environmental and social impact of construction and development 	<ul style="list-style-type: none"> • Regulatory reporting and compliance submissions • Announcement • Participation in programmes organised by regulatory bodies 	<ul style="list-style-type: none"> • Ongoing • Annually
Local Communities and Public (NGO) 	<ul style="list-style-type: none"> • Environmental and social impact of construction and development activities • Contribution to the local community • Corporate social responsibility initiatives • Job creation and economic contributions 	<ul style="list-style-type: none"> • Community programmes and events • Corporate social responsibility activities 	<ul style="list-style-type: none"> • Ad hoc

Sustainability Statement (Cont'd)

3. SUSTAINABILITY STATEMENT (CONT'D)

3.2. Materiality Assessment (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)

3.2.1. Stakeholder Engagement: Method and Frequency (Cont'd)

Key Stakeholder Group	Areas of interest or concerns	Our Response	Frequency of Engagement
Media 	<ul style="list-style-type: none"> Accuracy and transparency in public communications Timely response to inquiries and concerns 	<ul style="list-style-type: none"> Newspaper and social media Press release Direct engagement 	<ul style="list-style-type: none"> Ongoing
Shareholders and Investors 	<ul style="list-style-type: none"> Financial performance Long-term growth and resilience Ethical business practices Timely and accurate announcement Transparency in financial reporting 	<ul style="list-style-type: none"> Annual general meetings Earnings reports and financial disclosures Sustainability reports and updates Investor relations website and contact Analyst briefings and meetings Press release Site visits Audits 	<ul style="list-style-type: none"> Ongoing Quarterly Annually
Suppliers 	<ul style="list-style-type: none"> Fair procurement practices Sustainable sourcing Sustainability in the supply chain 	<ul style="list-style-type: none"> Supplier assessment and audits Supplier meetings and discussions Regular communications 	<ul style="list-style-type: none"> Ongoing Annually

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3. SUSTAINABILITY STATEMENT (CONT'D)

3.2. Materiality Assessment (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)

3.2.2. Materiality Matrix

Following the stakeholder mapping exercise, PTT also upgraded its materiality matrix in 2025. With guidance from an ESG consulting firm, we refined our approach to identify additional ESG areas relevant to the construction and property development sector through our ESG workshop and internal discussion. Compared to the previous year, we adjusted and added new material topics, recognising that while full data disclosure is not yet possible for all areas, this year marks the first step toward progressively reporting on them. In total, 14 ESG topics were identified as material to our operations.

To improve the accuracy of stakeholder input, we also enhanced our materiality survey design. In previous years, the survey methodology was simplified and relied solely on stakeholders rating the importance of each topic, which tended to skew results and did not account for respondent background. This year, the survey was strengthened by asking stakeholders to express their level of agreement or disagreement with four statements for each topic: their knowledge of the issue, their awareness of PTT’s actions, their view on whether PTT has done enough, and their overall level of concern. Responses were then quantified and averaged to create a balanced score, ensuring that the matrix more accurately reflects stakeholder perspectives. Weighting from the stakeholder mapping exercise was also incorporated to further refine the results.

The survey, distributed to internal and external stakeholders, received 64 responses. The results highlighted anti-corruption policies and whistleblowing procedures, OHS, and data privacy as the 3 most important topics to PTT. These findings now guide the prioritisation of resources and initiatives in these areas. The results were reviewed and validated by senior management and the SWC, before being endorsed by the Board. PTT thanks all stakeholders who participated in the survey, as their input not only shaped the materiality outcomes but also supports the Group in progressing further on its ESG journey.

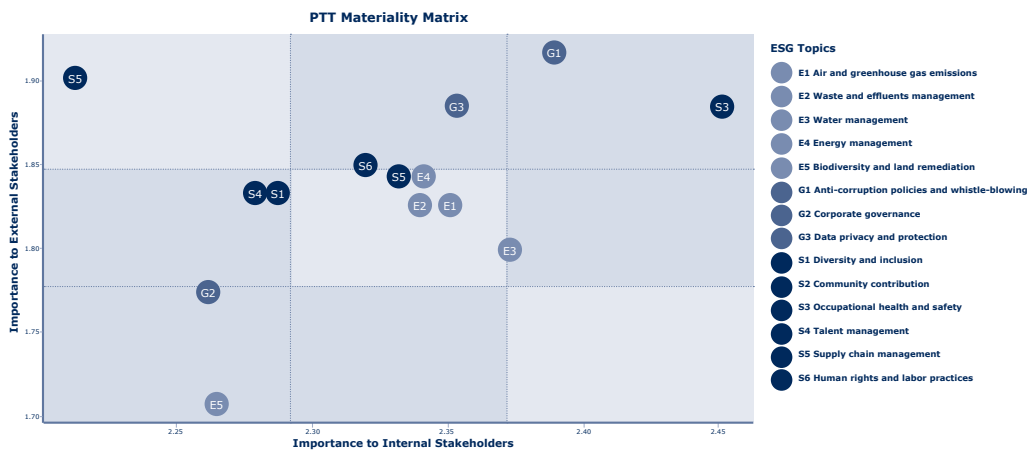


Figure 3.2.3 The Materiality matrix of PTT, which consists of 14 different and relevant ESG topics.

Sustainability Statement (Cont'd)

3. SUSTAINABILITY STATEMENT (CONT'D)

3.2. Materiality Assessment (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)

3.2.2. Materiality Matrix (Cont'd)

Table 3.2.3 The definitions of the 14 topics material and relevant to PTT's operations.


ESG Pillars	Material Topics	Definition
 Environment	Air and GHG emissions	Refers to the release of GHG or other pollutants into the atmosphere. It is generally measured to manage environmental impact and align with reduction targets and regulatory standards.
	Waste management	The discharge of liquid waste and the generation of hazardous waste, focusing on minimising their environmental impact through proper management, treatment, and disposal practices.
	Water management	The efficient use, conservation, and treatment of water resources are aimed at minimising water consumption, reducing pollution, and ensuring access to clean water for all stakeholders.
	Energy management	The systematic monitoring, control, and optimisation of energy consumption to reduce environmental impact, improve energy efficiency, and support long-term sustainability goals.
	Biodiversity and land remediation	The protection of ecosystems and restoration of disturbed land resulting from construction projects. PTT addresses soil erosion, vegetation loss, and habitat disruption by implementing site-specific mitigation and remediation measures, ensuring long-term environmental stewardship.

3. SUSTAINABILITY STATEMENT (CONT'D)

3.2. Materiality Assessment (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)

3.2.2. Materiality Matrix (Cont'd)

Table 3.2.3 The definitions of the 14 topics material and relevant to PTT's operations. (Cont'd)

ESG Pillars	Material Topics	Definition
 Social	Diversity and inclusion	The promotion of a diverse workforce and inclusive practices ensures equal opportunities, representation, and a supportive environment for all employees regardless of gender, ethnicity, age, or other characteristics.
	Community contribution	PTT's initiatives and impact on social well-being, including contributions to local communities, stakeholder engagement, and efforts to promote social equity, economic development, and positive societal outcomes.
	OHS	Policies, practices, and measures implemented to ensure the health, safety, and well-being of employees, aiming to prevent workplace accidents, injuries, and illnesses at PTT.
	Talent management	The development and retention of a skilled workforce to meet evolving business needs. For PTT, this includes training for traditional construction roles while also reskilling employees in IoT, automation, and digital technologies to prepare for future industry demands.
	Supply chain management	The oversight and integration of sustainable practices throughout the supply chain, focusing on ethical sourcing and ensuring social responsibility across all stages of procurement, production, and distribution.
	Human rights and labour practice	PTT's commitment to respecting and upholding fundamental human rights throughout its operations and supply chain, including preventing abuses, ensuring fair labour practices, and promoting equality and dignity for all individuals.


Sustainability Statement (Cont'd)

3. SUSTAINABILITY STATEMENT (CONT'D)

3.2. Materiality Assessment (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)

3.2.2. Materiality Matrix (Cont'd)

Table 3.2.3 The definitions of the 14 topics material and relevant to PTT's operations. (Cont'd)

ESG Pillars	Material Topics	Definition
 Governance	Anti-corruption and whistleblowing	Policies, controls, and practices PTT enforces to prevent, detect, and address bribery and corruption, ensuring ethical business conduct and compliance with legal and regulatory standards.
	Corporate governance	The structures and processes that define accountability, transparency, and oversight. PTT's governance framework includes Board and committee oversight of ESG, integration of sustainability into management practices, and adherence to Bursa Malaysia's reporting requirements.
	Data Protection and Privacy	Policies and practices PTT implements to safeguard personal and sensitive data, ensuring compliance with regulations and maintaining the privacy, security, and trust of stakeholders.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI)

4.1. Environmental Indicators

4.1.1. Water management (GRI 303-5)

Why it Matters to PTT

Water management is an essential aspect of our work. From foundation works to finishing stages, water is used for processes such as curing, dust suppression, and site hygiene. Mismanagement can lead to disruptions, cost overruns, or environmental harm. For PTT, careful stewardship of water resources also reflects our responsibility to the communities where we operate, as construction sites often share water sources with surrounding households and businesses.

Values Created

- Reliable progress of construction activities without water-related delays
- Reduced environmental impact through efficient usage and recycling practices
- Positive community relations by safeguarding shared resources

UN SDG



Our Approach

Water is a critical resource in construction, given that many phases demand substantial amounts. This includes water usage for concrete mixing, curing, and washouts to dust suppression, hydro-demolition, and landscaping, especially when concrete curing alone requires sustained moist conditions to achieve strength and durability.

At PTT, our water management practices (including harvesting rainwater, reusing water from sediment basins and silt traps, and carrying out tyre and road wash-downs) are aligned with approaches proven effective in Malaysia. Research in Kelantan found that sediment basins and silt traps reduce suspended solids by slowing water velocity, allowing particles to settle before discharge, thereby protecting nearby rivers from turbidity and siltation (Zainuddin, 2007).

Additionally, our continuous deployment of silt traps at our project sites and rainwater harvesting is also proven beneficial. For instance, a study in Shah Alam demonstrated that silt traps at construction sites intercept runoff and capture fine soil before it enters public drains. This practice helps reduce sediment pollution and mitigates downstream flooding risks (Noorhazizan & Shafizuddin, 2021). Similarly, rainwater harvesting systems can provide a reliable non-potable supply, directly substituting treated mains water for site uses such as cleaning vehicles and roads (Md Lani, Yusop & Syafiuddin, 2018). By applying these methods across our projects, our tyre washes and road spraying maintain cleanliness and safety for surrounding communities and also conserve potable water, reducing our environmental impact.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.1. Water management (GRI 303-5) (Cont'd)

Our Performance

PTT recognises that water consumption patterns vary across project lifecycles and is taking steps to manage demand more efficiently. In FY2023, the reporting scope was revised to focus on 7 project sites, all of which were new contracts awarded in FY2024. As the scope depends on active projects, it may change from year to year, with some sites reaching completion and others continuing into subsequent periods. Operational activity in FY2024 remained limited as projects were at the initial stages, while in FY2025, water consumption increased as construction entered more resource-intensive phases such as heavy earthworks, site preparation, and structural works. Consumption typically declines again as projects move into finishing and fit-out stages. While these trends are common in the industry, PTT is strengthening monitoring, exploring the reuse of washout and non-potable water, and pursuing efficiency measures to reduce consumption without compromising construction quality.

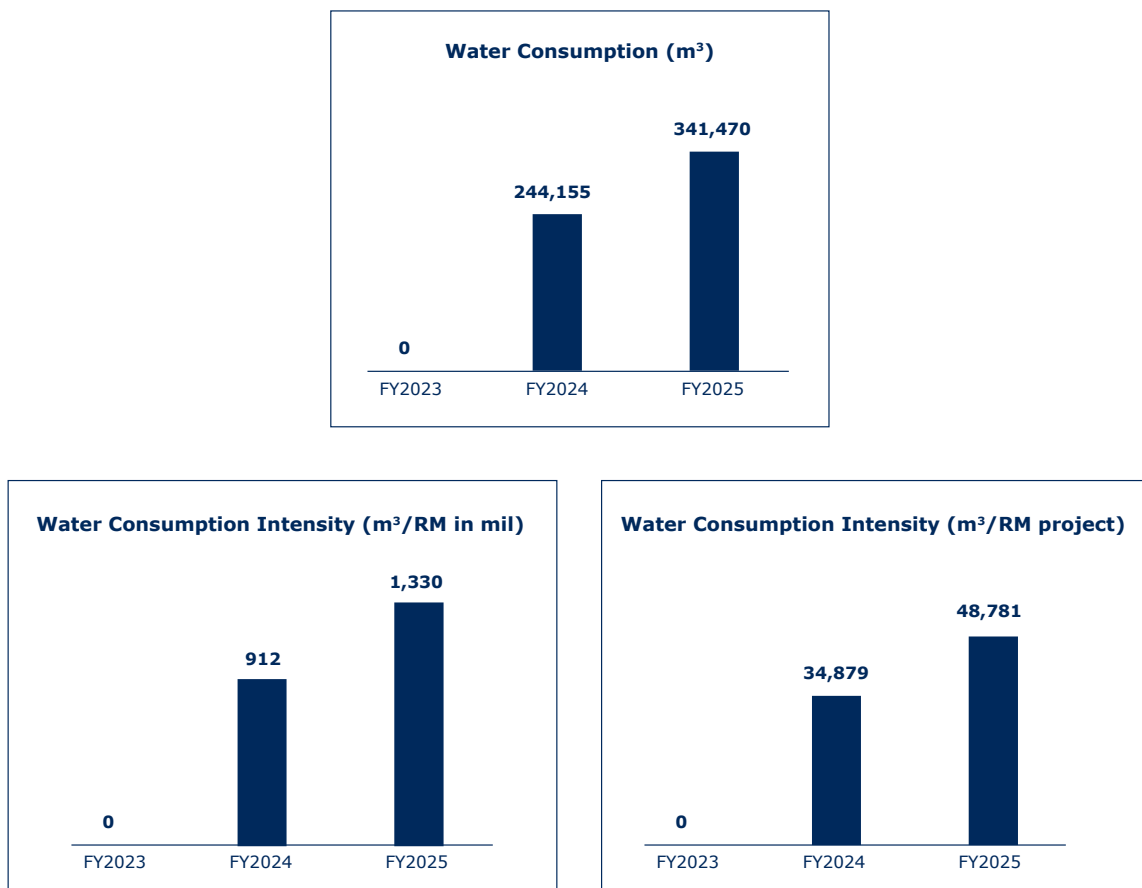


Figure 4.1.1a Total water consumption in cubic metres, water consumption intensity in cubic metres per million Ringgit and cubic metres per project, from FY2023 to FY2025.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)**4.1. Environmental Indicators (Cont'd)****4.1.1. Water management (GRI 303-5) (Cont'd)****Our Performance (Cont'd)****Table 4.1.1.** Potable, non-potable, and total water consumption of PTT from FY2023 to FY2025.

		FY2023		FY2024		FY2025	
	Unit	Potable Water	Non-potable Water	Potable Water	Non-potable Water	Potable Water	Non-potable Water
Total	m3	-	-	15,255	228,900	11,982	329,488
Grand total	m3	-		244,155		341,470	
Water intensity ratio	m3/RM in mil	-		911.7		1329.7	
	m3/project	-		34,879.3		48,781.5	

Notes:

- Revenue is in million Ringgit. FY2023 was RM163.4 million, FY2024 was RM267.8 million, and FY2025 was RM256.8 million. FY2024 revenue was restated from RM325.1 million to RM267.8 million, reflecting only revenue generated from continuing operation.
- Water consumption data for FY2023 was not available, as project activities had yet commenced.

4.1.2. Waste management (GRI 306-2, 306-3)**Why it Matters to PTT**

Our sector inevitably generates waste, from surplus building materials to packaging and site debris. If unmanaged, these by-products can create safety hazards, increase costs, and harm the environment. For PTT, proper waste handling is not only a matter of compliance but also a reflection of our operational discipline and professionalism. By embedding structured waste practices on every site, we reduce inefficiencies, maintain safer working environments, and contribute to the circular economy by promoting reuse and recycling where feasible.

Values Created

- Safer and cleaner worksites that support productivity
- Lower disposal costs through reduction and recycling measures
- Stronger reputation with regulators, clients, and communities

UN SDG

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.2. Waste management (GRI 306-2, 306-3) (Cont'd)

Our Approach

As our data collection systems mature, we are now able to monitor waste generation and management with greater accuracy. We acknowledge that not all sites have maintained organised waste records in the past, and addressing this gap remains a priority for future reporting.

We classify waste into 2 main categories: non-hazardous domestic waste and hazardous scheduled waste, the latter of which is handled strictly in accordance with the Environmental Quality (Scheduled Wastes) Regulations 2005. All scheduled wastes are managed offsite through licensed service providers, with key types including SW305 (used engine oil), SW408 (contaminated soil and chemical spills), SW409 (contaminated containers), and SW410 (contaminated filters, rags, and papers). For domestic waste, we apply several on-site techniques such as tree mulching to protect and stabilise soil around trees, coir logs to prevent erosion and runoff near water bodies, silt traps to capture sediments from stormwater, and earth drains to improve site drainage and reduce the risk of erosion.

Our Performance

Managing construction waste responsibly remains a priority for PTT, given its significant impact on both the environment and project efficiency. This year, we revised the reporting scope to keep the project sites consistent from FY2023 to FY2025. A total of 7 projects were tracked across the 3 years, all of which were newly awarded in FY2024. This resulted in the low waste generation in FY2024, as projects were still at the early stages before heavy machinery and earthworks commenced. By FY2025, construction advanced into more resource-intensive phases, leading to higher waste volumes such as excess soil, concrete debris, and packaging from raw materials. These fluctuations are typical across the construction lifecycle, with volumes spiking in early stages and declining during finishing phases. Despite the increase observed in FY2025, PTT significantly strengthened waste diversion practices, with recycling, reuse, and repurposing efforts driving a 26-fold increase in waste diverted from disposal compared to FY2024. The main categories of materials recovered included site hoarding, metals, fabric and clothing, aggregate and concrete waste, and site cabins. While waste generation is influenced by construction cycles, PTT remains committed to raising diversion rates and embedding circular practices across its operations.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.2. Waste management (GRI 306-2, 306-3) (Cont'd)

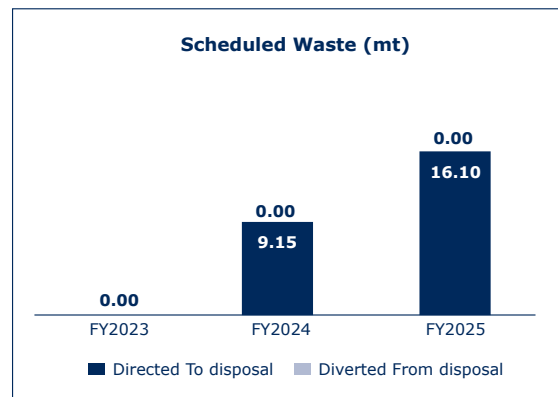
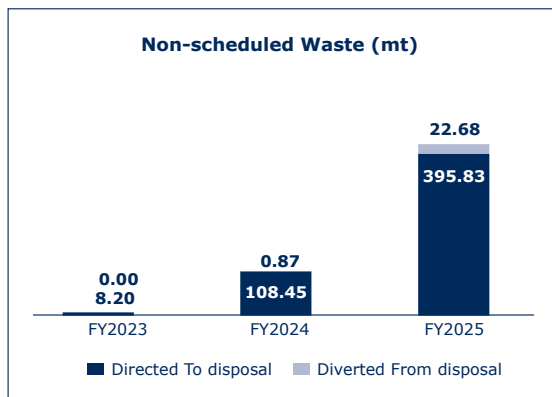
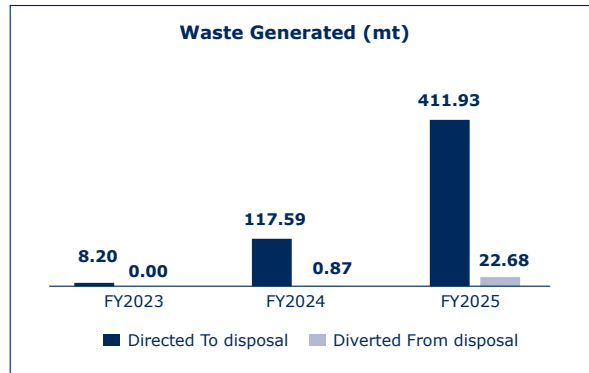


Figure 4.1.2a Waste generated, non-scheduled waste and scheduled waste that are directed to disposal and diverted from disposal, in metric tonne, from FY2023 to FY2025.

Table 4.1.2 The total waste generated, broken down into those directed to disposal and those diverted from disposal, and into different waste categories.

	Type of Waste	Disposal	Unit	FY2023	FY2024	FY2025
Total	Non-scheduled Waste	Directed To disposal	tonnes	8.2	108.5	395.8
		Diverted From disposal		0	0.9	22.7
	Scheduled Waste	Directed To disposal		0	9.2	16.1
		Diverted From disposal		0	0	0

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.3. Energy management (GRI 302-1, 302-3, 302-4)

Why it Matters to PTT

We recognise that energy is central to our operations as a construction and property development group. Our project sites rely heavily on electricity and fuel to power machinery, support logistics, and maintain site facilities. As PTT advances towards automation and the use of more sophisticated equipment, our energy demand is expected to continue growing. Responsible energy management is therefore critical not only to control operational costs but also to reduce our environmental footprint.

Values Created

- Greater efficiency in construction activities and site operations
- Reduced operational costs through optimised energy use
- Enhanced resilience and reputation in line with sustainable practices

UN SDG



Our Action

PTT continued to advance our energy efficiency initiatives with steady, practical progress. Our transition to EV moved forward, with 8 EV cars and 2 EV trucks already in operation, alongside further units on order that will be introduced into service in FY2026. We have also begun tracking the electricity usage of EVs for employee operations, giving us clearer visibility into energy demand and opportunities for optimisation.

At the same time, we are expanding the use of technology and design to reduce energy consumption in our operations. The implementation of an Automated Storage and Retrieval System (ASRS) has improved warehouse efficiency by maximising storage space, reducing human error, and lowering energy needs for lighting, cooling, and heating. The system also contributes to safer working conditions by reducing manual handling. In addition, we remain committed to the gradual adoption of LED lighting across all future projects, further reinforcing long-term reductions in energy use and environmental impact.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.3. Energy management (GRI 302-1, 302-3, 302-4) (Cont'd)

Our Performance

PTT’s total energy consumption has risen over the reporting period in line with the expansion of project activity and the progression into more resource-intensive phases of construction. Following the revision of the scope in FY2023 to cover 7 project sites, all newly awarded in FY2024, energy use increased as projects progressed through heavy earthworks, site preparation, and structural works. Compared to the prior year, overall consumption more than doubled in FY2024 and again in FY2025. Diesel accounted for the largest share of this increase, reflecting the operational demands of construction machinery, while petrol use, though relatively minor, also rose. Importantly, part of the increase in recorded fuel consumption is attributable to enhanced data collection, which has improved the accuracy and completeness of reporting.

Looking ahead, PTT remains focused on managing energy demand responsibly and reducing the carbon intensity of our operations. While fluctuations in fuel and electricity consumption are typical of the construction sector, we are embedding efficiency measures to moderate these trends. These include wider adoption of LED lighting, greater integration of EV, and the introduction of automated systems such as ASRS, all of which help to reduce avoidable consumption while supporting operational efficiency. By strengthening both transparency in data collection and the implementation of efficiency initiatives, PTT continues to build a more sustainable energy profile across its business.

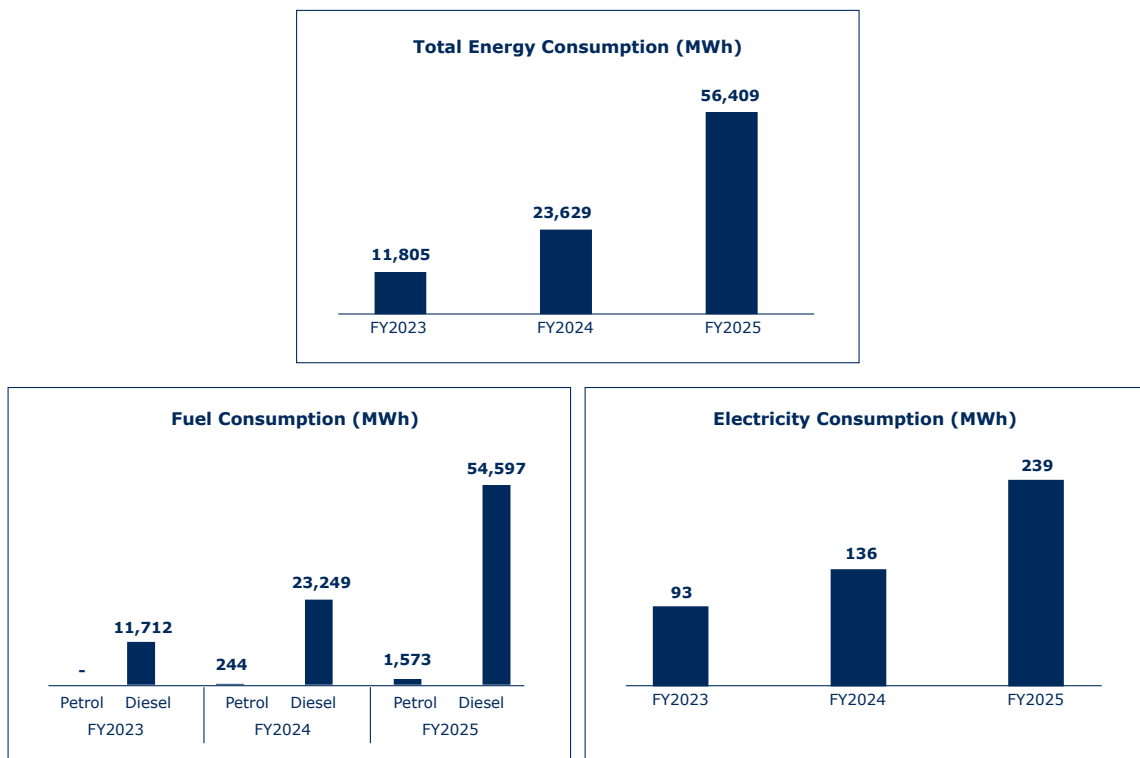


Figure 4.1.3a Total energy consumption, fuel consumption and electricity consumption in MWh, from FY2023 to FY2025.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.3. Energy management (GRI 302-1, 302-3, 302-4) (Cont'd)

Our Performance (Cont'd)

Table 4.1.3 PTT electricity and non-renewable fuel consumption over time.

		FY2023		FY2024		FY2025	
Fuel Consumption							
	Unit	Petrol	Diesel	Petrol	Diesel	Petrol	Diesel
Total Fuel	L	0	1,184,820	26,433	2,350,530	170,955	5,512,087
Total Fuel (Energy)	MWh	-	11,712	244	23,249	1,573	54,597
		11,712		23,493.5		56,170.2	
Electricity Consumption							
Total Electricity (Energy)	MWh	92.6		135.5		239.2	
Total Energy Consumption (Fuel and Electricity Consumption)							
Total Energy Consumption	MWh	11,804.6		23,629		56,409.4	
Energy intensity ratio	MWh/RM in mil	72.2		88.2		219.7	
	MWh/ project	NA1		3,375.6		8,058.5	

Notes:

1. Energy intensity ratio (MWh/project) for FY2023 was not applicable as data collection commenced in FY2023 and would not provide a representative measure of the Group's performance for the financial period.
2. The net caloric value (CV) of diesel used was obtained from "Diesel (average biofuel blend)" of DEFRA (2025), which were 9.885 KWh/L, 9.891 KWh/L, and 9.905 for FY2023, FY2024, and FY2025 respectively.
3. The net caloric value (CV) of petrol used was sourced from "Petrol (100%)" of DEFRA (2025), which were 9.217 KWh/L, 9.245 KWh/L, and 9.201 for FY2023, FY2024, and FY2025 respectively.
4. Revenue is in million Ringgit. FY2023 was RM163.4 million, FY2024 was RM267.8 million, and FY2025 was RM256.8 million. FY2024 revenue was restated from RM325.1 million to RM267.8 million, reflecting only revenue generated from continuing operation.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5)

Why it Matters to PTT

Emissions from construction activities, including fuel combustion, machinery use, and logistics, are a direct outcome of our operations. As PTT grows and adopts more automated equipment, monitoring and managing emissions becomes increasingly important to ensure our progress does not come at the expense of environmental quality. Beyond regulatory expectations, our approach to emissions management reflects our role in supporting Malaysia's climate goals and demonstrates accountability to stakeholders who are increasingly attentive to environmental performance.

Values Created

- Reduced regulatory and compliance risks in a tightening policy environment
- Lower operational footprint, aligning with national climate ambitions
- Strengthened trust among clients, investors, and communities

UN SDG



Our Action

At COP28 on December 9, 2023, Malaysia announced its commitment to reduce GHG emissions by 45% by 2030 and to achieve carbon neutrality by 2050. At the same time, the Science-Based Targets initiative (SBTi, 2023) provides sectoral guidance, recommending that the construction industry reduce emissions by approximately 31% by 2030 and 97% by 2050 to remain aligned with the 1.5°C pathway. Together, these national and scientific benchmarks establish a clear direction for companies such as PTT, setting the parameters for how we must shape our own approach to emissions management.

In developing this approach, PTT also refers to the GHG Protocol, the internationally recognised standard for measuring and managing GHG emissions. The Protocol emphasises the principle of "measure to manage," underscoring that meaningful reductions can only be achieved when organisations have a firm grasp of their emissions baseline. Guided by this principle, we have revisited our baseline and expanded data collection across more project sites. While the diversity of our projects (including variation in size, nature, and phase) introduces complexity, it also highlights the importance of building consistency. By stabilising data collection across all sites, we are laying the foundation to implement emission reduction targets that align with Malaysia's commitments, sectoral expectations, and global best practices.

Emission Methodology

Consistent with the previous year, our emissions reporting covers 3 primary GHG: carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O). These gases are the focus of our assessment due to their prevalence and significance in overall emissions. According to the IPCC (2023a), CO₂ accounted for approximately 75% of global GHG emissions in 2019, while CH₄ and N₂O contributed 18% and 4% respectively, with the remaining 3% comprising other gases.

To ensure consistency and comparability in our reporting, PTT has standardised its methodology by adopting the DEFRA (2025) Emission Factor database. This provides a recognised and reliable reference for calculating emissions across our operations and will guide our measurement framework going forward.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 1 and Scope 2 GHG Emissions

PTT's GHG emissions reflect the expansion of our project portfolio and the pace of construction activity across sites. Scope 1 emissions from direct fuel use increased steadily over the reporting period, more than doubling in FY2024 and then more than doubling again in FY2025 as projects progressed from initial mobilisation into resource-intensive phases involving heavy machinery and logistics. Diesel remained the main contributor, while petrol use, though relatively minor, also rose in FY2025 due to both project transport needs and HQ vehicles. Scope 2 emissions from purchased electricity followed a similar trajectory, rising in tandem with expanded site facilities and higher office energy requirements. These upward movements are consistent with our growth cycle, particularly as construction entered structural and site operation stages that demand higher energy inputs.

PTT recognises that FY2023 to FY2025 represents a period of data consolidation and baseline setting, as project awards in FY2024 moved from initial stages into full-scale operations in FY2025. Rather than viewing these increases solely as a challenge, we see them as an opportunity to establish a transparent and accurate foundation for future emissions management. PTT is already working with ESG consultants to explore structured pathways that include setting emission reduction targets, evaluating the use of shadow carbon pricing, and embedding practical efficiency measures across both project sites and offices. These forward-looking actions will be detailed in upcoming reports as part of our commitment to transparency, accountability, and alignment with stakeholder expectations.

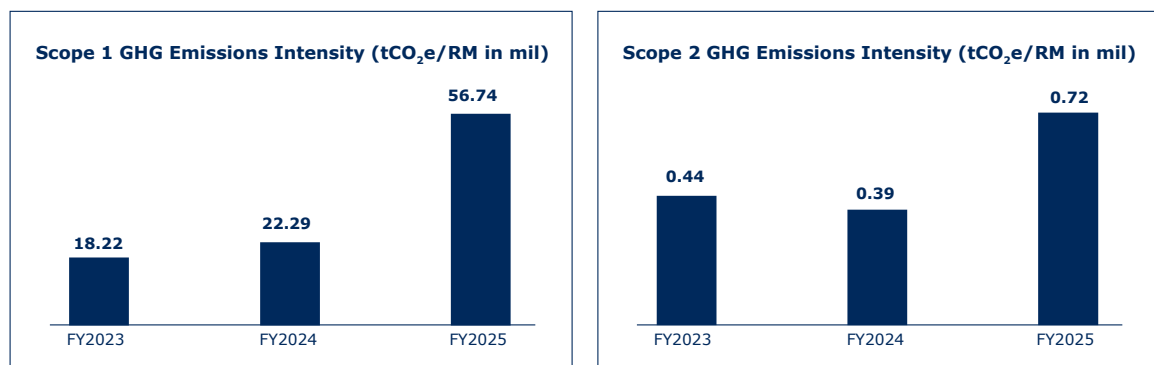


Figure 4.1.4a Scope 1 and 2 GHG emissions intensity in tCO₂e/RM in mil, from FY2023 to FY2025.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)**4.1. Environmental Indicators (Cont'd)****4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5)
(Cont'd)****Our Performance: Scope 1 and Scope 2 GHG Emissions (Cont'd)**

Table 4.1.4a shows the total and a breakdown of Scope 1 emissions over time.

Scope 1 GHG Emissions							
	Unit	FY2023		FY2024		FY2025	
	Fuel	Petrol	Diesel	Petrol	Diesel	Petrol	Diesel
Scope 1 GHG Emissions	tCO ₂ e	0	2,976.3	62.2	5,906.4	400	14,170.6
Total Scope 1 GHG Emissions	tCO ₂ e	2,976.3		5,968.6		14,570	
Scope 1 GHG Emissions intensity ratio	tCO ₂ e/ RM in mil	18.2		22.3		56.7	
Scope 2 GHG Emissions							
	Unit	FY2023		FY2024		FY2025	
Total Scope 2 GHG Emissions	tCO ₂ e	71.7		104.9		185.2	
Scope 2 GHG Emissions intensity ratio	tCO ₂ e/ RM in mil	0.44		0.39		0.72	

Note:

Revenue is in million Ringgit. FY2023 was RM163.4 million, FY2024 was RM267.8 million, and FY2025 was RM256.8 million. FY2024 revenue was restated from RM325.1 million to RM267.8 million, reflecting only revenue generated from continuing operation.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 1 and Scope 2 GHG Emissions (Cont'd)

How did we calculate Scope 1 and 2 Emissions?

We calculated GHG emissions based on the emission factors from the GHG Protocol (2024) and DEFRA (2024), which focused on 3 major GHGs: CO₂, CH₄, and N₂O.

To ensure comparability between GHGs, we first converted the impact of each GHG to carbon dioxide equivalent (CO₂e), calculated using the Global Warming Potential over 100 years (GWP100) from the latest Intergovernmental Panel on Climate Change Assessment Report (IPCC AR) 6. According to IPCC AR6, CO₂, CH₄, and N₂O have a GWP100 of 1, 27.9, and 273 respectively (Smith et al., 2021). The Scope emissions would be calculated using the formula:

Scope Emission = Amount of fuel X Emission Factor X GWP100

After converting all GHGs to CO₂e, we calculated Scope 1 mission by accounting for both stationary and mobile combustion sources. This is because stationary sources generally emit more CO₂ gases, while mobile combustion is non-CO₂ gases, so we want to accurately capture all GHG emissions.

For Scope 2 emissions, we adopt the location-based method because our operations that consume electricity use only the local power grid. The grid emission factor was based in Peninsular Malaysia (0.774 Gg CO₂e/GWh), where the data was sourced from the Energy Commission (2022).

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 3

In FY2025, PTT reported Scope 3 emissions across 3 categories: waste generated in operations, business travel, and employee commuting. The most significant contribution came from Category 5 (waste), which rose from 53,906 tCO₂e in FY2024 to 196,828 tCO₂e in FY2025. This increase reflects a higher volume of construction activity entering heavy phases such as earthworks and structural works, both of which generate substantial waste. While most waste was sent for disposal, a small portion was successfully diverted, with associated avoided emissions recorded.

Category 6 (business travel) was first reported in FY2025 at 7.2 tCO₂e, a modest contribution reflecting limited travel activity. Category 7 (employee commuting) also grew from 209.1 tCO₂e in FY2024 to 360.6 tCO₂e in FY2025, consistent with an increase in the workforce from 102 to 189 employees. Petrol cars remained the dominant commuting mode.

Although the reported figures show a significant increase, these outcomes are closely tied to PTT’s project pipeline and workforce expansion. Importantly, FY2024 and FY2025 represent our first comprehensive measurement of Scope 3 impacts, giving us a clearer baseline for future planning. Building on this foundation, PTT is engaging ESG consultants to explore practical reduction pathways, including enhancing waste diversion, expanding recycling and repurposing initiatives, supporting sustainable commuting options, and considering tools such as emission reduction targets and shadow carbon pricing. These forward-looking steps will be incorporated into future disclosures, ensuring stakeholders can see clear progress in how we manage and mitigate Scope 3 impacts over time.

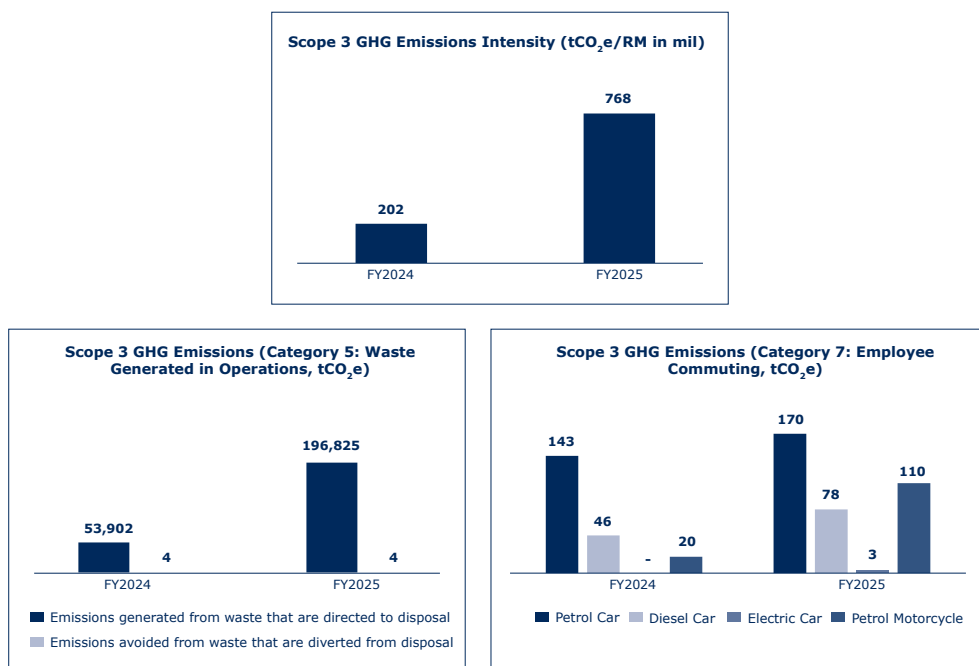


Figure 4.1.4b Scope 3 GHG emissions intensity, category 5 (waste generated in operations) and category 7 (employee commuting) in tCO₂e/RM in mil, from FY2024 to FY2025.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 3 (Cont'd)

Table 4.1.4 PTT Scope 3 emissions from FY2023 to FY2025.

Financial Year (FY)		FY2023	FY2024	FY2025
Total Scope 3 emissions	tCO ₂ e	-	54,115	197,195.9
Scope 3 intensity ratio	Tonne CO ₂ e / RM in mil	-	202.1	767.9
Category 5: Waste generated in operations				
Emissions generated from waste that are directed to disposal	tCO ₂ e	-	53,902.0	196,824.5
Emissions avoided from waste that are diverted from disposal	tCO ₂ e	-	3.9	3.6
Category 5 Total GHG Emissions	tCO ₂ e	-	53,905.9	196,828.1
Category 6: Business travel (Land and Air)				
Category 6 Total GHG Emissions	tCO ₂ e	-	-	7.2
Category 7: Employees commuting¹				
Number of employees	Number	-	102	189
Petrol car	tCO ₂ e	-	143.2	170
Diesel car	tCO ₂ e	-	46	77.8
Electric car	tCO ₂ e	-	-	3.1
Petrol motorcycle	tCO ₂ e	-	19.9	109.7
Category 7 Total GHG Emissions	tCO ₂ e	-	209.1	360.6

Notes:

- Employee commuting emissions (Scope 3, Category 7) were calculated using employees' reported round-trip distances and primary transport modes, multiplied by annual working days (FY2025: 242 days for office staff, 294 for site staff; FY2024: 245 days for all staff). DEFRA "Average" emission factors for each year were applied: FY2025 – Diesel car 0.17304, Petrol car 0.16272, Electric car 0.04047, Motorcycle 0.11367; FY2024 – Diesel car 0.16984, Petrol car 0.16450, Electric car 0.04745, Motorcycle 0.11367. Total commuting emissions were derived by summing across all employees and converting results from kilograms to tonnes of CO₂e.
- Revenue is in million Ringgit. FY2023 was RM163.4 million, FY2024 was RM267.8 million, and FY2025 was RM256.8 million. FY2024 revenue was restated from RM325.1 million to RM267.8 million, reflecting only revenue generated from continuing operation.
- Scope 3 GHG emissions data was not available for FY2023 as data collection commenced in FY2024.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 3 (Cont'd)

Our Approach: Emission Scenario Analysis

As climate change advances, effective risk management and planning will be central to PTT's response, especially in preparation for future climate-related impacts. To navigate future uncertainties, we assess potential climate scenarios to better anticipate risks and shape our strategy. In this process, we utilise three recognised projection frameworks: Working Group III (WGIII) categories, Shared Socio-economic Pathways (SSPs), and Representative Concentration Pathways (RCPs). Each scenario framework offers a unique perspective, but when combined, they provide a comprehensive view of potential future impacts.

Table 4.1.4b The 3 most commonly adopted future climate projection frameworks and their environmental impacts. At PTT, we focused on SSP1-1.9, SSP2-4.5, and SSP5-8.5 to prepare for the best-, mid-, and worst-case climate scenarios in the future (highlighted in light blue) (IPCC, 2023a; IPCC, 2023b).

Shared Socio-economic Pathway (SSP)	Category in WGIII	Representative Concentration Pathway (RCP)	Description
SSP1-1.9	C1	RCP1.9	Limit warming to 1.5 °C with no or limited overshoot (1.6 °C)
	C2		Return warming to 1.5 °C after a high overshoot (1.6~1.8 °C)
SSP1-2.6	C3 and C4	RCP2.6	Limit warming to 2 °C
	C5		Limit warming to 2.5 °C
SSP2-4.5	C6	RCP4.5	Limit warming to 3 °C
SSP3-7	C7	RCP7.0	Limit warming to 4 °C
SSP5-8.5	C8	RCP8.5	Exceed warming of 4 °C

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 3 (Cont'd)

Our Approach: Emission Scenario Analysis (Cont'd)

Time Horizon	Scenario	Mean Temperature (°C)	Total Precipitation (%)	Sea level rise (m)
2021-2040	SSP1-1.9 (C1)	1.0 to 1.6	-3.8 to 3.6	0.0 to 0.2
	SSP2-4.5 (C6)	1.0 to 1.7	-4.8 to 3.1	0.0 to 0.2
	SSP5-8.5 (C5)	1.1 to 1.8	-4.4 to 4.3	0.0 to 0.2
2041-2060	SSP1-1.9 (C1)	1.1 to 2.0	-3.7 to 3.9	0.1 to 0.3
	SSP2-4.5 (C6)	1.3 to 2.3	-4.1 to 4.4	0.1 to 0.4
	SSP5-8.5 (C5)	1.7 to 2.7	-3.1 to 5.9	0.1 to 0.4
2081-2100	SSP1-1.9 (C1)	1.1 to 2.2	-3.0 to 4.9	0.2 to 0.8
	SSP2-4.5 (C6)	1.8 to 3.2	-4.2 to 7.0	0.2 to 0.9
	SSP5-8.5 (C5)	2.9 to 5.2	-5.7 to 10.1	0.4 to 1.1

By integrating these frameworks, PTT focused on 3 relevant scenarios to prepare for future climate-related impacts: Shared Socio-economic Pathways 1 (SSP1), SSP2, and SSP5. These scenarios were selected as they provide a balanced representation of possible futures with the greatest relevance to our industry.

SSP2 reflects a trajectory similar to today, with moderate progress where sustainability awareness and practices improve but remain incremental. SSP1 represents the opposite end of the spectrum, envisioning a world where sustainability is highly prioritised, even at the expense of short-term business growth. In contrast, SSP5 depicts a future driven by reliance on technology, where the transition to sustainable practices is delayed until abrupt and costly adjustments become unavoidable. By considering these 3 scenarios, PTT strengthens its ability to remain resilient and prepared, regardless of how the global climate context evolves. These scenarios help PTT analyse, predict, and prepare for various climate impacts, guiding our strategic planning and sustainability efforts.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5)
(Cont'd)

Our Performance: Scope 3 (Cont'd)

Our Approach: Emission Scenario Analysis (Cont'd)

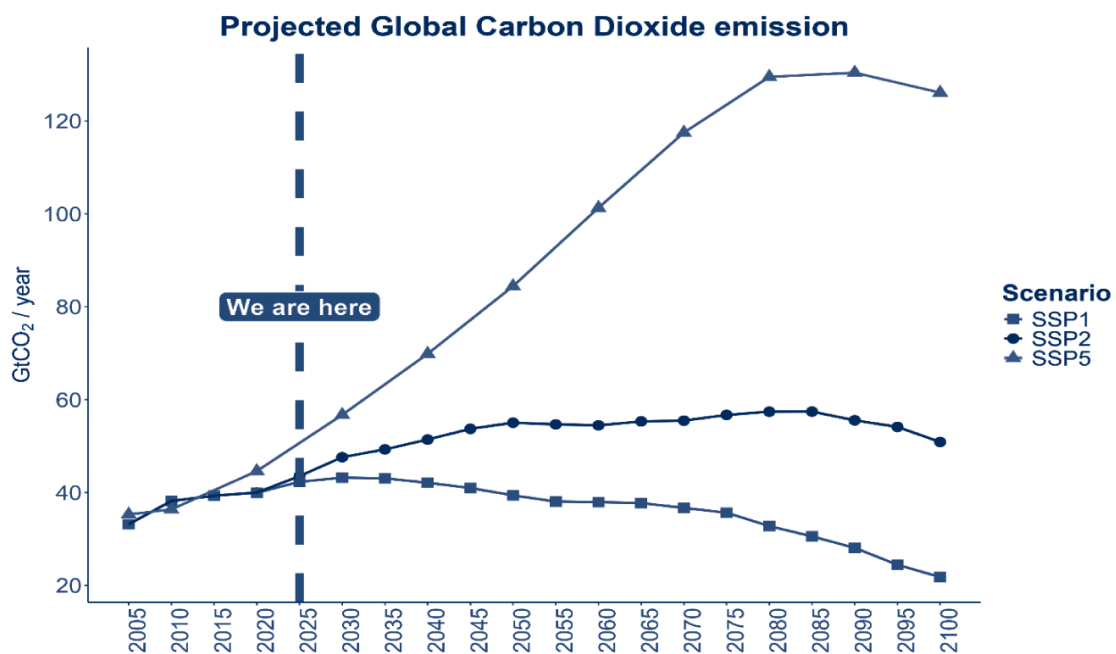


Figure 4.1.4c shows the projected amount of carbon dioxide released every year under the 3 scenarios focused on by PTT. The graph is plotted from IPCC (2023b), using the models: IMAGE 3.2 (for SSP1), IMAGE 3.2 (SSP2), and REMIND-MAgPIE 1.5 (SSP5) (Byers et al., 2022).

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 3 (Cont'd)

Our Approach: Emission Scenario Analysis (Cont'd)

Box 4.1.4

3 established frameworks are commonly used to explore potential climate futures. While they overlap in purpose, their distinctions lie in scope and application:

- **Shared Socioeconomic Pathways (SSPs):** These scenarios describe how different global development patterns may influence GHG emissions and climate policies. They range from SSP1, representing a highly sustainable world, to SSP5, portraying a fossil-fuel-intensive, high-emission future (IPCC AR6, 2022; O'Neill et al., 2017).
- **WGIII Categories:** Developed under the IPCC, these categories classify mitigation pathways according to how effectively they can limit global warming to specified temperature thresholds.
- **Representative Concentration Pathways (RCPs):** These pathways project GHG concentration levels in the atmosphere over time, measured in radiative forcing (W/m^2). Higher radiative forcing values indicate more severe warming outcomes.

For ease of understanding, the SSP framework is most commonly referenced, as it links socioeconomic narratives with emissions trajectories. 3 illustrative examples are outlined below:

1. **SSP1-1.9 (C1):** Sustainability (low challenges to mitigation and adaptation). A favourable outcome, with radiative forcing at $1.9 W/m^2$ and temperature increases held below $1.5-1.6^{\circ}C$. It envisions inclusive development, reduced inequality, strong international cooperation, and a transition to sustainable energy systems.
2. **SSP2-4.5 (C6):** Middle of the Road (medium challenges to mitigation and adaptation). A continuation of current trends, with radiative forcing at $4.5 W/m^2$ and warming of about $2^{\circ}C$. It reflects moderate economic and technological progress, while environmental and social challenges persist but remain manageable.
3. **SSP5-8.5 (C8):** Fossil-Fuelled Development (high challenges to mitigation, low challenges to adaptation). A fossil-fuel-driven pathway, with radiative forcing at $8.5 W/m^2$ and temperature rises above $4^{\circ}C$. It assumes rapid economic growth, delayed climate action, and severe environmental consequences, far exceeding Paris Agreement thresholds.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.4. Air and GHG emissions (GRI 305-1, 305-2, 305-3, 305-4 305-5) (Cont'd)

Our Performance: Scope 3 (Cont'd)

Physical and Transitional Risks

As climate change unfolds, both physical and transition risks have the potential to affect PTT over different time horizons. To structure our analysis, we adopted a defined timeline: short-term (2025–2030), medium-term (2030–2040), and long-term (2040–2050). This framework enables us to plan and evaluate climate-related risks, impacts, and opportunities across multiple scenarios.

In 2025, we advanced our scenario analysis by quantifying physical and transition risks that could materially impact our business. On 24 July 2025, we engaged external ESG consultants to facilitate a full-day workshop with senior management, managers, and executives, attended by 35 participants. The session raised awareness of climate risks and guided discussions on how PTT can build resilience and remain future-proof.

Building on the analysis outlined in Appendix A, the workshop enabled us to quantify risks under SSP2 and capture preliminary financial impacts, as shown in Appendix B. Through group discussions and structured voting, participants identified the top 3 most likely acute and chronic physical risks, and the top 2 most likely transition risks across market, reputation, technology, and policy dimensions. This was carried out through a modified Delphi process, involving cycles of voting and discussion, ensuring outcomes reflected both collective insights and operational realities.

The results highlighted 3 priority physical risks:

- Sinkholes caused by heavy rainfall leading to infrastructure damage and equipment failure
- Flash floods disrupting project timelines and increasing rectification costs
- Unpredictable rainfall patterns delaying concreting, earthworks, and site operations

Among transition risks, policy-related risks were deemed most material, particularly:

- The introduction or increase of carbon taxes, raising operating costs tied to fossil fuel use
- Mandatory requirements for green-certified materials in government-linked projects, with non-compliance potentially excluding PTT from tenders

While other transition risks remain important, further details are provided in Appendix B. Although financial quantification of these risks has not yet been completed, this will be a key focus moving forward in line with IFRS S2 requirements. With the key risks now clearly identified under SSP2, the next step for PTT is to develop targeted mitigation and adaptation strategies for each. Following this, we will extend our scenario analysis to SSP1 and SSP5, quantify the financial impacts of all identified risks, and prepare comprehensive mitigation and adaptation strategies across all 3 scenarios.

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Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.5. Biodiversity and land remediation (GRI 302-1, 302-3, 302-4)

Why it Matters to PTT

As a construction and property development group, our projects inevitably interact with land, vegetation, and surrounding ecosystems. Activities such as site clearing, earthworks, and infrastructure development can cause soil disturbance, habitat loss, and runoff that impacts nearby waterways. These issues are material to PTT because they affect regulatory compliance, project approvals, and our licence to operate, while also influencing how local communities and authorities perceive our work. Managing biodiversity and undertaking land remediation, therefore helps us reduce environmental impacts, maintain good stakeholder relations, and safeguard long-term project viability.

Values Created

- Reduced risk of regulatory penalties or project delays linked to environmental non-compliance
- Improved land stability and reduced erosion through remediation measures
- Enhanced community trust by demonstrating care for the local ecosystem

UN SDG



Our Action

Biodiversity is increasingly important to PTT as our projects interact with land, ecosystems, and surrounding communities, and this year marks our first step in formally addressing biodiversity within our sustainability agenda.

On 22 May 2025, we organised a full-day Biodiversity Workshop in collaboration with an ESG consultant specialising in biodiversity and conservation. The session brought together 33 participants, including members of the Board, senior management, and executive staff. The workshop raised awareness on the fundamentals of biodiversity in Malaysia, highlighting global declines in species richness, the role of ecosystem services, and the need to account for biases in biodiversity data. It also introduced practical ways individuals can support awareness and data collection. Discussions centred on potential action plans for PTT to contribute to biodiversity awareness and conservation, both internally and in collaboration with external stakeholders. As a follow-up, we are exploring resource allocation to strengthen internal communication of biodiversity commitments, and we have begun referencing the IUCN Red List database to conduct initial assessments across project sites, starting with mammalian species.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.5. Biodiversity and land remediation (GRI 302-1, 302-3, 302-4) (Cont'd)



Figure 4.1.5a Group photo of PTT’s senior management, executive staff, and ESG consultant during the “Life Beyond Leaves: Biodiversity’s Many layers” Workshop held on 22 May 2025.

Our Performance

Safeguarding biodiversity is increasingly recognised as a critical part of sustainable development. For PTT, it represents a responsibility to contribute to environmental stewardship. In FY2025, we carried out our first biodiversity assessment to gain a clearer picture of how our operations interact with surrounding ecosystems. To carry out the initial assessment, we referenced the International Union for Conservation of Nature (IUCN) Red List. The IUCN is the leading international authority on species conservation, where its Red List provides a globally recognised system for classifying species by extinction risk. By referencing their database, we overlaid our 7 project sites (using the Geographic Information System (GIS)) to identify the presence and spatial range of species in our project sites.

Mammalian diatribution at PTT’s Project sites

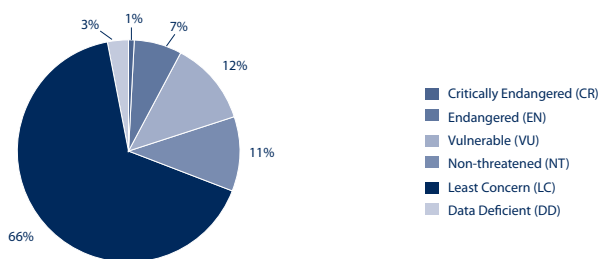


Figure 4.1.5b Mammal spatial distribution at PTT’s operation sites by conservation status. The study is based on the IUCN Red List assessment using QGIS.

Our assessment identified 179 mammalian species within the spatial footprint of our sites. Most were classified as Least Concern (118 species, 95%), but several required greater attention: 2 Critically Endangered (1%), 12 Endangered (7%), and 21 Vulnerable (12%). Of note were the Sunda Pangolin (*Manis javanica*) and the Raffles’ Banded Langur (*Presbytis femoralis*), both species of high conservation concern. Historical records indicated that the Malayan Tiger (*Panthera tigris*) once occurred in the broader region but has not been recorded in recent years. Its absence reflects a nationwide decline driven by factors such as habitat fragmentation and poaching, not by PTT’s activities, as all our projects undergo Environmental Impact Assessments (EIA), which include biodiversity as a key criterion. The EIA ensures our operation complies with regulatory standards and does not endanger biodiversity. We include this as part of our biodiversity baseline to acknowledge wider conservation challenges and highlight the importance of protecting remaining species.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.1. Environmental Indicators (Cont'd)

4.1.5. Biodiversity and land remediation (GRI 302-1, 302-3, 302-4) (Cont'd)

This first assessment is an important milestone for PTT. It gives us a baseline to strengthen awareness across our workforce and engage in citizen science initiatives that allow our employees to contribute to monitoring local wildlife. Looking ahead, we aim to progressively align with Malaysia's National Policy on Biological Diversity (2022–2030), the Kunming-Montreal Global Biodiversity Framework, and ultimately the Taskforce on Nature-related Financial Disclosures (TNFD). By taking this initial step, our goal is to ensure that our operations contribute not only to economic growth but also to ecosystems protection that sustain future generations.

4.2. Social Indicators

4.2.1. Community contribution (GRI 413-1)

Why it Matters to PTT

Strong community relations are essential for building trust, business continuity, and shared value. For PTT, supporting communities goes beyond philanthropy. This ties directly to the nature of our projects, which can operate in proximity to residential areas and local businesses. By engaging with communities early, we reinforce our reputation as a responsible corporate citizen.

Values Created

- Smoother project execution through trust and acceptance from local stakeholders
- Stronger reputation as a developer who contributes to social and economic stability
- Long-term resilience by embedding community support into business continuity

UN SDG



Our Approach

PTT continues to take a structured approach to community engagement guided by its Sustainability and ESG Policy, which has been effective since 12 October 2022. This policy ensures that our business practices reflect our responsibility to the community, environment, and society. In line with the policy, we focus on 3 key areas of community support: education, disaster relief, and socio-economic upliftment. We partner with educational institutions to create opportunities for underprivileged students, extend timely aid to communities affected by natural disasters, and support local initiatives that improve social and economic conditions.

The policy also sets clear criteria for selecting CSR initiatives. Activities must be centred on genuine community needs and involve employee participation. Each initiative is required to demonstrate measurable outputs, including community impact, budget accountability, and employee involvement. This structured approach ensures that our community programmes are meaningful and aligned with long-term resilience and sustainability goals. By embedding these commitments into our policy framework, PTT assures stakeholders that our engagement with local communities is not only deliberate and consistent but also deliver lasting benefits.

Our Performance

In line with our commitment to creating positive social impact, we continue to channel resources and employee participation towards initiatives that benefit the wider community. Our contributions cover areas such as local engagement programmes, support for underprivileged groups, and collaborative projects with stakeholders to foster shared value.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.1. Community contribution (GRI 413-1) (Cont'd)

Table 4.2.1 Our contribution to and impacts on our local community and society.

	FY2023	FY2024	FY2025
Total amount (RM) invested in the community	-	20,000	317,661
Total number of workers involved in community contribution	-	85	28
Total number of beneficiaries from our investment	-	1,123	1,750

Our community Contribution

Sumbangan Program Love Cricket Daerah Dungun 2024

On 11 September 2024, PTT contributed to the Persatuan Ibu Bapa dan Guru (PIBG) of Sekolah Kebangsaan Kampung Shukor, Dungun, Terengganu, in support of the "Love Cricket" Karnival Cricket held at the school field. The district-level event brought together around 200 students and their teachers in a friendly tournament, with the PIBG (a Parent-Teacher Association dedicated to enhancing student welfare and educational development) serving as the organiser. The programme aimed to encourage youth participation in sports, promote teamwork, and strengthen relationships between students, teachers, and the wider community. To support the event, PTT donated RM3,000 and sent 2 employee volunteers who assisted on the day. By doing so, PTT helped create a platform for young people to experience values such as discipline, fair play, and healthy living, while also contributing to the promotion of cricket as an inclusive sport within Terengganu schools.



Figure 4.2.1 Photograph captures of our banner for the event (left) and PTT’s representatives alongside PIBG members during the event (right).

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.1. Community contribution (GRI 413-1) (Cont'd)

Sumbangan Sempena Kejohanan Bola Sepak 7 Sebelah Terbuka

Building on our earlier support for cricket development in schools, we also extended our contribution to football through the Kejohanan Bola Sepak Bawah 12 Tahun, 7 Sebelah Piala PTT Infra Peringkat Negeri 2024, held on 18–19 November 2024 at Padang SK Jongkok Batu, Dungun. Organised in collaboration with the PIBG, the tournament brought together 28 teams of young footballers under the age of 12 in a lively seven-a-side competition, complemented by family-friendly activities such as karaoke, food stalls, and games that created a festive atmosphere for the wider community. The programme was aligned with the objectives of the national Transformasi Sekolah 2025 (TS25) initiative, which aims to enhance student development through co-curricular engagement and holistic education.

PTT supported the event with an RM3,000 contribution and the participation of 2 employee volunteers, helping to ensure smooth organisation on the day. At least 200 students benefited directly from the tournament, which cultivated sporting talent, instilled values of teamwork and discipline, and promoted healthier lifestyles through active participation in football. With PTT's involvement, the championship not only celebrated the achievements of the winning teams but also reinforced the spirit of camaraderie and community pride.



Figure 4.2.1 The PTT-supported Under-12 Football Championship event banner (top) and photos of the winning football teams with our PTT staff (bottom).

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.1. Community contribution (GRI 413-1) (Cont'd)

Sumbangan Kewangan Bagi Aktiviti Kokurikulum dan Sukan Sekolah Kebangsaan Kampung Shukor

Beyond individual tournaments, PTT also supported broader student development by contributing RM3,000 in financial assistance to Sekolah Kebangsaan Kampung Shukor for its 2025 co-curricular and sports programmes. Channelled through the school's Parent-Teacher Association, this contribution will fund a full year of activities, ranging from athletics and games to academic clubs and cultural initiatives. 2 PTT employees also volunteered their time in support of the programme, which is expected to benefit approximately 250 students throughout the year.

The objective of this initiative is to ensure that students have access to a well-rounded educational experience beyond the classroom. By investing in co-curricular and sporting activities, PTT is helping students explore their talents, strengthen teamwork, and build confidence, while also supporting the school in nurturing future leaders who are academically capable, resilient, and engaged members of the community.



Figure 4.2.1 Students of Sekolah Kebangsaan Kampung Shukor engaging in sepak takraw (left) and football (right) tournaments.

Sumbangan Majlis Makan Malam Amal 30 Tahun SK Meru

Continuing our collaboration with school Parent-Teacher Associations, PTT extended its support to Sekolah Kebangsaan Meru through the Majlis Makan Malam Amal held on 18 January 2025 at Dewan Hadhari, SK Meru. Organised by the PIBG in conjunction with the school's 30th anniversary, the charity dinner brought together parents, teachers, alumni, and community members to celebrate 3 decades of educational service. The purpose of the event was not only to commemorate this milestone but also to raise funds for school renovations and future programmes that will benefit the next generation of SK Meru students.

PTT contributed RM1,000 and was represented by 10 employee volunteers, demonstrating strong engagement with the school and community. Approximately 700–800 people participated in the event, reflecting wide support for the school's continued growth. By contributing to this initiative, PTT reinforced its commitment to strengthening PIBG-led efforts that unite communities and support holistic education.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.1. Community contribution (GRI 413-1) (Cont'd)



Figure 4.2.1 Guests at the charity dinner, with parents, teachers, alumni, and PTT representatives gathered in celebration of SK Meru's 30th anniversary

Sumbangan Membiayai Pembelian Tanah Merah bagi Menurap Tempat Parking Baharu di SK Meru

In addition to supporting school programmes, we also contributed to the development of facilities at Sekolah Kebangsaan Meru by financing the purchase of red soil for surfacing a new parking area. The donation, channelled through the school's PIBG, enabled the construction of a space for parents to safely park their vehicles during student drop-off and pick-up times. With our support, we estimated that at least 200 people, parents and visitors, would benefit from safer parking.

This initiative addressed a practical need within the school community by easing traffic congestion, improving safety for students, and creating a more organised environment for daily routines. By assisting in such infrastructure enhancements, we continue to work with PIBGs to ensure schools are better equipped to serve both students and families in meaningful ways.



Figure 4.2.1 Lorries transporting red soil to Sekolah Kebangsaan Meru, supporting the development of a new parking area to enhance safety and ease traffic congestion.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.1. Community contribution (GRI 413-1) (Cont'd)

Sumbangan Rumah Amal Yatim

Extending our support beyond schools, Pembinaan Tetap Teguh Sdn Bhd contributed RM400 to Asrama Damai Rumah Anak-Anak Yatim Kuang on 28 March 2025. The home provides shelter, care, and guidance to orphaned and underprivileged children, ensuring they receive not only necessities but also the opportunity to grow in a supportive environment.

Through this contribution, we aimed to ease the home's operating needs and reaffirm our commitment to caring for vulnerable groups within the community. By supporting children who face significant life challenges, we continue to uphold our role in fostering compassion, inclusivity, and shared responsibility across society.



Figure 4.2.1 Photo of PTT staff contribution to Asrama Damai Rumah Anak-Anak Yatim Kuang, supporting the welfare and development of orphaned and underprivileged children.

Cycling Programme Contribution

To promote active lifestyles and strengthen community engagement, PTT contributed RM4,000 to support the Fun Ride Jelajah Kuang 2024 cycling programme held on 8 December 2024 at Padang Awam Kampung Setia, Rawang, Selangor. Organised in collaboration with local community leaders, the programme was designed to connect contractors with nearby villagers while encouraging healthier routines through cycling. The Sunday ride gathered around 100–150 participants, including local residents, community leaders, and cycling enthusiasts, in a day-long event that blended health, recreation, and camaraderie.

PTT's involvement went beyond financial support, with 10 employee volunteers participating to assist with the event. Activities included the Fun Ride itself, breakfast with guests of honour, and prize presentations, all of which helped foster stronger bonds between the Group and the community. By supporting this initiative, PTT enabled wider participation in a sport that is accessible, environmentally friendly, and beneficial to personal well-being, reflecting our broader goal of contributing to community vitality and sustainability.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.1. Community contribution (GRI 413-1) (Cont'd)



Figure 4.2.1 Photos of the Program banner for the cycling (left) and PTT staff who volunteered and assisted with the event organisation.

4.2.2. Diversity and inclusion (GRI 405-1)

Why it Matters to PTT

Diversity and inclusion remain a strategic strength for PTT, enabling us to harness different perspectives, experiences, and skills to drive innovation and strengthen decision-making. As we operate in construction and property development while also moving into IoT, automation, and advanced technologies, we require talent that blends traditional industry expertise with digital and technical capabilities. By embracing diversity across gender, race, religion, age, and nationality, we not only reflect the communities we serve but also ensure access to the widest pool of skills needed for our evolving business model.

Values Created

- Access to a wider range of skills, from on-site expertise to digital and automation talent
- Stronger capacity for innovation and adaptation in a technology-driven market
- Enhanced employer brand as an inclusive and future-ready organisation

UN SDG



4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.2. Diversity and inclusion (GRI 405-1) (Cont'd)

Our Approach

In FY2025, PTT sustained its commitment to embedding diversity and inclusion into all aspects of workplace culture and human capital management. We continued to uphold our Recruitment practices to ensure fair and transparent hiring, supported impartial career progression pathways, and reinforced a culture where employees are valued and respected.

Our Employee Share Scheme (ESS) remained key driver of engagement and retention, instilling a sense of ownership and aligning employee interests with the long-term success of the Group. These initiatives not only strengthen employee loyalty but also deepen inclusion by ensuring that growth and rewards are shared equitably across the workforce.

Performance Highlights (FY2025):

- i. Continued fair recruitment and career progression practices
- ii. Strengthened workplace culture by embedding diversity values into training, development, and leadership practices.

Our Performance

During FY2025, we maintained a diverse workforce composition across gender, age, and nationality, consistent with previous years. Recruitment and promotion practices continued to be conducted fairly, with no reported cases of workplace discrimination throughout the year. To further strengthen inclusive practices, refresher training sessions were conducted for managers to reinforce fair leadership and equal employment opportunities.

In FY2025, PTT’s total workforce stood at 417 employees, with 24 staff departures and a turnover rate of 18%, consistent with the prior year. New hires were recorded at 87, while permanent staff accounted for 141 employees. Compared to FY2023, overall headcount has more than doubled, reflecting the growth of our operations and project portfolio.

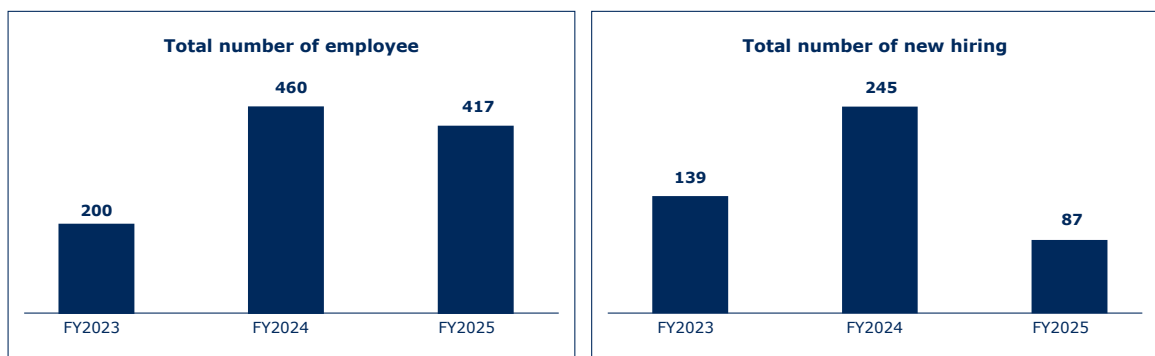


Figure 4.2.2a Total number of employees and new hires from FY2023 to FY2025.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.2. Diversity and inclusion (GRI 405-1) (Cont'd)

Our workforce reflects the maturity of the construction sector, with most employees falling within the 30–50 age range across all levels. Employees under 30 are primarily represented at the executive and non-executive levels, where ongoing efforts focus on strengthening the pipeline of young talent. Gender diversity remains stable across the organisation, with gradual increases in female representation at the managerial level between FY2023 and FY2025.

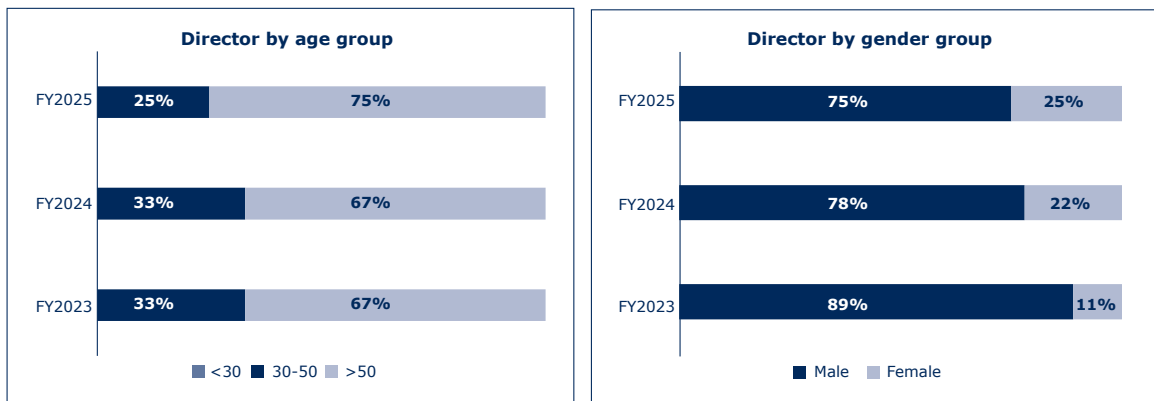


Figure 4.2.2b Our Board diversity by age and gender group at PTT from FY2023 to FY2025.

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4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.2. Diversity and inclusion (GRI 405-1) (Cont'd)

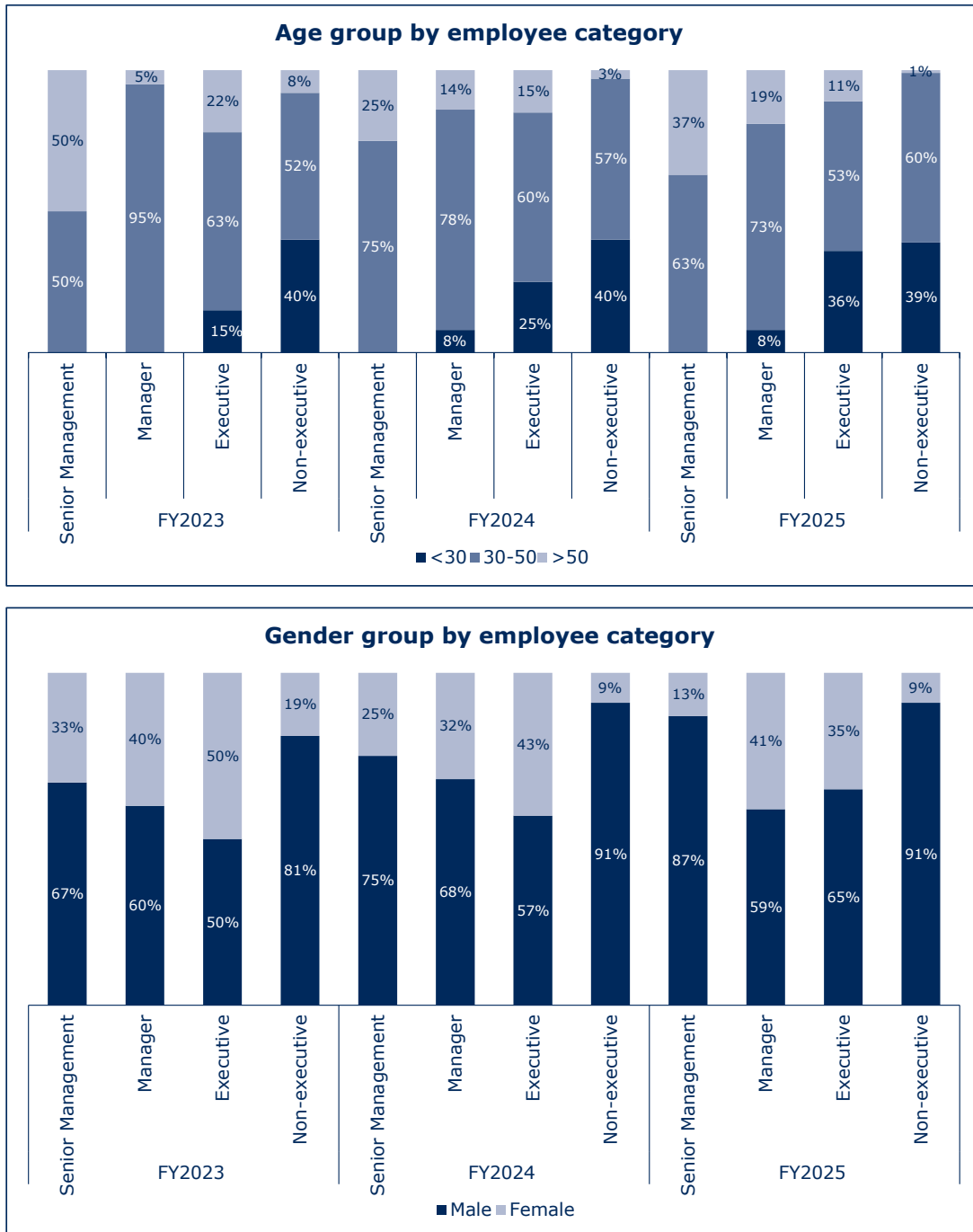


Figure 4.2.2c Our employee diversity by age and gender group at PTT from FY2023 to FY2025.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.2. Diversity and inclusion (GRI 405-1) (Cont'd)

Table 4.2.2 Our diversity at PTT, broken down into our total workforce, new talents, age, gender, and employee groups.

Employee data		FY2023	FY2024	FY2025
Number of employees		195	456	417
New hires		139	245	87
Permanent staff		74	132	134
Contract staff		121	324	283
Employee turnover		73	23	24
Employee Turnover Rate (%) ¹		37	17	18
Employee diversity by age group				
Category	Age group	FY2023	FY2024	FY2025
Senior Management	<30	0%	0%	0%
	30-50	50%	75%	63%
	>50	50%	25%	37%
	Total	100%	100%	100%
Manager	<30	0%	8%	8%
	30-50	95%	78%	73%
	>50	5%	14%	19%
	Total	100%	100%	100%
Executive	<30	15%	25%	36%
	30-50	63%	60%	53%
	>50	22%	15%	11%
	Total	100%	100%	100%
Non-executive	<30	40%	40%	39%
	30-50	52%	57%	60%
	>50	8%	3%	1%
	Total	100%	100%	100%

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)**4.2. Social Indicators (Cont'd)****4.2.2. Diversity and inclusion (GRI 405-1) (Cont'd)**

Employee data		FY2023	FY2024	FY2025
Employee diversity by gender group				
Category	Gender group	FY2023	FY2024	FY2025
Senior Management	Male	67%	75%	87%
	Female	33%	25%	13%
	Total	100%	100%	100%
Manager	Male	60%	68%	59%
	Female	40%	32%	41%
	Total	100%	100%	100%
Executive	Male	50%	57%	65%
	Female	50%	43%	35%
	Total	100%	100%	100%
Non-executive	Male	81%	91%	91%
	Female	19%	9%	9%
	Total	100%	100%	100%
Board diversity by age group				
Age group	FY2023	FY2024	FY2025	
<30	0%	0%	0%	
30-50	33%	33%	25%	
>50	67%	67%	75%	
Total	100%	100%	100%	
Board diversity by gender group				
Gender group	FY2023	FY2024	FY2025	
Male	89%	78%	75%	
Female	11%	22%	25%	
Total	100%	100%	100%	

Notes:

- Employee turnover rate is calculated based on permanent staff only.
- Figures for FY2023 and FY2024 have been restated to align with our current definition of employees, which now excludes the Executive Director. This ensures comparability and consistency of data across reporting years.

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Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.3. Occupational Health and Safety (GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9)

Why it Matters to PTT

At PTT, protecting the health and safety of our employees and contractors is not just a compliance requirement but an essential part of how we operate. With worksites that involve heavy machinery, complex logistics, and increasing use of automation, maintaining a safe and supportive environment helps prevent injuries, reduces risks, and builds trust with our people, allowing them to focus on their roles with confidence.

Values Created

- Safer worksites that support productivity and employee well-being
- Lower risk of incidents, delays, and associated costs
- Stronger trust from employees, contractors, and clients

UN SDG



Our Approach

We believe that safety is a shared responsibility and have continued to embed this principle into daily operations. Our Occupational Health and Safety (OHS) Framework guides how we identify risks, respond to incidents, and promote safe work practices. Beyond compliance, we emphasise clear communication, regular training, and open feedback channels to strengthen our safety culture.

Our Performance

FY2025 marked a year of consolidation and progress in our safety journey. We enhanced our safety reporting process by introducing clearer channels for employees and contractors to raise concerns, ensuring faster response and resolution. Targeted safety training was expanded to cover both new employees and long-serving staff, reinforcing awareness of workplace hazards and emergency procedures. Periodic health checks and wellness activities were also introduced, complementing our safety efforts with a focus on overall well-being. While no major incidents were reported during the year, we continued to monitor near-miss cases closely and implemented corrective measures where needed. These steps reflect our ongoing commitment to creating a safe, healthy, and resilient work environment.

In FY2025, we provided comprehensive training on health and safety standards to a total of 30 employees. These sessions aimed to equip our workforce with the latest knowledge and best practices to ensure a safe and healthy working environment.

Table 4.2.3 Our approach to strengthening health and safety standards at our workplace.

Financial year	2023	2024	2025
Number of employees trained on health and safety standards.	21	58	30

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)**4.2. Social Indicators (Cont'd)****4.2.3. Occupational Health and Safety (GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9) (Cont'd)****I. Occupational Safety and Health Training (Cont'd)**

PTT continues to strengthen its Health and Safety Framework by embedding training as a cornerstone of accident prevention and operational excellence. In FY2025, our training efforts moved beyond compliance requirements to focus on building deeper awareness, reinforcing practical skills, and ensuring consistent application of safe work practices across all levels of the organisation.

During the year, training sessions were expanded to cover refresher modules for previously trained employees, while also introducing more specialised programmes tailored to operational risks. This included competency-building workshops on emergency preparedness, targeted technical safety certifications, and cross-functional drills to improve response coordination.

Key trainings conducted and joined in FY2025 included:

- i. First Aider Training – equipped employees with life-saving skills to respond effectively during workplace emergencies.
- ii. Accident and Incident Investigation and Reporting Technique Analysis – enhanced systematic investigation and reporting capabilities for preventive actions.
- iii. NIOSH-Tenaga Safety Passport (NTSP) – ensured employees are certified in fundamental safety requirements for working at client premises.
- iv. HSSE Convention – provided a platform for knowledge-sharing on health, safety, security, and environmental best practices.
- v. Environmental, Safety & Health (ESH) Day – promoted safety-first culture through campaigns and interactive awareness activities.
- vi. Fire Fighting and Emergency Response Training – built practical competencies in handling fire-related emergencies and evacuation procedures.
- vii. Chemical Safety and Handling Workshop – reinforced safe management, storage, and usage of hazardous chemicals.
- viii. Personal Protective Equipment (PPE) Compliance Training – refreshed awareness on proper use, maintenance, and compliance with PPE standards.
- ix. Work-at-Height Safety Awareness – strengthened employees' understanding of risks and safe practices for working at elevated areas.
- x. Ergonomics and Workplace Wellness Session – focused on reducing musculoskeletal risks and promoting employee well-being.
- xi. Contractor Safety Induction – ensured external contractors are briefed on site-specific safety protocols before commencing work.

Through these initiatives, PTT reinforced its commitment to providing a safe and healthy workplace while ensuring employees remain competent and prepared to manage potential risks.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.3. Occupational Health and Safety (GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9) (Cont'd)

I. Occupational Safety and Health Training (Cont'd)



Figure 4.2.3 (A) PTT's HSSE Convention with interactive workshop fostering knowledge-sharing on health, safety, security and environment; **(B)** Snapshots of PTT's Safety and Health Training Programmes in FY2025, reflecting our continuous efforts to build awareness, strengthen competencies, and embed a proactive safety culture across all levels of the workforce; **(C)** Group photo at ESH Day with Thomson Hospital, Kota Damansara, featuring campaigns and interactive activities that promote a safety-first culture.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)**4.2. Social Indicators (Cont'd)****4.2.3. Occupational Health and Safety (GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9) (Cont'd)****I. Occupational Safety and Health Training (Cont'd)****Work-related Injuries**

In FY2025, there were no reported work-related fatalities or recordable injuries, reflecting a continued improvement in workplace safety performance. The total number of hours worked was 2,359,229 hours, with a Lost Time Injury Rate (LTIR) of 0, maintaining the positive trend achieved in FY2024.

Table 4.2.3 Our safety records are categorised into the total manhours worked, fatalities, injuries, and lost time injury rate.

Financial Year ¹	2023	2024	2025
Total number of hours worked	NA	1,672,976	2,359,229
Number of fatalities as a result of work-related injury	1	0	0
Number of recordable work-related injuries	2	0	0
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Lost time injury rate (LTIR) ²	NA	0	0

Notes:

1. Restatement of FY2023 as a result of changes in our project scope.
2. LTIR calculated based on the standardised value of 1,000,000 hours worked.

As data collection practices were progressively enhanced, total hours worked and LTIR for FY2023 are not available with the current considered project scope. The Group has since standardised the tracking of these indicators beginning FY2024 to ensure completeness and reliability of safety performance reporting.

The Group's ongoing commitment to workplace safety has resulted in strong performance outcomes over the past 2 years. In FY2024 and FY2025, no incidents were recorded, reflecting the effectiveness of enhanced safety measures, proactive risk assessments, and continuous employee awareness initiatives. Regular training, close monitoring of high-risk activities, and prompt corrective actions remain integral to sustaining a zero-injury workplace.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.3. Occupational Health and Safety (GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9) (Cont'd)

II. Promotion of worker health

In FY2025, PTT continued to care for the health and well-being of its employees through a series of initiatives designed to create a safer, healthier and more supportive workplace. These efforts reflect our belief that employee well-being extends beyond the prevention of accidents to building a culture of care and awareness.

- i. **Gotong Royong – Kempen Hapuskan AEDES; Cegah Denggi** : Held in August 2024 at Pasir Raja, this activity brought employees together to remove mosquito breeding grounds and prevent dengue outbreaks. By protecting workers from vector-borne diseases, PTT demonstrated that health initiatives are not limited to the workplace alone but also extend to the surrounding community.
- ii. **Environment, Safety and Health Awareness Campaigns**: Organised in December 2024 at EBP2, Selangor, and in November–December 2024 at Bukit Lagong, these campaigns focused on practical actions to maintain personal well-being and workplace hygiene. Employees were encouraged to take preventive steps that reduce health risks and foster a safer working environment.
- iii. **Health Screening Programme**: This programme provided employees with free access to basic health checks; including glucose, blood pressure, cholesterol, and body composition analysis, as well as eye screening for visual acuity and colour vision. Early detection and awareness of health conditions help employees take timely action to manage their personal well-being.
- iv. **Mental Health Talk**: Delivered by Consultant Psychiatrist Dr. Melissa Abdul Aziz from Thomson Hospital, this session titled “The Silent Struggle: Empowering Workers to Prioritize Mental Health” highlighted the importance of emotional resilience, stress management, and self-care at work. It reinforced PTT’s commitment to addressing mental health as an integral part of overall wellness.
- v. **Rehab Activity – Chair Exercise Demonstration**: Employees were introduced to simple exercises that can be done at their desks to stay active throughout the day. By encouraging movement during work hours, this activity supported better posture, reduced fatigue, and promoted long-term musculoskeletal health.
- vi. **First Aider Training**: This program equipped employees with essential emergency response skills, ensuring that they are ready to provide immediate assistance during medical incidents. By building internal capacity, PTT strengthened its ability to respond swiftly in critical situations
- vii. **Recycle Collection Campaign**: Although primarily aimed at environmental stewardship, this campaign also engaged employees in sustainability awareness and responsible behaviour. Held from 20 June to 4 July 2025, the programme exceeded its target by collecting 500kg of garments, textiles, footwear, and household items for recycling; fostering a sense of shared purpose and community responsibility.

Together, these initiatives highlight PTT’s holistic approach to worker health and well-being, combining physical, mental, and community-focused programmes to build a supportive workplace where employees feel protected, informed, and engaged.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)**4.2. Social Indicators (Cont'd)****4.2.3. Occupational Health and Safety (GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9) (Cont'd)****III. SHASSIC Performance**

During FY2024/2025, PTT continued to demonstrate strong performance in workplace safety and health by achieving excellent scores under the Safety and Health Assessment System in Construction (SHASSIC) for several major projects. These results reflect our consistent focus on ensuring safe working conditions and compliance with industry best practices across all construction activities.

The following table summarises the SHASSIC scores and star ratings achieved during the year:

Project	Score	Star Rating
Proposed construction and completion of earthworks and ancillary works for Bandar Bukit Raja Stage 3 (Section 1: Phase 4B – I12, I14 & I15; Section 2: Phase 4B – I16; Section 3: Phase 4B – I18)	98.20%	★★★★★
Proposed construction and completion of earthwork, retaining wall, main drain, detention pond and other associated works for Phase 4A (Package 1), Elmina Business Park 2, Mukim Rawang, Daerah Gombak, Selangor	99.65%	★★★★★
Proposed construction and completion of earthworks and ancillary works for Phase 4A (I-6 & I-10), Bandar Bukit Raja Stage 3, Mukim Kapar, District of Klang, Selangor	98.38%	★★★★★

These outstanding results, all above 98% with five-star ratings, reflect PTT's strong commitment to rigorous safety measures, strict regulatory compliance and providing a safe work environment for everyone involved in our projects.

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Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.4. Talent Management (GRI 404-1, 404-2)

Why it Matters to PTT

At PTT, continuous training and development are central to sustaining a capable and adaptable workforce. Our structured learning approach equips employees with the technical, safety, and leadership skills required for current roles while preparing them for future responsibilities. As we expand into IoT, automation, and advanced technologies, upskilling becomes vital to ensure our people remain competitive and ready to support the Group's evolving direction.

Values Created

- Workforce equipped with skills to handle both traditional and digital operations
- Improved safety, efficiency, and leadership capacity across all levels
- Greater resilience through continuous upskilling for future business needs

UN SDG



Our Action

Training is embedded as a continuous practice at PTT. Each year, we review and refine our programmes to ensure alignment with operational needs, regulatory requirements, and employee growth aspirations.

PTT continues to invest in building both the technical and soft skills of our workforce, recognising that a well-rounded team is key to long-term success. Our training programmes are structured to cover technical competencies, compliance and safety, leadership, and personal development. A particular focus has been placed on ESG topics, where we engaged external consultants to ensure PTT remains aligned with evolving best practices and can integrate ESG more deeply into our operations.

During the year, we conducted recurring and refresher sessions to reinforce workplace efficiency, safety culture, and responsibility, alongside specialised workshops that addressed both business needs and future challenges. Our top 10 training programmes included:

1. Mastering ESG Excellence: Effective Task Control Framework Implementation – Enhancing Organisational Efficiency and Compliance (Workshop)
2. Mastering ESG Excellence: Sustainability Reporting
3. Mastering ESG Excellence: Emission Reduction
4. IFCA Apps: ERP On-The-Go Training
5. Integrated Management Systems Awareness & Internal Auditor Training
6. Mastering ESG Excellence: Social & Governance, Internal Change Management
7. Bridging ESG and Biodiversity
8. Construction Project Management
9. Mastering Extension of Time/Variation Order (EOT/VO) for the Construction Industry
10. Plumber (Reticulation) Level 2

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.4. Talent Management (GRI 404-1, 404-2) (Cont'd)

Our Performance

PTT remains committed to enhancing employee competencies through structured training programmes. Over the past 3 financial years, training hours and participation have been actively tracked, reflecting our continuous investment in people development.

In FY2025, a total of 3,616 training hours were delivered to 254 employees, with an average of 17.25 hours for male employees and 11.17 hours for female employees. While the overall participation rate fluctuated year-on-year, PTT continues to prioritise learning opportunities that address both technical and non-technical skills. Our focus moving forward is to strengthen training relevance and accessibility, ensuring that employees across all levels benefit from consistent capability-building initiatives.

Table 4.2.4 Overview of the training provided to our workforce.

Financial Year	2023	2024	2025
Total annual training hours	1,257.00	2,209.00	3,616.00
Number of employees trained	204.00	141.00	254.00
Average training hours per employee	6.16	15.67	14.24
Average training hours by gender:			
Male	5.67	18.38	17.25
Female	8.09	13.07	11.17
Average training hours by employee category:			
Senior Management	8.83	12.82	10.58
Manager	23.45	10.79	11.03
Executive	4.86	16.6	12.26
Non-executive	2.23	20.1	28.00
Total training hours by employee category:			
Senior Management	106.00	141.00	328.00
Manager	493.00	421.00	960.00
Executive	204.00	863.00	1,152.00
Non-executive	454.00	784.00	1,176.00

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.4. Talent Management (GRI 404-1, 404-2) (Cont'd)

Our Performance (Cont'd)

Chinese New Year (CNY) Open House

To welcome the Year of the Snake, PTT hosted a Chinese New Year Open House on 7 February 2025 at the PTT HQ, Space U8. From late morning to early afternoon, the gallery transformed into a festive gathering space where staff from across departments came together to share a meal, reconnect, and celebrate the occasion.

The event featured traditional CNY delicacies, cheerful decorations, and plenty of laughter, reflecting the spirit of togetherness that defines the season. More than just a celebration, the open house gave colleagues the chance to step away from their routines, strengthen bonds, and enjoy the start of the new year as one team.



Figure 4.2.4a PTT employees celebrating together at the Chinese New Year Open House 2025.

PTT Group Townhall 2025

On 17 April 2025, we held our PTT Group Townhall at the PTT Seminar Room, Space U8. The half-day session gathered employees from across the Group, providing a dedicated space to reflect on achievements, review performance, and align to our future direction.

The Management team shared updates on business performance, financial outlook, and upcoming initiatives, while also outlining our strategic goals for the year ahead. The session concluded with an open Q&A dialogue, allowing staff to raise questions directly with leadership. This exchange not only deepened understanding of the Group's trajectory but also reinforced a culture of openness, collaboration, and shared accountability across the organisation.



Figure 4.2.4b PTT Group Townhall 2025 with leadership sharing updates and engaging employees.

Team Building

From 20 to 22 June 2025, PTT organised a 3-day, 2-night team-building program at DoubleTree by Hilton, Damai Laut Resort. The event brought together 50 participants with a total investment of RM87,000. Over the course of the sessions, participants engaged in structured activities that encouraged collaboration, communication, and strengthened trust. The program was designed not only as a retreat but as an opportunity for colleagues across different functions and management levels to connect outside of their daily work environment.



Figure 4.2.4c PTT employees participating in the Team-Building Programme 2025 at Damai Laut Resort.

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.5. Supply Chain Management (GRI 204-1)

Why it Matters to PTT

A resilient and responsible supply chain is fundamental to ensuring consistent product quality, timely delivery, and operational continuity. For PTT, the reliability and integrity of our suppliers directly affect our ability to deliver construction and property projects to standard and on schedule. Our gradual incorporation of IoT, automation, and advanced technologies implies we depend on partners who can provide specialised materials, equipment, and expertise. Responsible sourcing not only supports ethical practices but also strengthens stakeholder confidence and enhances our long-term sustainability performance.

Values Created

- Stronger project delivery through reliable and high-quality inputs
- Reduced risks from supply disruptions and unethical practices
- Improved trust with clients and stakeholders through transparent sourcing

UN SDG



Our Action

PTT maintains a structured supplier selection and evaluation process to ensure all new and existing suppliers meet our performance expectations and compliance standards. Our process includes:

- Pre-qualification and screening of suppliers based on project requirements.
- Request for quotation, evaluation, and comparison of offers.
- Negotiation and final selection aligned with quality, cost, and delivery requirements.
- Issuance of purchase orders to approved suppliers.

Suppliers are evaluated against key criteria such as delivery and lead time, cost competitiveness, quality assurance and technical capability, financial stability, compliance with certifications, service responsiveness, and logistics efficiency.

Beyond selection, PTT fosters long-term supplier relationships through clear communication, constructive feedback, recognition of high performance, long-term contracts for strategic partners, joint problem-solving, and fair treatment. We also share market risks and promote confidentiality to build mutual trust.

While the use of certified or responsibly sourced materials is assessed based on specific project needs, our ongoing commitment is to progressively integrate responsible sourcing practices where relevant.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.5. Supply Chain Management (GRI 204-1) (Cont'd)

Our Performance

In FY2025, PTT sustained its commitment to local procurement with 100% of contracts continuing to be awarded to Malaysian suppliers. This ongoing practice underscores the Group's role in supporting domestic industries and ensuring that economic benefits remain within the local community. By consistently engaging with local contractors and suppliers, PTT reinforces its long-term partnerships, contributing to business resilience, employment opportunities, and community well-being.

Beyond maintaining full local sourcing, the Group also strengthened sustainability practices across its supply chain. Resource-efficient measures such as precast concrete wash-through systems were further adopted to reduce construction-related waste, while EV prime movers continued to play a role in lowering carbon emissions from logistics. These measures reflect PTT's forward-looking approach in aligning supply chain practices with evolving environmental priorities and climate risk considerations.

Table 4.2.5 Our contributions to the local suppliers.

Financial Year	2023	2024	2025
Percentage of local suppliers	100%	100%	100%
Total percentage spending for local suppliers	99%	99%	100%

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)**4.2. Social Indicators (Cont'd)****4.2.6. Human rights and labour practice (GRI 406-1, 408-1, 409-1, 411-1)****Why it Matters to PTT**

Respecting human rights is a fundamental aspect of PTT's commitment to responsible and sustainable business practices. It provides the foundation for a safe, fair, and inclusive workplace where employees are treated with dignity and respect. In construction, property development, and our growing focus on IoT and automation, strong human rights practices safeguard against risks such as discrimination, unfair treatment, or exploitative labour while supporting employee morale, productivity, and retention. For PTT, upholding human rights extends beyond legal compliance to include promoting ethical practices across our operations and supply chain from fair recruitment and career development to preventing forced or child labour and fostering inclusivity.

Values Created

- Safer, fairer, and more inclusive workplace that attracts and retains talent
- Lower risks of reputational damage and operational disruption
- Stronger stakeholder trust through ethical and responsible practices

UN SDG**Our Action**

PTT's approach to human rights is guided by its Human Rights Policy and related workplace standards. These policies set clear expectations across the organisation and are aligned with local laws and international conventions.

Key practices in FY2025 included:

- Prohibition of Child and Forced Labour: Employment of individuals below the legal minimum working age or under forced conditions is not permitted.
- Equal Opportunity: Recruitment and career progression are based on merit, with policies in place to prevent discrimination.
- Training and Awareness: Human rights and anti-discrimination topics were included in employee training programmes, with sessions provided to new hires and refresher coverage extended to existing employees.
- Audits and Assessments: Internal audits and site-level reviews continued to monitor compliance with labour standards and workplace practices.
- Grievance Channels: Employees have access to established reporting mechanisms to raise human rights-related concerns, with procedures in place to ensure confidentiality and timely response.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.2. Social Indicators (Cont'd)

4.2.6. Human rights and labour practice (GRI 406-1, 408-1, 409-1, 411-1) (Cont'd)

Our Performance

In FY2025, human rights awareness sessions were conducted for both new and current employees, expanding coverage beyond induction training. Participation included employees across different levels and functions, ensuring a broader understanding of workplace rights and responsibilities. This progression from previous years reflects PTT's ongoing efforts to reinforce respect, fairness, and accountability throughout its operations.

Table 4.3.2 Overview of human rights, child labour, forced labour, and discrimination incidents at PTT.

Financial Year		2022	2023	2024
Human rights violations	Number of substantiated complaints concerning human rights violations	0	0	0
Child labour	Number of children aged below 17 years engaged in child labour	0	0	0
Forced labour	Number of substantiated complaints concerning forced labour	0	0	0
Discrimination	Number of substantiated complaints concerning discrimination	0	0	0

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.3. Governance Indicators

4.3.1. Anti-corruption and whistleblowing (GRI 205-1, 205-2, 205-3)

Why it Matters to PTT

PTT continues to uphold ethical business practices as a key element of its governance approach. In the construction and property development sector, where projects often involve multiple stakeholders and large-scale contracts, corruption prevention is an ongoing priority. By embedding clear policies, controls, and awareness programmes, we reduce legal, financial, and reputational risks while supporting transparent and fair business operations. Consistent application of these measures contributes to long-term organisational resilience and helps maintain the trust of employees, customers, suppliers, and other stakeholders.

Values Created

- Reduced risk of legal penalties and financial loss
- Greater transparency and fairness in business dealings
- Enhanced stakeholder confidence and organisational resilience

UN SDG



Our Action

At PTT, our Board and senior management are committed to the highest standards of business practices. PTT applies a structured framework to manage corruption-related risks, anchored by the Code of Conduct (CoC), ABAC Policy, and Whistleblowing Policy. These documents are aligned with the Malaysian Anti-Corruption Commission (MACC) Act 2009 and set expectations for behaviour across the organisation and its business relationships.

Key activities in FY2025 included:

- a. Training and Awareness
 - I. All new employees received induction training covering the CoC and anti-corruption standards.
 - II. Refresher training sessions were conducted for existing staff to reinforce awareness of ethical requirements and reporting channels.
 - III. Communication materials, including staff circulars, were issued periodically to highlight key obligations under the policy.
- b. Supplier Compliance
 - I. Suppliers and contractors continued to be required to acknowledge compliance with the ABAC Policy prior to establishing a business relationship.
- c. Whistleblowing Mechanism
 - I. The whistleblowing channel remained accessible to all employees and external parties.
 - II. The process is managed in line with the Whistleblowing Policy, which ensures confidentiality and fair handling of reports.
 - III. In FY2025, no whistleblowing reports relating to corruption were received.
- d. Risk Assessments
 - I. Externally appointed Internal Auditors continued to support the review of risk assessments.
 - II. Assessments were carried out for Project Development project and 1 project site being selected.
 - III. The assessment included document reviews, employee interviews, and evaluation of internal controls, helping to identify potential gaps and strengthen preventive measures.

Sustainability Statement (Cont'd)

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.3. Governance Indicators (Cont'd)

4.3.1. Anti-corruption and whistleblowing (GRI 205-1, 205-2, 205-3) (Cont'd)

Our Action (Cont'd)

All policies remain accessible to employees and stakeholders via the corporate website and staff handbook.

Our Performance: Corruption Incidents

For FY2025, PTT recorded no incidents of corruption across its operations. This outcome marks the 4th consecutive year without reported cases. The organisation's steady record indicates the continuing effectiveness of the measures in place and provides a basis for ongoing improvements in awareness, monitoring, and supplier engagement.

Table 4.3.1 Overview of the corruption incidents and assessments.

Financial Year	2023	2024	2025
Number of confirmed corruption incidents	0	0	0
Percentage of operations* assessed for corruption-related risks	100%	100%	100%

Note: *Operation includes the Headquarter and project sites

Our Performance: Corruption-related Training

In FY2025, PTT expanded its ABAC training beyond new hires to include all employee categories. A total of 64 employees, representing 16.8% of the workforce, participated in at least one training session. This included Senior Management (6 employees), Managers (23 employees), Executives (27 employees), and Non-Executives (8 employees).

Participation was balanced across gender, with 30 male employees and 34 female employees completing the programme. Employees from different age groups were also represented, with 13 employees below 30 years, 40 employees between 30–50 years, and 11 employees above 50 years.

This broader coverage represents a progression from FY2024, when training was mainly focused on onboarding staff, and reflects PTT's ongoing approach to strengthening awareness and reinforcing ethical standards across its workforce.

Table 4.3.1 Our internal and external anti-corruption training at PTT.

Employee Category	Completion rate (%)		
	FY2023	FY2024	FY2025
External training on Anti-Corruption and Anti-Bribery			
Senior Management	0	0	9.37
Manager	0	0	35.94
Executive	0	0	42.19
Non-executive	0	0	12.50

4. IMPACT: KEY PERFORMANCE INDICATORS (KPI) (CONT'D)

4.3. Governance Indicators (Cont'd)

4.3.2. Data protection and privacy (GRI 418-1)

Why it Matters to PTT

With increasing reliance on digital platforms and technology in business operations, data protection has become an essential aspect of responsible governance. For PTT, the shift towards IoT, automation, and digital solutions makes safeguarding personal, employee, and customer information a critical priority. Protecting data not only reduces risks of breaches, regulatory non-compliance, and reputational harm but also helps maintain stakeholder trust and ensures the reliability of our services in a digital environment.

Values Created

- Lower risks of cyber threats and regulatory breaches
- Greater trust from clients, employees, and partners in digital operations
- Stronger foundation for reliable and secure technology-driven service

UN SDG



Our Action

PTT manages data protection through the Microsoft 365 cloud platform, which incorporates measures to prevent unauthorised access, misuse, or loss of customer and business information. These practices are aligned with data protection laws and industry standards, reinforcing our commitment to good governance and building stakeholder trust.

Key practices in FY2025 included:

- System Controls – Access to cloud systems is managed through Microsoft 365 with role-based permissions, ensuring data security and accountability.
- Monitoring and Review – Regular backups of Teams data to Synology storage strengthened data recovery capabilities and business continuity.
- Employee Awareness – Training and reminders on responsible data handling were provided to staff, with emphasis on safeguarding sensitive information in daily operations.

Our Performance

In FY2025, PTT recorded no substantiated complaints relating to breaches of customer privacy or loss of data. This outcome, consistent with previous years, reflects the effectiveness of the controls in place and the organisation’s ongoing efforts to maintain secure and transparent data management.

Table 4.3.2 Overview of complaints and incidents of data privacy breaches.

Financial Year	2023	2024	2025
Number of substantiated complaints concerning breaches in customer privacy or data loss	0	0	0

5. BURSA MALAYSIA COMMON INDICATORS SUMMARY

Indicator	Measurement Unit	2023	2024	2025
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior Management	Percentage	0.00	0.00	9.37
Manager	Percentage	0.00	0.00	35.94
Executive	Percentage	0.00	0.00 *	42.19
Non-executive/Technical	Percentage	0.00	0.00 *	12.50
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	0.00	20,000.00	317,661.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	0	1,123	1,750
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Management Under 30	Percentage	0.00	0.00	0.00
Senior Management Between 30-50	Percentage	50.00	75.00 *	63.00
Senior Management Above 50	Percentage	50.00	25.00 *	37.00
Manager Under 30	Percentage	0.00	8.00 *	8.00
Manager Between 30-50	Percentage	95.00	78.00 *	73.00
Manager Above 50	Percentage	5.00	14.00 *	19.00
Executive Under 30	Percentage	15.00	25.00 *	36.00
Executive Between 30-50	Percentage	63.00	60.00 *	53.00
Executive Above 50	Percentage	22.00	15.00 *	11.00
Non-executive Under 30	Percentage	40.00	40.00 *	39.00
Non-executive Between 30-50	Percentage	52.00	57.00 *	60.00
Non-executive Above 50	Percentage	8.00	3.00	1.00
Gender Group by Employee Category				
Male				
Senior Management Male	Percentage	67.00	75.00 *	87.00
Senior Management Female	Percentage	33.00	25.00 *	13.00
Manager Male	Percentage	60.00	68.00 *	59.00
Manager Female	Percentage	40.00	32.00 *	41.00
Executive Male	Percentage	50.00	57.00 *	65.00
Executive Female	Percentage	50.00	43.00 *	35.00
Non-executive Male	Percentage	81.00	91.00 *	91.00
Non-executive Female	Percentage	19.00	9.00 *	9.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	89.00	78.00 *	75.00
Female	Percentage	11.00	22.00 *	25.00
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	33.00	33.00 *	25.00
Above 50	Percentage	67.00	67.00 *	75.00
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megawatt	11,804.60	23,629.00 *	56,409.40
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	1	0	0

Indicator	Measurement Unit	2023	2024	2025
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	21	58	30
Bursa (Labour practices and standards)				
Bursa C6(a) Total hours of training by employee category				
Senior Management	Hours	106	141	328
Manager	Hours	493	421 *	960
Executive	Hours	204	863	1,152
Non-executive	Hours	454	784	1,176
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	62.05	71.05 *	67.87
Bursa C6(c) Total number of employee turnover by employee category				
Total number of employee turnover	Number	73	23	24
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.00	99.00	100.00
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	0.000000	244.155000 *	341.470000
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	8.20	118.50 *	434.60
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	0.00	0.90 *	22.70
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	8.20	117.70 *	411.90
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	2,976.30	5,968.60 *	14,570.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	71.70	104.90 *	185.20
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	0.00	54,115.00 *	197,195.90

Internal assurance

External assurance

No assurance

(*)Restated

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6. BURSA MALAYSIA COMMON INDICATORS SUMMARY

Table 5 Overview of all the common indicators from the Bursa Malaysia Sustainability Reporting Guide (3rd edition) and the specific section they can be located from.

Indicator	Unit	FY2023	FY2024	FY2025	Section
C1. Anti-corruption					
C1(a) Percentage of employees who have received training on anti-corruption by employee category					
• Senior Management	%	0	0	9.37	4.3.1
• Manager	%	0	0	35.94	
• Executive	%	0	0	42.19	
• Non-executive/Technical	%	0	0	12.50	
C1(b) Percentage of operations assessed for corruption-related risks	%	100	100	100	
C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0	
C2. Community / Society					
C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	-	20,000	317,661	4.2.1
C2(b) Total number of beneficiaries of the investment in communities	Number	-	1,123	1,750	
C3. Diversity					
C3(a) Percentage of employees by gender and age group, for each employee category					
Age Group by Employee Category					
• Senior Management Under 30 years old	%	0	0	0	4.2.2
• Senior Management between 30 to 50 years old	%	50	75	63	
• Senior Management More than 50 years old	%	50	25	37	
• Manager Under 30 years old	%	0	8	8	
• Manager between 30 to 50 years old	%	95	78	73	
• Manager More than 50 years old	%	5	14	19	
• Executive Under 30 years old	%	15	25	36	
• Executive between 30 to 50 years old	%	63	60	53	
• Executive More than 50 years old	%	22	15	11	
• Non-executive Under 30 years old	%	40	40	39	
• Non-executive between 30 to 50 years old	%	52	57	60	
• Non-executive More than 50 years old	%	8	3	1	

Indicator	Unit	FY2023	FY2024	FY2025	Section
Gender group by Employee Category					
• Senior Management Male	%	67	75	87	4.2.2
• Senior Management Female	%	33	25	13	
• Manager Male	%	60	68	59	
• Manager Female	%	40	32	41	
• Executive Male	%	50	57	65	
• Executive Female	%	50	43	35	
• Non-executive Male	%	81	91	91	
• Non-executive Female	%	19	9	9	
C3(b) Percentage of directors by gender and age group					
Age Group					
• Male	%	89	78	75	4.2.2
• Female	%	11	22	25	
Gender Group					
• Under 30	%	0	0	0	4.2.2
• Between 30-50	%	33	33	25	
• Above 50	%	67	67	75	
C4. Energy management					
C4(a) Total energy consumption	MWh	11,804.6	23,629	56,409.4	4.1.3
C5. Health and Safety					
C5(a) Number of work-related fatalities	Number	1	0	0	4.2.3
C5(b) Lost time incident rate ("LTIR")	-	NA	0	0	
C5(c) Number of employees trained on health and safety standards	Number	21	58	30	
C6. Labour Practice and standards					
C6(a) Total hours of training by employee category					
• Senior Management	Hours	106.00	141.00	328.00	4.2.4
• Manager	Hours	493.00	421.00	960.00	
• Executive	Hours	204.00	863.00	1,152.00	
• Non-executive	Hours	454.00	784.00	1,176.00	
C6(b) Percentage of employees that are contract or temporary staff	%	62.05	71.05	67.87	4.2.2
C6(c) Total number of employee turnover	Number	73	23	24	4.2.2
C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0	4.3.2

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Indicator	Unit	FY2023	FY2024	FY2025	Section
C7. Supply chain management					
C7(a) Proportion of spending on local suppliers	%	99	99	100	4.2.5
C8. Data Privacy and Security					
C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0	4.3.3
C9 Water					
C9(a) Total volume of water used	Megalitre	-	244.155	341.47	4.1.1
C10 Waste Management					
C10(a) Total waste generated	Tonne	8.2	118.6	434.6	4.1.2
C10(b) Total waste diverted from disposal	Tonne	0	0.9	22.7	
C10(c) Total waste directed to disposal	Tonne	8.2	117.7	411.9	
C11 Emissions management					
C11(a) Scope 1 emissions	tCO ₂ e	2,976.3	5,968.6	14,570	4.1.4
C11(b) Scope 2 emissions	tCO ₂ e	71.7	104.9	185.2	
C11(c) Scope 3 emissions	tCO ₂ e	-	54,115	197,195.9	

Note: *We have tracked and incorporated more project sites into our operation.

7. GLOBAL REPORTING INITIATIVE (GRI) SUMMARY

Table 6 Overview of all the GRI requirements that we have complied with at PTT.

Statement of Use: PTT Synergy Group Berhad has reported with reference to GRI Standards for the period from 1 July 2024 to 30 June 2025

GRI 1 used: GRI 1: Foundation 2021

General disclosures:	Section:
Organisational Profile	
2-1 Organisational details	2.1
2-2 Entities included in the organisation's sustainability reporting	1.2
2-3 Reporting period, frequency and contact point	1.3
2-5 External assurance	1.5
2-29 Approach to stakeholder engagement	3.2.1
Materiality Matrix	
3-1 Process to determine material topics	3.2.2
3-2 List of material topics	3.2.2
3-3 Management of material topics	3.2.2
Procurement Practices	
204-1 Proportion of spending on local suppliers	4.2.5
Anti-corruption and Anti-bribery	
205-1 Operations assessed for risks related to corruption	4.3.1
205-2 Communication and training about anti-corruption policies and Procedures	4.3.1
205-3 Confirmed incidents of corruption and actions taken	4.3.1
Energy	
302-1 Energy consumption within the organisation	4.1.3
302-3 Energy intensity	4.1.3
302-4 Reduction of energy consumption	4.1.3
305-5 Reductions in energy requirements of products and services	4.1.3
Water	
303-1 Water withdrawal by source	4.1.1
Effluents and Waste	
306-2 Waste by type and disposal method	4.1.2
306-3 Waste generated	4.1.2

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General disclosures:	Section:
Emission	
305-1 Direct (Scope 1) GHG Emissions	4.1.4
305-2 Energy indirect (Scope 2) GHG Emissions	4.1.4
305-3 other indirect (Scope 3) GHG Emissions	4.1.4
305-4 GHG emissions intensity	4.1.4
305-5 Reduction of GHG emissions	4.1.4
Local Communities	
413-1 Operations with local community engagement, impact assessments, and development programs	4.2.1
Diversity and Equal Opportunity	
405-1 Diversity of governance bodies and employees	4.2.2
Occupational Health and Safety	
403-1 Occupational health and safety management system	4.2.3
403-2 Hazard identification, risk assessment, and incident investigation	4.2.3
403-4 Worker participation, consultation, and communication on occupational health and safety	4.2.3
403-5 Worker training on occupational health and safety	4.2.3
403-6 Promotion of worker health	4.2.3
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.2.3
403-8 Workers covered by an occupational health and safety management system	4.2.3
403-9 Work-related injuries	4.2.3
Training and Education	
404-1 Average hours of training per year per employee	4.2.4
404-2 Programs for upgrading employee skills and transition assistance programs	4.2.4
Non-discrimination	
406-1 Incidents of discrimination and corrective actions taken	4.2.6
Child Labour	
408-1 Operations and suppliers at significant risk for incidents of child labour	4.2.6
Forced or Compulsory Labor	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	4.2.6
Customer Privacy	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	4.3.2
Rights of Indigenous Peoples	
411-1 Incidents of violations involving rights of indigenous peoples	4.2.6

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Appendix A: Physical and Transitional Risks (Initial analysis)

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks	Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)	
Acute physical risks				
Extreme rainfalls and flooding	<p>Risks: Across all SSP scenarios, PTT will face increasingly severe weather events, including storms and floods. In the short term, SSP1 will experience mild impacts and SSP5 will encounter significant and intense weather disruptions. By the medium term, these risks will escalate, with SSP1 still manageable, SSP2 dealing with frequent and severe storms, and SSP5 enduring extreme and prolonged weather events. In the long term, SSP1's impacts will remain relatively mild due to effective mitigation, and SSP5 will struggle with extreme, persistent weather conditions that severely challenge operational viability.</p>			
	SSP1	<ul style="list-style-type: none"> Rare operational disruptions Low increases in insurance premiums Low increase in OPEX from small-scale repairs 	<ul style="list-style-type: none"> Optimised OPEX through Preventative Maintenance: Steady CAPEX for Incremental Upgrades Sustainable Insurance Cost Management 	<ul style="list-style-type: none"> Sustained OPEX Efficiency from earlier investments in sustainable and resilient infrastructure Controlled CAPEX for Technological Integration Stable Insurance Costs with Potential Savings
	SSP5	<ul style="list-style-type: none"> High CAPEX for infrastructure resilience High OPEX from more frequent repairs, emergency response measures, and higher energy consumption High Insurance Premium costs from high-risk environment 	<ul style="list-style-type: none"> High OPEX Due to Chronic Operational Challenges Extensive CAPEX for Strategic Relocation Asset Write-Downs (early retirement) and Increased Depreciation 	<ul style="list-style-type: none"> Exorbitant OPEX from Severe Climate Challenges Massive CAPEX for Relocation and Reinforcement Severe Financial Strain from Asset Depreciation
<p>Opportunities: PTT is exploring the opportunity develop and retrofit infrastructure and improve its operational procedures to withstand extreme weather events. Some examples of this could include adopting green, weather-resistant materials, adapting flexible and backup plans to ensure operational uptime, practising sustainable construction, and partnering with insurance companies to develop innovative insurance products that reward resilience efforts, potentially lowering premium costs over the long term.</p>				

Sustainability Statement (Cont'd)

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks	Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)	
Heat waves	<p>Risks: Across all SSP scenarios, PTT will face increasingly severe heatwaves and temperature fluctuations. In the short term, SSP1 will see mild impacts, and SSP5 will see significant heat-related challenges. By the medium term, these risks will intensify, with SSP1 remaining manageable, and SSP5 facing severe and prolonged heat stress. In the long term, SSP1 will maintain mild impacts and SSP5 will struggle with extreme and persistent temperature challenges.</p>			
	SSP1	<ul style="list-style-type: none"> OPEX Increase from energy consumption of cooling systems Increased maintenance costs for HVAC Systems Slight increase in insurance premium 	<ul style="list-style-type: none"> OPEX decrease as investment in green technologies mature Incremental CAPEX Spending from continuous upgrade and retrofitting of buildings Asset Depreciation from assets not fully optimised for sustainability 	<ul style="list-style-type: none"> Stable OPEX with minor increases for maintenance of sustainable systems Medium CAPEX on maintenance and incremental upgrades rather than large-scale new investments. Minimal depreciation due to consistent investment in resilient assets
	SSP5	<ul style="list-style-type: none"> Massive OPEX for Energy and Cooling Systems Low CAPEX from limited investments High depreciation rates as existing infrastructure struggles to cope with extreme heat 	<ul style="list-style-type: none"> Escalating OPEX from frequent and severe heatwaves Substantial CAPEX from belated investments in retrofitting failing infrastructure Severe depreciation as infrastructure wears out rapidly 	<ul style="list-style-type: none"> Unsustainable OPEX due to persistent and extreme heatwaves, requiring constant maintenance and energy expenditures Massive CAPEX required to replace/upgrade outdated infrastructure Extremely high depreciation rates, with frequent asset replacements necessary
<p>Opportunities: As PTT considers the potential impacts of heatwaves across different scenarios, we recognise several strategic opportunities that could enhance our resilience and sustainability. By exploring early adoption of green technologies under SSP1, we may position ourselves as a leader in sustainability, potentially reducing long-term costs and improving our market reputation. In SSP2, there is an opportunity to balance investments in sustainability with cost-effectiveness, possibly through strategic partnerships that could drive innovation in adaptive solutions. Under SSP5, leveraging short-term gains from fossil fuels could provide the resources needed to transition towards more sustainable practices in the future, helping us to maintain resilience and competitiveness as the market evolves. These opportunities reflect our commitment to navigating the complexities of climate change with both foresight and flexibility.</p>				

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks	Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Chronic physical risks			
Changing or unpredictable rainfall patterns	<p>Risks: Changing rainfall patterns, including more frequent and intense rainfall events, pose significant chronic physical risks to PTT’s operations, particularly in regions prone to flooding and water scarcity. These risks will vary in intensity under SSP1 and SSP5 scenarios, with the most severe impacts expected in SSP5 due to less aggressive climate mitigation efforts. The risks include potential flooding of facilities, supply chain disruptions, and impacts on water availability.</p>		
	SSP1	<ul style="list-style-type: none"> Moderate OPEX increase due to early investments in water management systems and flood prevention measures Significant CAPEX in sustainable infrastructure, including advanced drainage systems and water recycling technologies Controlled depreciation with infrastructure designed to handle varying water levels and flooding 	<ul style="list-style-type: none"> Stable OPEX as water management investments reduce the frequency and impact of disruptions Continued CAPEX in upgrading and maintaining water management infrastructure, with a focus on long-term resilience. Slow depreciation as assets is built to withstand and adapt to changing rainfall patterns

Sustainability Statement (Cont'd)

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks		Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
<p>Changing or unpredictable rainfall patterns</p>	<p>SSP5</p>	<ul style="list-style-type: none"> • Rapid OPEX increase due to frequent water-related disruptions and reactive adaptation measures • Low CAPEX from Limited, short-term investments in basic flood prevention, with little focus on long-term sustainability • High depreciation rates as infrastructure are not designed to handle extreme variations in rainfall 	<ul style="list-style-type: none"> • Escalating OPEX as rainfall patterns become more unpredictable, leading to frequent operational interruptions • Substantial CAPEX needed to retrofit and repair infrastructure, often in a reactive rather than proactive manner • Severe depreciation as assets deteriorates rapidly under constant stress from varying weather conditions 	<ul style="list-style-type: none"> • Unsustainable OPEX due to persistent disruptions and inadequate infrastructure. • Massive CAPEX required to overhaul failing systems, potentially threatening the financial viability of operations. • Extremely high depreciation rates, with frequent asset replacements necessary due to extreme weather conditions.
	<p>Opportunities: By exploring early investments in adaptive infrastructure under SSP1, we could potentially position ourselves as a leader in water management, reducing long-term operational costs and securing our assets. Under SSP5, while the challenges are greater, leveraging short-term revenues could provide the necessary resources to fund critical infrastructure upgrades, ensuring our operations remain viable in the face of increasingly variable weather patterns. These opportunities reflect our commitment to exploring forward-looking strategies that align with both immediate needs and long-term sustainability goals.</p>			

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks		Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Changing soil conditions	<p>Risks: Changing soil conditions, including increased soil erosion, subsidence, and shifts in soil moisture content, pose significant chronic physical risks to PTT, particularly for operations reliant on stable ground and infrastructure. These risks will vary in intensity under SSP1 and SSP5 scenarios, with the most severe impacts anticipated in SSP5 due to limited climate mitigation efforts. The risks include structural damage to buildings, compromised foundations and disrupted agricultural activities that depend on soil quality.</p>			
	SSP1	<ul style="list-style-type: none"> Moderate OPEX increase due to early investments in soil stabilisation and erosion control measures. Significant CAPEX in infrastructure adaptation, including reinforced foundations and sustainable land management practices Controlled depreciation with proactive measures to prevent soil-related damage 	<ul style="list-style-type: none"> Stable OPEX as early investments in soil management yield benefits Continued investment in maintaining and enhancing soil stabilisation infrastructure, ensuring long-term resilience Slow depreciation of assets is designed to withstand changes in soil conditions over the long term 	<ul style="list-style-type: none"> Low OPEX with established soil management systems reducing the risk of damage Minima CAPEX, focused on maintaining and optimising existing soil stabilization measures Minimal depreciation due to robust and adaptive infrastructure

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Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks		Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Changing soil conditions	SSP5	<ul style="list-style-type: none"> • Soaring OPEX due to frequent infrastructure issues and reactive adaptation measures • Low CAPEX from Limited, short-term investments in basic soil stabilisation • High depreciation rates as infrastructure are not designed to cope with rapidly changing soil conditions 	<ul style="list-style-type: none"> • Escalating OPEX as soil conditions worsen, leading to frequent operational interruptions and repairs • Forced to increase CAPEX to retrofit and repair infrastructure, often in a reactive rather than proactive manner • More early retirement of assets from inadequate soil stabilisation 	<ul style="list-style-type: none"> • Unsustainable OPEX from persistent infrastructure issues • Massive CAPEX required to overhaul failing systems, potentially threatening the financial viability of operations • Extremely high depreciation rates, with frequent asset replacements necessary due to severe soil instability
		<p>Opportunities: By exploring early investments in soil stabilisation and infrastructure adaptation under SSP1, we could position ourselves as a leader in land management, potentially reducing long-term operational costs and securing our assets. Under SSP5, while the challenges are greater, leveraging short-term revenues could provide the necessary resources to fund critical infrastructure upgrades, ensuring our operations remain viable despite increasingly unstable soil conditions. These opportunities reflect our commitment to exploring forward-looking strategies that align with both immediate needs and long-term sustainability goals.</p>		

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks	Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Transitional risks			
Policy	<p>Risks: At PTT, we recognise the critical importance of understanding and navigating the transitional risks associated with policy and legal changes. This analysis explores these risks under three different scenarios (SSP1 and SSP5) across short, medium, and long-term timelines. We have identified the top three most likely financial impacts for each scenario and timeline, ensuring that our analysis is specific to PTT and focused on the financial implications.</p>		
	SSP1	<ul style="list-style-type: none"> Increased compliance cost in adhering to new environmental regulations Modifying existing processes to meet stricter environmental standards will require investments in energy efficiency and technology upgrades Non-compliance could result in substantial financial liabilities, including potential litigation costs 	<ul style="list-style-type: none"> Rising carbon pricing will lead to higher operational expenses, directly affecting our profitability Ongoing capital expenditure will be required to meet progressively stricter regulations. Legal liabilities from not meeting strict environmental regulations

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Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks		Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Policy	SSP5	<ul style="list-style-type: none"> • Low compliance cost from relaxed environmental standards • Little regulatory changes, which maintain our current operations • Less likely to face fines and penalties due to a less stringent regulatory environment 	<ul style="list-style-type: none"> • We anticipate slowly rising expenses as governments introduce basic environmental regulations, leading to incremental financial impacts • Minor operational adjustment from a few regulatory requirements • Slight increase in legal risks associated with not complying with regulatory changes 	<ul style="list-style-type: none"> • Significant compliance cost from sudden shift to more stringent regulations • High financial risk exists from stranded assets as regulatory environments shift, making fossil-fuel-based operations untenable • Greater exposure to legal challenges and substantial financial liabilities will occur if we are unprepared for sudden regulatory shifts
	<p>Opportunities: As we navigate these potential risks, we can turn challenges into strategic opportunities. By proactively adopting best practices in compliance and sustainability, particularly under the SSP1 scenario, we can enhance our reputation, attract green financing, and open new market opportunities. Even in the SSP5 scenario, where regulations are initially relaxed, we can prepare for eventual policy shifts by gradually integrating sustainability into our operations, ensuring our long-term resilience and competitiveness. Embracing these changes will position PTT as a leader in sustainable development, securing our future in an increasingly regulated global market.</p>			

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks	Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Technology	<p>Risks: At PTT, we understand that the rapid pace of technological change presents both opportunities and risks. This analysis explores the transitional risks associated with technological advancements under SSP1 and SSP5 scenarios across short, medium, and long-term timelines. We have identified the top three most likely financial impacts for each scenario and timeline, ensuring that our analysis is specific to PTT and focused on the financial implications.</p>		
	SSP1	<ul style="list-style-type: none"> • High investment cost from cutting-edge, sustainable technologies to remain competitive and compliant with new environmental standards • Existing technologies become outpaced, requiring frequent upgrades or replacements, increasing CAPEX • High R&D Expenditure 	<ul style="list-style-type: none"> • Fast pace of technological advancements will imply high CAPEX • Improved operational efficiency, but significant financial benefits may take time to materialise • High OPEX to adopt and use the latest technology

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Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks		Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Technology	SSP5	<ul style="list-style-type: none"> • Low pressure and CAPEX to adopt new technologies • Risks of falling behind in technological innovation • Low R&D costs mean resources can be spent elsewhere 	<ul style="list-style-type: none"> • Moderate CAPEX increases from slow adoption of new technologies • Delaying upgrades may result in higher operational inefficiencies and eventual catch-up costs • A slow pace of technological change may place us at a competitive disadvantage, requiring eventual investment to close the competition gap 	<ul style="list-style-type: none"> • If there is a sudden need to adopt new technologies due to environmental or market pressures, we will face significant catch-up costs • Delayed adoption may result in rapid early retirement of old technologies • High innovation costs from high R&D and CAPEX
	<p>Opportunities: In the face of these technological risks, we can seize strategic opportunities by proactively investing in sustainable and advanced technologies, particularly under the SSP1 scenario. By leading in technological adoption, we can enhance operational efficiency, reduce long-term costs, and position ourselves as an industry leader in innovation. Even under SSP5, where technological changes are slower, we can prepare for future shifts by gradually integrating new technologies, ensuring our resilience and maintaining our competitive edge. Embracing technological advancements will not only mitigate risks but also unlock new revenue streams and growth opportunities for PTT in the evolving global market.</p>			

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks	Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Market	<p>Risks: At PTT, we are keenly aware of the transitional risks that arise from shifting market dynamics, including changes in consumer preferences, competition, and broader economic trends. This analysis explores these market-related risks under SSP1 and SSP5 scenarios across short-, medium-, and long-term timelines. We have identified the top three most likely financial impacts for each scenario and timeline, ensuring our analysis is specific to PTT and focused on the financial implications.</p>		
	SSP1	<ul style="list-style-type: none"> • Strong market shift towards sustainable products, requiring us to adapt our offerings quickly, leading to potential costs in product development and marketing • Increased competition in the green market • Failure to quickly align with sustainability trends may result in a loss of market share to more agile competitors 	<ul style="list-style-type: none"> • Consumers may demand higher sustainability standards at lower costs, leading to increased pressure on our profit margins • Increasing expansion costs from expanding into new markets focused on sustainability • Ongoing expenses related to maintaining and strengthening our brand's sustainability image in a crowded marketplace could strain our marketing budget

Sustainability Statement (Cont'd)

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks		Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Market	SSP1	<ul style="list-style-type: none"> Stable market demand from strong demands for traditional products Low competitive pressure from slow adoption of sustainability Conservative consumer preference, leading to reduced R&D and market costs 	<ul style="list-style-type: none"> Slowly emerging niches for sustainable products may require us to make small-scale investments in R&D and marketing Moderate investments to diversify our revenue streams into sustainable markets The beginning of a shift towards sustainability may start to introduce new competitors, requiring us to consider early adaptation strategies 	<ul style="list-style-type: none"> Sudden market shift costs associated with the shift towards sustainability Traditional products and services may become rapidly obsolete, causing early retirement Difficult competition with competitors who fully embrace sustainability
	<p>Opportunities: As we navigate these market dynamics, we can turn potential risks into strategic opportunities by staying ahead of market trends and consumer preferences. By investing in sustainable product development and brand positioning, particularly under the SSP1 scenario, we can strengthen our market position and open up new revenue streams. Even under SSP5, where traditional markets remain strong, we can prepare for eventual shifts by gradually diversifying our product offerings and exploring emerging niches. This proactive approach will ensure that PTT remains competitive, resilient, and well-positioned for long-term growth in an evolving global market.</p>			

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks	Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
<p style="text-align: center;">Reputation</p>	<p>Risks: At PTT, we recognise that our reputation is one of our most valuable assets. The perception of our brand in the eyes of customers, investors, and other stakeholders can significantly impact our financial performance. This analysis explores the transitional risks associated with reputation under SSP1 and SSP5 scenarios across short-, medium-, and long-term timelines. We have identified the top three most likely financial impacts for each scenario and timeline, ensuring our analysis is specific to PTT and focused on the financial implications.</p>		
	<p style="text-align: center;">SSP1</p>	<ul style="list-style-type: none"> • Heavy brand image investment to align with market expectations, leading to high marketing and public relations costs • Stakeholders demand more transparency and accountability in our sustainability practices, implying high reporting costs • Losing customer trust and loyalty from not meeting high sustainability standards 	<ul style="list-style-type: none"> • Continued investment in sustainable practices to maintain our reputation as a leader in sustainability • Any perceived shortcomings in our sustainability efforts could lead to reputational damage, requiring significant expenditure on crisis management and reputation repair • High ESG reporting costs to sustain investor confidence

Sustainability Statement (Cont'd)

Appendix A The financial risks and opportunities on PTT in the short-term, medium, and long-term across SSP1 and SSP5. OPEX means Operational Expenditure and CAPEX is Capital Expenditure.

Type of risks		Short-term (2025~2030)	Medium-term (2030~2040)	Long-term (2040~2050)
Reputation	SSP1	<ul style="list-style-type: none"> Minimal reputation management cost as society focuses less on sustainability Stable brand perception from the slower shift towards sustainability Low stakeholder pressure implies lower costs required for reporting and transparency 	<ul style="list-style-type: none"> Gradual reputation adjustments as the market slow shifts towards sustainability Emerging reputation risks by delaying the adoption of sustainability practices Rising investor expectations mean more investment in ESG reporting is required 	<ul style="list-style-type: none"> Sudden reputational costs from rapid market shift towards sustainability Reputation damage from lagging, causing the loss of customer loyalty and investor confidence Costs associated with repositioning to maintain a competitive position in a sustainability-focused market
	<p>Opportunities: While the risks to our reputation vary across scenarios, we can turn these challenges into strategic opportunities. By leading in sustainability, particularly under SSP1, we can enhance our brand, build stronger customer loyalty, and attract sustainability-focused investors. Even under SSP5, where the focus on sustainability is slower, we can gradually evolve our brand to anticipate future shifts, ensuring that we remain resilient and competitive. Proactively managing our reputation will not only protect our brand but also position PTT as a trusted leader in an increasingly sustainability-driven global market.</p>			

Appendix B: Physical and Transitional Risks (further analysis)

Appendix B The financial risks and opportunities on PTT in the short-, medium-, and long-term across SSP1 and SSP5. OPEX refers to Operational Expenditure, and CAPEX refers to Capital Expenditure. Likelihood indicates how likely a climate-related risk is to impact the Group, while Severity represents the scale of its impact. Both are measured on a scale of 1 to 5, where 1 denotes rare or insignificant and 5 denotes multiple times a year or severe impact. Responses were averaged to generate the "Score," which is used to prioritise the climate-related risks that require the most urgent management. The results presented are based on inputs gathered during the ESG workshop, attended by the Board of Directors, senior management, and executive staff.

SSP2					
The world moves forward cautiously. Some progress is made, but it's uneven and not ambitious. Global challenges like inequality, climate, and education are addressed, slowly and imperfectly.					
Chronic Physical risks	Aspects	Short (2025-2030)	Medium (2030-2040)	Long (2040-2050)	Score
Unpredictable rainfall pattern - delay in concreting work, earthwork, and operations	Likelihood (1-5)	4.0	4.0	4.0	36
	Severity (1-5)	3.0	3.0	3.0	
	Financial impact	Unpredictable rainfall is expected to result in productivity losses across short-, medium-, and long-term horizons. On average, delays of up to three working days per incident may occur due to idling machinery, unutilised manpower costs, and the need to reschedule site operations. Based on site location, the estimated financial impact ranges from RM100,000 to RM200,000 for projects on the West Coast, and up to RM600,000 for projects on the East Coast, where rainfall intensity and frequency are typically higher.			
Long-term drought disturbs project progress with limited water	Likelihood (1-5)	2.0	3.0	3.0	16
	Severity (1-5)	2.0	2.0	2.0	
	Financial impact	Water scarcity may require reliance on third-party supply to sustain project operations. This leads to higher procurement costs compared to regular supply sources. The estimated financial impact is approximately RM120,000 across short-, medium-, and long-term horizons, reflecting additional expenditure for externally sourced water.			
Higher temperature means more use of cooling system, which means more cost	Likelihood (1-5)	2.0	3.0	3.0	16
	Severity (1-5)	2.0	2.0	2.0	
	Financial impact	Rising temperatures may increase cooling requirements at project sites and facilities, resulting in higher energy consumption and operating costs. The estimated financial impact is approximately RM120,000, applicable across short-, medium-, and long-term horizons.			

Sustainability Statement (Cont'd)

Acute Physical risks	Aspects	Short (2025-2030)	Medium (2030-2040)	Long (2040-2050)	
Sink hole from heavy rain, causing infrastructure failure, breaking equipment and pavement	Likelihood (1-5)	5.0	5.0	5.0	45
	Severity (1-5)	3.0	3.0	3.0	
	Financial impact	Flood events can cause temporary shutdowns of project sites, leading to direct revenue losses from halted operations. The financial impact is linked to the duration of downtime and the scale of affected projects, with losses recurring across short-, medium-, and long-term horizons.			
Flash flood slowing project progress and increasing cost to rectify damage	Likelihood (1-5)	5.0	5.0	5.0	45
	Severity (1-5)	3.0	3.0	3.0	
	Financial impact	Extreme weather or related disruptions may delay project milestones, resulting in contractual penalties and additional costs. The financial impact depends on the duration of delays and the terms of client agreements, with potential exposure across short-, medium-, and long-term horizons.			
Heat wave reduce labour productivity and equipment durability	Likelihood (1-5)	1.0	1.0	1.0	6
	Severity (1-5)	2.0	2.0	2.0	
	Financial impact	In the short term, post-disruption recovery often requires extended working hours for site crews, resulting in additional overtime wage costs. Over the medium term, extreme weather events may begin to damage equipment and infrastructure, leading to accelerated depreciation and higher maintenance expenses. In the long term, this depreciation effect compounds, shortening the useful life of key assets and increasing the need for earlier replacement, which drives up overall capital costs.			
Transition risks	Aspects	Short (2025-2030)	Medium (2030-2040)	Long (2040-2050)	
Market	Likelihood (1-5)	4.0	3.0	3.0	24
	Severity (1-5)	3.0	2.0	2.0	
Insurance premium increased	Financial impact	In the short term, higher operating costs may pressure margins but can be absorbed temporarily. Over the medium term, sustained increases may require PTT to raise tender prices, reducing competitiveness. In the long term, this could translate into lower tender win rates, directly impacting revenue growth and market position.			

Market	Likelihood (1-5)	2.0	3.0	4.0	38
Increased cost from more demands for green building. Not meeting the demand means losing out on the competition	Severity (1-5)	3.0	4.0	5.0	
	Financial impact	In the short term, higher operating costs and sustainability expectations may reduce PTT's attractiveness to strategic investors, reflected in lower tender bid win rates. In the medium- and long-term, ESG-focused customers may cancel contracts if requirements are not met, creating both financial and reputational risks.			
Reputation	Likelihood (1-5)	1.0	3.0	4.0	39
Weak climate strategies lead to stakeholder distrust, negative image, making PTT lose out on business opportunities	Severity (1-5)	4.0	5.0	5.0	
	Financial impact	Weak climate strategies risk eroding stakeholder trust and business opportunities. In the short term, this may trigger community boycotts, client loss, or exclusion from government tenders. Over the medium term, reduced investor confidence and weak cash flow could strain operations. In the long term, these pressures may escalate to threaten business continuity.			
Reputation	Likelihood (1-5)	1.0	2.0	3.0	17
NGO campaign on deforestation disrupt PTT earthwork	Severity (1-5)	2.0	3.0	3.0	
	Financial impact	An NGO campaign on deforestation could disrupt PTT's earthwork activities and affect reputation. In the short term, this may cause operational delays and extensions of time (EOT) for project completion. Over the medium term, negative media coverage and amplified scrutiny from government bodies could damage the PTT's public image. In the long term, persistent reputational pressure may erode investor trust and reduce interest in PTT.			
Technology	Likelihood (1-5)	4.0	3.0	3.0	24
Installation of EV chargers mean high expenses and there is also integration issue	Severity (1-5)	3.0	2.0	2.0	
	Financial impact	The installation of EV chargers involves significant upfront costs and integration challenges. In the short term, these expenses increase operating costs, measured by monthly usage. Over the medium term, sustained costs may compel PTT to raise tender prices, reducing competitiveness. In the long term, if costs remain high and integration issues persist, PTT's market position could be further weakened by lower tender win rates.			

Sustainability Statement (Cont'd)

Technology	Likelihood (1-5)	4.0	3.0	2.0	
Lack of skilled workers to operate green or new tech	Severity (1-5)	3.0	2.0	1.0	20
	Financial impact	A shortage of skilled workers to operate green or new technologies creates both cost and operational challenges. In the short term, additional training and retention expenses are required to build workforce capability, measured against the annual training plan. Over the medium term, higher R&D expenditure may be necessary to keep pace with innovation and bridge skill gaps. In the long term, if shortages persist, the ability to fully adopt and benefit from new technologies may be constrained, limiting competitiveness.			
Policy	Likelihood (1-5)	1.0	3.0	5.0	
Carbon tax increases PTT's operating costs, especially those involving fossil fuels	Severity (1-5)	3.0	4.0	5.0	40
	Financial impact	Carbon taxes pose a significant risk by increasing operating costs, particularly for activities involving fossil fuels. In the short term, this could create shareholder pressure, with stock value potentially declining if PTT is viewed as highly carbon-exposed, alongside reduced profits and dividends. Over the medium term, higher costs may lead to increased product pricing, encouraging customers to switch to cheaper or lower-carbon alternatives such as EVs or solar solutions. In the long term, forced transitions or regulatory penalties could escalate non-compliance costs, further straining profitability unless proactive mitigation measures are implemented.			
Policy	Likelihood (1-5)	4.0	5.0	5.0	
Government-linked project may mandate the use of green-certified materials and other ESG requirement. Failure to meet demand means disqualifying from tenders	Severity (1-5)	3.0	3.0	3.0	42
	Financial impact	Government-linked projects may increasingly mandate the use of green-certified materials and compliance with broader ESG requirements. Failure to meet these standards could result in disqualification from tenders. In the short term, this may lead to lost tender opportunities and reduced revenue. Over the medium term, non-compliance could expose PTT to higher operating risks, including penalties, contract termination, or blacklisting. In the long term, competitors who are already ESG-ready may secure a greater share of tenders, reducing PTT's competitive edge and limiting opportunities to compete.			

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**Board**") of PTT Synergy Group Berhad ("**the Company**") is pleased to present this Corporate Governance Overview Statement ("**Statement**") to provide shareholders and investors with an overview of the corporate governance practices of the Company during the financial year ended 30 June 2025 ("**FYE 2025**"). This Statement takes guidance from the 3 key corporate governance principles and practices as set out in the Malaysian Code on Corporate Governance ("**MCCG**"), which are: -

- (a) Principle A : Board Leadership and Effectiveness
- (b) Principle B : Effective Audit and Risk Management
- (c) Principle C : Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

This Statement is prepared in compliance with the Main Market Listing Requirements ("**Main LR**") of Bursa Malaysia Securities Berhad ("**Bursa Malaysia Securities**"), and it is to be read together with the Company's Corporate Governance Report ("**CG Report**"), which is accessible at the Company's corporate website at <https://ptt.com.my/>.

Save for limited exceptions as explained within this Statement and the CG report, the Board is satisfied that the practices set out in the MCCG have, in all material aspects, been applied to achieve the intended outcomes, which are found to be suitable and appropriate to the Company and its subsidiaries ("**Group**").

A summary of the Company's corporate governance practices with reference to the MCCG is described below: -

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Board Roles and Responsibilities

The Board is responsible for the stewardship and oversight of management and operations of the Group by providing leadership and setting strategic aims of the Group that will ensure the necessary resources are in place for the Group to meet its objective and achieve long-term sustainability.

To ensure the effective discharge of its functions and responsibilities, the Board has delegated specific responsibilities to the Audit Committee ("**AC**"), Nomination Committee ("**NC**") and Remuneration Committee ("**RC**"). Each of the Board Committees is entrusted with specific responsibilities to oversee the Company's affairs according to their respective written Terms of Reference. The Chairman of the respective Board Committees shall report the outcome of their meetings to the Board. In addition, the minutes of all Board Committee meetings are circulated to the Board members so that they are kept abreast of proceedings and matters discussed at Board Committee meetings.

The Board is primarily entrusted with the responsibility of charting the direction of the Group and focuses mainly on strategies, financial performance and critical business issues.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Roles of the Chairman, Managing Director and Chief Executive Officer

The roles of the Chairman, Managing Director and Chief Executive Officer are held by different individuals, with each having distinct and clearly defined authority and responsibilities. This is to ensure an appropriate balance of roles, responsibilities and accountability at the Board level. The division of the responsibilities of the Chairman and Managing Director is clearly established and defined in the Board Charter.

The Board is helmed by the Executive Chairman, Dato' Abd Rahim bin Jaafar who strives to instil good corporate governance practices, demonstrates strong leadership and oversees the effectiveness of the Board whilst the day-to-day management of the Company will be in the hands of Ms. Tang Choi Peng, the Group Chief Executive Officer cum Executive Director and the Executive Directors, and under the stewardship of Mr. Teo Swee Phin, the Managing Director.

In addition, the Executive Chairman, Dato' Abd Rahim bin Jaafar is not a member of the Board Committees.

Company Secretary

The Board is supported by 2 qualified Company Secretaries in carrying out their roles and responsibilities. In addition, the Company Secretaries play an advisory role to the Board in relation to the Company's Constitution, adopted Board policies and procedures, and compliance with the relevant regulatory requirements, code of guidance and legislation.

The Company Secretaries attend and ensure the Board and the Board Committees meetings are properly convened and all deliberations and decisions are properly minuted and kept. The Company Secretaries also responsible for ensuring that accurate and proper records of the proceedings and resolutions passed are taken and maintained at the Company's registered office.

Access to Information and Advice

To ensure effective conduct of Board and/or Board Committees meetings, a structured formal agenda and Board meeting papers relating to the agenda are circulated to the Directors at least 7 days prior to each meeting. The Directors are thus given sufficient time to peruse the matters that will be tabled at the Board and/or Board Committees meetings to enable them to participate in the deliberations of the issues to be raised and make informed decisions.

Upon conclusion of the meetings, the minutes will be circulated to the Board and Board Committees to ensure that the deliberations and decisions are accurately recorded, including the abstention of the Director(s) from voting or deliberating on a particular matter, if any.

In exercising their duties, the Directors have full and unrestricted access to the Management and Company Secretaries for all information pertaining to the businesses and corporate affairs of the Group. If the need arises, the Directors may also obtain independent professional advice from the Company's External Auditors, Internal Auditors and/or any other professional parties at the Company's expense in furtherance of their duties.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Board Charter

The Company has adopted a Board Charter, which was last reviewed on 12 October 2022, which clearly defines the Board's and Board Committees' roles and responsibilities, composition, authorities, matters reserved for the Board and guidance on the Board's conduct.

The Board Charter would be periodically reviewed and updated in accordance with the needs of the Company and any new regulation that may have an impact on the discharge of the Board's and Board Committees' responsibilities.

The Board Charter is available at the Company's corporate website at <https://ptt.com.my/>.

Code of Conduct and Ethics

The Board has formalised a Code of Conduct and Ethics, which was last reviewed on 12 October 2022, for the Directors, Management and employees of the Group, which set out the standards of business conduct and ethical behaviour for them in their performance and exercise of their responsibilities or when representing the Group.

The Code of Conduct and Ethics is available at the Company's corporate website at <https://ptt.com.my/>.

Whistleblowing Policy

The Group has established a Whistleblowing Policy, which was last reviewed on 12 October 2022, for the following purposes: -

- (a) provide a mechanism to detect and address unacceptable conduct;
- (b) ensure whistleblower can raise concerns without fear of suffering retribution and safeguard such person's confidentiality; and
- (c) provide a transparent and confidential process for dealing with concerns.

The Group has not received any reports or concerns via the communication and feedback channels stipulated in the Whistleblowing Policy during the FYE 2025.

The Whistleblowing Policy is available at the Company's corporate website at <https://ptt.com.my/>.

Anti-Bribery and Anti-Corruption Manual

The Company has in place an Anti-Bribery and Anti-Corruption Manual in line with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (Amendment 2018) to prohibit bribery and corruption in the business conduct as well as provide measures within the Group.

The Anti-Bribery and Anti-Corruption Manual was last reviewed on 12 October 2022 and is available at the Company's corporate website at <https://ptt.com.my/>.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Sustainability

The Board takes into account sustainability considerations when overseeing the Group's planning, performance and long-term strategy. The Board has adopted a Sustainability and Environmental, Social and Governance ("ESG") Policy, which was last reviewed on 12 October 2022. The Company is committed to adopting and applying responsible practices from ESG perspective, to minimise the risk and to enhance the long-term development impact of its corporate activities. The ESG priorities were incorporated into the business strategies of the Group and were presented to the Board by the Management.

The Group has also established a Sustainability Framework which has adopted the Global Reporting Initiative Standards and the United Nations Sustainable Development Goals.

The sustainability governance at the Group is anchored upon the structure of the Sustainability Working Committee, which is headed by Mr. Teo Swee Phin, the Managing Director, to ensure accountability across all identified sustainability initiatives in the operations of the Group. Following this, Senior Management is responsible for managing and strategically allocating resources to implement sustainability initiatives. Senior Management also monitors, evaluates and reports on key sustainability metrics to track progress against established targets.

The Group takes cognisance that the stakeholders are always the focal point of the Group's business. Therefore, the Group has engaged with the stakeholders through various methods in different frequencies during the FYE 2025. The details of the stakeholders' engagement are set out in the Sustainability Statement in this Annual Report.

The Board members will keep themselves apprised with contemporaneous and relevant sustainability developments including climate-related risks and opportunities by way of formal training including webinars, structured reading and discussions.

The Board recognises the importance of sustainability in all its operation of the Company and had included sustainability as one of the criteria in the performance evaluations of all the employees including its Board members.

The Board members and Senior Management are encouraged to assess and give feedbacks on how sustainability risks and opportunities are being managed within the Company. Based on annual performance carried out, the Board and Senior Management have performed their respective roles in addressing material sustainability risks and opportunities.

The Sustainability and ESG Policy is available at the Company's corporate website at <https://ptt.com.my/>.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Board Composition

The Board currently consists of 8 Directors, comprising 3 Independent Non-Executive Directors and 5 Executive Directors. The Board composition complies with Paragraph 15.02(1) of the Main LR of Bursa Malaysia Securities, which requires at least 2 Directors or 1/3 of the Board, whichever is higher, to be independent.

The NC has reviewed the present composition of the Board, and was satisfied that the current size and composition of the Board are adequate and they have adequately carried out their functions within their scope of work.

The profile of each Director is set out in the Profile of Directors in this Annual Report.

Tenure of Independent Directors

The Board takes cognisance that the tenure of an Independent Director should not exceed a cumulative term of 9 years. Upon completing 9 years, an Independent Director may continue to serve on the Board as a Non-Independent Director. In the event such Director is to be retained as an Independent Director, the Board must provide justification and seek annual shareholders' approval through a two-tier voting process.

The Board Charter has stipulated that the tenure for an Independent Director is capped at 9 years and the said Director shall be re-designated as a Non-Independent Director thereafter.

Based on the assessment carried out during the financial year, the NC and the Board are satisfied with the level of independence demonstrated by all the Independent Directors and their ability to act in the Company's best interests.

As of the date of this Statement, none of the Independent Directors has served more than 9 years on the Board.

Board Appointment

The NC is responsible for making recommendations relating to any new appointment of Director to the Board and key senior management. The NC is guided by the following procedure of recruitment/selection for directorship: -

1. Draw up specifications.
2. Search of candidates – with the assistance of external consultants, if necessary;
3. Meet with candidates.
4. Make the recruitment/selection.
5. Issue Letter of Appointment upon selection and approval from the Board.

The NC will not limit themselves by solely rely on the recommendations from the existing Board members, Management or major shareholders, but also will utilise independent sources to identify suitably qualified candidates.

The NC assesses the suitability of the candidates by taking into consideration the mix of skills, knowledge, expertise and experience, professionalism, integrity, competencies and time commitment.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Board Diversity

The Board acknowledges the importance of boardroom diversity and supports the recommendation of the MCCG on the establishment of a gender diversity policy. The Board recognises the need for enhancing boardroom diversity, not only in terms of gender but also in terms of age, ethnicity and social background. The Board strives to encourage a dynamic and diverse composition of the Board by nurturing suitable and potential candidates equipped with the competency, skills, experience, character, time commitment, integrity and other qualities in meeting the Company's future needs.

Currently, the Board has 2 female Directors out of 8 Directors and does not have any gender or ethnicity diversity policy.

As of the date of this Statement, the diversity of the Directors of the Company is as follows: -

	Male	Female
Age Group		
41-50	1	1
51-60	1	1
61-70	4	-
Ethnicity		
Malay	3	-
Chinese	3	2
Nationality		
Malaysian	6	2
Foreigner	-	-

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Board Meetings

The Board meets at least once every quarter, and additional meetings are convened as and when necessary. A total of 5 Board meetings were held during the financial year.

In the interval between Board meetings, any matter requiring urgent Board decisions and/or approvals will be sought via circular resolutions, which are supported with all the relevant information and explanations required for an informed decision to be made.

The record of attendance of each Director for FYE 2025 is as follows: -

Name of Directors	Attendance
Dato' Abd Rahim bin Jaafar	5/5
Teo Swee Leng	5/5
Teo Swee Phin	5/5
Tang Choi Peng	5/5
Datin Ng Fong Shiang	5/5
Dato' Mahamed bin Hussain	5/5
Datuk Ir. Ruslan bin Abdul Aziz	4/5
Toh Seng Thong	5/5
Dato' Paul Lim Tau Ern (resigned on 6 September 2024)	1/1 *

* Reflects the number of Board meetings attended during the financial year under review up to the date of resignation.

All Directors have complied with the minimum requirement of 50% attendance at Board meetings as stipulated in the Main LR of Bursa Malaysia Securities.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Directors' Training

The Board acknowledges that continuous education is vital in keeping them abreast with corporate developments. Accordingly, the Directors have constantly been updated with relevant reading materials and technical updates, enhancing their knowledge and equipping themselves with the necessary skills to discharge their duties as Directors of the Company effectively.

All Directors have attended the Mandatory Accreditation Programme (MAP) Part I and Part II prescribed by Bursa Malaysia Securities. During the FYE 2025 and up to the date of this Statement, the Directors have attended the following seminars, conferences and programmes: -

1. Effective Task Control Framework Implementation: Enhancing Organizational Efficiency and Compliance
2. Sustainability Reporting Workshop
3. Emission Reduction
4. Social & Governance, Internal Change Management
5. Bridging ESG and Biodiversity
6. Social and Governance Workshop: Internal Change Management
7. Asean Business Forum 2025
8. Risk Management Workshop Phase 3
9. The Stadium Business ASIA 2024 Seminar
10. Future Talk – Mind Reset and Self Transformation
11. Corporate Governance Symposium
12. Sustainability Leadership Forum
13. Advancing Sustainability Program: Membina Impak Lestari di Seluruh Organisasi
14. SSM National Conference 2024
15. National Tax Seminar 2024
16. Transfer Pricing and Tax Corporate Governance Seminar 2025

NC

As of the date of this Statement, the NC comprises 3 members, all of whom are Independent Non-Executive Directors. In respect of this, the Company has fulfilled the requirements under Paragraph 15.08A(1) of the Main LR of Bursa Malaysia Securities and Practice 5.8 of the MCGG.

The composition of the NC is as follows: -

Chairman	:	Dato' Mahamed bin Hussain (Independent Non-Executive Director)
Members	:	Datuk Ir. Ruslan bin Abdul Aziz (Independent Non-Executive Director)
		Toh Seng Thong (Independent Non-Executive Director)
		Dato' Paul Lim Tau Ern (Independent Non-Executive Director) (resigned on 6 September 2024)

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

NC (Cont'd)

The NC shall meet at least once a calendar year. 1 NC meeting was held and all the NC members attended the NC meeting.

The Terms of Reference of NC was last reviewed on 12 October 2022 and is available at the Company's corporate website at <https://ptt.com.my/>.

The summary of the NC's activities for the FYE 2025 and up to the date of this Statement are as follows: -

- Reviewed the current composition of the Board as well as the required mix of skills, experience and other qualities of the Board;
- Assessed the performance and effectiveness of the Board and Board Committees as well as each of its members;
- Reviewed the terms of office and performance of the AC and each of its members;
- Assessed the independence of the Independent Non-Executive Directors pursuant to the MCCG; and
- Reviewed and recommended to the Board the re-election of Directors who are due to retire pursuant to the Company's Constitution.

Annual Evaluation of the Board

The Board, through the NC, and facilitated by the Company Secretaries, has conducted an annual assessment of the Board's effectiveness as a whole and the contribution of each individual Director and independence of the Independent Non-Executive Directors. The Directors are provided with questionnaires to carry out the assessments and are based on their competencies, capabilities, time commitments, integrities, participation and contributions to the Board and Board Committees. The results are then tabulated and presented to the NC for review and recommendation to the Board for notation.

Based on the assessment carried out for the FYE 2025, the Board through the NC, is satisfied that each member of the Board and Board Committees had performed fairly well and had discharged their duties with care and diligence.

The Board is satisfied with the time commitment given by the Directors. All of the Directors do not hold more than 5 directorships in public listed companies as stipulated under the Main LR of Bursa Malaysia Securities. While there is no restriction on directorships in non-listed companies, the Directors are aware that they should avoid over-commitment in multiple directorships, which may affect their performance in carrying out their roles as Directors of the Company.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Re-election of Directors

In accordance with the Company's Constitution, 1/3 of the Directors for the time being or, if their number is not 3 or a multiple of 3, then the number nearest to 1/3 of the Directors shall retire from office and be eligible for re-election provided that all Directors including the Managing Director shall retire from office at least once every 3 years but shall be eligible for re-election. Newly appointed Director(s) shall hold office only until the next Annual General Meeting ("**AGM**") of the Company and be eligible for re-election.

The Board via the NC's annual assessment and fit and proper assessment, is satisfied with the performance of the Directors who are standing for re-election and has recommended to the shareholders their proposed re-election in accordance with the Constitution.

The information of the Directors who are due to retire, including the age, gender, working experience and any conflict of interest as well as directorship in other companies, are set out in the Profile of Directors in this Annual Report.

RC

As of the date of this Statement, the RC comprises 3 members, all of whom are Independent Non-Executive Directors. In respect of this, the Company has fulfilled the requirements under Guidance 7.2 of the MCCG.

The composition of the RC is as follows: -

Chairman	:	Dato' Mahamed bin Hussain (Independent Non-Executive Director)
Members	:	Datuk Ir. Ruslan bin Abdul Aziz (Independent Non-Executive Director)
		Toh Seng Thong (Independent Non-Executive Director)
		Dato' Paul Lim Tau Ern (Independent Non-Executive Director) <i>(resigned on 6 September 2024)</i>

The RC shall meet at least once a calendar year. 1 RC meeting was held and all the RC members attended the RC meeting.

The RC is established to assist the Board to review the matters relating to the remuneration of the Directors and Senior Management.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

RC (Cont'd)

The summary of the RC's activities for the FYE 2025 and up to the date of this Statement is as follows: -

- Reviewed the remuneration package of the Managing Director and Executive Directors for the financial year ending 30 June 2026 ("FYE 2026") and recommended the same to the Board for consideration and approval;
- Reviewed the payment of Directors' fees and benefits from a day after the Fifty-Fourth AGM until the next AGM of the Company to be held in the year 2026 and recommended the same to the Board for consideration and approval for tabling for the shareholders' approval at the AGM; and
- Reviewed the remuneration packages for the Senior Management for the FYE 2026 and recommended the same to the Board for consideration and approval.

The Terms of Reference of RC which set out the authorities, duties and responsibilities of the RC was last reviewed on 12 October 2022 and is available at the Company's corporate website at [https:// ptt.com.my/](https://ptt.com.my/).

Remuneration Policy

The Board has adopted Remuneration Policies for both Executive Directors and Non-Executive Directors. For Executive Directors, the remuneration packages have been structured to link rewards to corporate and their individual performance. For Non-Executive Directors, the remuneration packages are based on their experience and level of responsibilities undertaken.

The remuneration of Senior Management is determined by the Executive Directors and recommended to the RC and Board for approval. The factors and criteria to be taken into account when determining the remuneration of the Senior Management, or any change to their existing remuneration, by the Executive Directors are, inter alia, as follows: -

- Number of years' working experience;
- Number of years' working experience in the Company/Group;
- Qualifications;
- Specific skillsets and areas of expertise, especially in the areas of the Company's specific business operations;
- Work ethic;
- Aptitude;
- Leadership skills;
- Ability to lead and motivate teams;
- The average salary of a similarly qualified manager in other companies of the same size and in the same industry; and
- Other ad-hoc criteria to be determined on a case-by-case basis.

The Policies governing the Board, which sets out the procedures to determine the remuneration of the Directors and Senior Management, is available at the Company's corporate website at [https:// ptt.com.my/](https://ptt.com.my/).

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Directors' Remuneration

The remuneration of the Directors of the Company and Group who served during the FYE 2025 are as follows: -

Company

Name	RM'000						Total
	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	
Executive Directors							
Dato' Abd Rahim bin Jaafar	-	-	-	-	-	-	-
Teo Swee Leng	-	-	-	-	-	-	-
Teo Swee Phin	-	-	-	-	-	-	-
Tang Choi Peng	-	-	-	-	-	-	-
Datin Ng Fong Shiang	-	-	-	-	-	-	-
Non-Executive Directors							
Dato' Mahamed bin Hussain	48	2	-	-	-	-	50
Datuk Ir. Ruslan bin Abdul Aziz	48	1	-	-	-	-	49
Toh Seng Thong	48	2	-	-	-	-	50
Dato' Paul Lim Tau Ern (resigned on 6 September 2024)	9	-	-	-	-	-	9

Group

Name	RM'000						Total
	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	
Executive Directors							
Dato' Abd Rahim bin Jaafar	-	-	837	-	36	-	873
Teo Swee Leng	-	-	834	-	5	-	839
Teo Swee Phin	180	-	1,832	-	-	-	2,012
Tang Choi Peng	-	60	631	-	13	-	704
Datin Ng Fong Shiang	-	-	357	-	15	-	372
Non-Executive Directors							
Dato' Mahamed bin Hussain	48	2	-	-	-	-	50
Datuk Ir. Ruslan bin Abdul Aziz	48	1	-	-	-	-	49
Toh Seng Thong	48	2	-	-	-	-	50
Dato' Paul Lim Tau Ern (resigned on 6 September 2024)	9	-	-	-	-	-	9

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Directors' Remuneration (Cont'd)

During the FYE 2025, the Company only has 4 key senior management. The 4 key senior management remuneration during the FYE 2025 in bands of RM100,000 are as follows: -

Range of remuneration	Number of Key Senior Management
RM300,001-RM400,000	1
RM400,001-RM500,000	1
RM500,001-RM600,000	1
RM600,001-RM700,000	1

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

AC

The AC comprises exclusively of Independent Non-Executive Directors and is chaired by Dato' Mahamed bin Hussain, who is distinct from the Board Chairman. As such, the AC composition complies with Paragraphs 15.09 and 15.10 of the Main LR of Bursa Malaysia Securities as well as Practice 9.1 and Step Up Practice 9.4 of the MCCG. In addition, none of the Directors has appointed Alternate Directors.

None of the AC members were former partners of the Group's external audit firms and/or affiliate firms. Nevertheless, in order to maintain the highest level of independence, the Board has no intention of appointing any former audit partner to the AC. In line with the MCCG, the Board has adopted the Terms of Reference of AC that no former partner of the external audit firm of the Group (inclusive affiliate firm and/or those providing advisory services, tax consulting and etc) could be appointed as a member of the AC before observing a cooling-off period of at least 3 years.

Based on the outcome of the performance assessment on the AC by the NC, the NC and the Board regard the AC members collectively possess the accounting and related financial management expertise and experience required for the AC to discharge its responsibilities and assist the Board in its oversight over the financial reporting process.

The AC members received ongoing trainings and development as disclosed in this Statement to keep themselves updated on the relevant developments in accounting and auditing standards, practices and rules.

The AC is responsible for overseeing the financial statements reporting, risk management, internal control system, related party transactions, financial assistance support, internal audit function and the Company's relationship with Internal Auditors and External Auditors in relation to their scope of work and audit performance.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

AC (Cont'd)

In presenting the annual financial statements and quarterly financial results announcements to shareholders, the Board aims to present a balanced assessment of the Group's financial position and prospects to ensure that the financial results are released to Bursa Malaysia Securities within the stipulated timeframe and that the financial statements comply with the regulatory reporting requirements. In this regard, the Board is assisted by the AC in overseeing and governing the Group's financial reporting processes and the quality of its financial reporting.

The financial statements are prepared on a going concern basis and give a true and fair view of the financial position of the Group as of 30 June 2025.

The AC's membership, responsibilities and works done in the FYE 2025 are set out in the AC Report in this Annual Report.

External Auditors

The AC maintains a transparent and professional relationship with the Group's External Auditors. The AC has evaluated the External Auditors' suitability, objectivity, independence and performance based on the criteria of competence, adequacy of experience, quality of services, sufficiency of resources, audit planning as well as communication and interaction.

Having regard to the outcome of the External Auditors' annual assessment for the FYE 2025, the Board had approved the recommendation of the AC and tabled the re-appointment of Moore Stephens Associates PLT as the Company's External Auditors to the shareholders for approval at the forthcoming Fifty-Fourth AGM.

Risk Management and Internal Control Framework

The Board acknowledges its responsibility for the Group's system of internal controls covering not only financial controls but also operational and compliance controls as well as risk management. The internal control system involves the business and key management of each business, including the AC, and is formulated to meet the Group's particular needs and to manage the risks to which it is exposed. The system, by its nature, can only provide reasonable but not absolute assurance against material misstatements, losses and fraud.

The Group has outsourced its internal audit function to an independent professional services firm, PKF Risk Management Sdn. Bhd., which reports directly to the AC. During the FYE 2025, the AC is satisfied with the Internal Auditors' competencies, experience and adequate resources to carry out their function effectively and independently.

The details of the Company's risk management and internal control framework are set out in the Statement on Risk Management and Internal Control in this Annual Report.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Engagement with Stakeholders

The Board recognises the importance of timely and high-quality disclosure as a key component to uphold the principles and best practices of corporate governance for the Group. In addition, it is critical to maintaining an effective communication policy between the Company and its public members to build trust and understanding between the Company and its various stakeholders.

The various channels of communication with the shareholders are as follows: -

- Annual Report;
- AGM;
- Quarterly announcements on financial results to Bursa Malaysia Securities;
- Various corporate disclosures, circulars and announcements made to Bursa Malaysia Securities; and
- Corporate website at <https://ptt.com.my/>.

Corporate Disclosure Policy

The Group has established a Corporate Disclosure Policy, which was last reviewed on 12 October 2022, to ensure the communications to the investing public regarding the business, operations and financial performance of the Company are accurate, timely, factual, informative, consistent, broadly disseminated and where necessary, information filed with regulators is in accordance with applicable legal and regulatory requirements.

The Corporate Disclosure Policy applies to all Directors, officers and employees of the Company and its subsidiaries and those authorised to speak on their behalf.

The Corporate Disclosure Policy is available at the Company's corporate website at <https://ptt.com.my/>.

Conduct of General Meetings

The AGM is the principal forum for dialogue and interaction with all shareholders for which due notice is given. In addition, the AGM provides an opportunity to the shareholders to seek and clarify any issues pertaining to the Group and better understand the Group's activities and performance.

The notice of the Fifty-Third AGM together with the Annual Report are despatched to the shareholders at least 28 days prior to the meeting date.

In addition, to ensure effective participation and engagement, the Board encourages the shareholders to participate in the question-and-answer session in the Company's Extraordinary General Meetings ("EGMs") held on 29 August 2024 and 27 February 2025 as well as Fifty-Third AGM, whereby all the Directors, Chair of the AC, NC and RC, Management and External Auditors/advisors in attendance will respond to the shareholders' queries.

In line with Paragraph 8.29A of the Main LR of Bursa Malaysia Securities, all resolutions set out in the notice of the EGMs and Fifty-Third AGM were carried out by poll voting. An independent scrutineer was also appointed to scrutinise the polling process.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

Conduct of General Meetings (Cont'd)

Although the Board recognises the importance of leveraging on technology to facilitate remote shareholders' participation and voting on all resolutions via remote participation and voting facilities, but after due consideration of the affordability of technology and infrastructure as well as sufficient number of shareholders residing at particular remote location(s), the Board is of the view that physical general meetings support more meaningful engagement and interaction between Directors, Senior Management and shareholders. The shareholders are allowed to vote in absentia by appointing proxy to vote on their behalf by submitting their proxy form with pre-determined voting instructions for the proxy to vote for and on their behalf. The shareholders and proxies were provided with sufficient opportunity to pose questions during the EGMs and AGM. There were no questions posed during the EGMs held on 29 August 2024 and 27 February 2025 as well as Fifty-Third AGM held on 27 November 2024.

The Minutes of the EGMs held on 29 August 2024 and 27 February 2025 as well as Fifty-Third AGM were made available to the shareholders within 30 business days after the general meetings at the Company's corporate website at <https://ptt.com.my/>.

KEY FOCUS AREAS AND FUTURE PRIORITIES

The Board is fully committed to ensuring good governance practices and compliance with regulatory requirements under the MCCG and relevant rules and regulations.

The Board has identified ESG as a key focus area for the future. Accordingly, the Board will provide the appropriate guidance and oversight to the Senior Management team to develop a more robust sustainability agenda for the Group.

Apart from the above, the Board will continue to operationalise and improve the Company's corporate governance practices and instil a risk and governance awareness culture and mindset throughout the organisation in the best interests of all stakeholders.

This Statement and the CG Report were approved by the resolution passed at the Board Meeting held on 16 October 2025.

AUDIT COMMITTEE REPORT

The Board of Directors of PTT Synergy Group Berhad is pleased to present the Audit Committee Report for the financial year ended 30 June 2025 (“**FYE 2025**”) in accordance with Paragraph 15.15 of the Main Market Listing Requirements (“**Main LR**”) of Bursa Malaysia Securities Berhad (“**Bursa Malaysia Securities**”).

A. COMPOSITION

The Audit Committee (“**AC**”) is appointed by the Board of Directors amongst its members, which comprise solely of Independent Directors. The AC members have elected a Chairman from among themselves, who is an Independent Non-Executive Director. In respect of this, the Company has fulfilled the requirements under Paragraphs 15.09(1)(a), 15.09(1)(b) and 15.10 of the Main LR of Bursa Malaysia Securities and the Step-Up Practice 9.4 of the Malaysian Code on Corporate Governance.

The AC members comprises: -

Chairman	:	Dato’ Mahamed bin Hussain (Independent Non-Executive Director)
Members	:	Datuk Ir. Ruslan bin Abdul Aziz (Independent Non-Executive Director) Toh Seng Thong (Independent Non-Executive Director) Dato’ Paul Lim Tau Ern (Independent Non-Executive Director) (Resigned on 6 September 2024)

Mr. Toh Seng Thong is a member of the Malaysian Institute of Accountants (“**MIA**”). Accordingly, the Company complied with Paragraph 15.09(1)(c)(i) of the Main LR of Bursa Malaysia Securities, which requires at least 1 member of the AC must be a member of the MIA.

B. TERMS OF REFERENCE

The Terms of Reference of the AC, which sets out the composition, proceedings of the meeting, authority, duties and responsibilities of the AC, is available on the Company’s corporate website at <https://ptt.com.my/>.

Audit Committee Report (Cont'd)

C. AC MEETINGS

A total of 5 AC meetings were held during the FYE 2025. The details of attendance of each member are as follows: -

Name of Members	Meeting Dates					Total
	29.08.2024	17.10.2024	27.11.2024	27.02.2025	28.05.2025	
Dato' Mahamed bin Hussain	√	√	√	√	√	5/5
Datuk Ir. Ruslan bin Abdul Aziz	√	X	√	√	√	4/5
Toh Seng Thong	√	√	√	√	√	5/5
Dato' Paul Lim Tau Ern (Resigned on 6 September 2024)	√	N/A	N/A	N/A	N/A	1/5 *

* Reflects the number of AC meetings attended during the financial year under review up to the date of resignation.

The Deputy Chairman, Managing Director and Executive Director(s) were invited to attend all AC meetings to facilitate direct communications and to provide clarification on the financial reports. Minutes of each meeting were recorded and tabled for confirmation at the next AC meeting and subsequently presented to the Board of Directors for notation.

D. SUMMARY OF THE WORKS OF THE AC

The works undertaken by the AC in the discharge of its functions and duties for the FYE 2025 are summarised as follows: -

Financial Reporting

The AC reviewed and discussed the quarterly results and annual audited financial statements of the Company and the Group prior to recommendations to the Board of Directors for consideration and approval.

The dates on which the AC meetings were convened during the financial year to deliberate on financial reporting matters are detailed below: -

Date of Meetings	Activities
29 August 2024	<ul style="list-style-type: none"> Unaudited quarterly report on consolidated results of the Company and Group for the fourth quarter ended 30 June 2024.
17 October 2024	<ul style="list-style-type: none"> Audited financial statements of the Company and Group for the financial year ended 30 June 2024.
27 November 2024	<ul style="list-style-type: none"> Unaudited quarterly report on consolidated results of the Company and Group for the first quarter ended 30 September 2024.

D. SUMMARY OF THE WORKS OF THE AC (CONT'D)

The works undertaken by the AC in the discharge of its functions and duties for the FYE 2025 are summarised as follows: - (Cont'd)

Financial Reporting (Cont'd)

The dates on which the AC meetings were convened during the financial year to deliberate on financial reporting matters are detailed below: - (Cont'd)

Date of Meetings	Activities
27 February 2025	<ul style="list-style-type: none"> Unaudited quarterly report on consolidated results of the Company and Group for the second quarter ended 31 December 2024.
28 May 2025	<ul style="list-style-type: none"> Unaudited quarterly report on consolidated results of the Company and Group for the third quarter ended 31 March 2025.

The AC carried out the review of the quarterly results and annual audited financial statements to ensure that they were prepared in accordance with the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards, the requirements of the Companies Act 2016 and the Main LR of Bursa Malaysia Securities.

External Audit

- (i) Reviewed the AC Closing Memorandum for the financial year ended 30 June 2024, outlining the status of audit, significant audit findings, key audit matters, internal control and internal audit, audit adjustments, unadjusted audit differences and independence of the External Auditors.
- (ii) Evaluated the suitability, objectivity, independence and performance of the External Auditors, and recommended to the Board of Directors on the re-appointment of the External Auditors.
- (iii) Reviewed the Audit Planning Memorandum for the FYE 2025, outlining the responsibilities of Directors and Management, External Auditors' responsibilities, External Auditors' independence, fraud considerations, audit approach and timeline, latest Group development, key audit matters, areas of audit emphasis, accounting standards update and proposed audit fees.
- (iv) Reviewed the audit and non-audit fees for the FYE 2025 prior to its approval by the Board of Directors.
- (v) Conducted 3 private sessions on 29 August 2024, 17 October 2024 and 28 May 2025 with the External Auditors, without the presence of the Executive Board members and Management staff, to discuss their observations and areas for improvements.

Audit Committee Report (Cont'd)

D. SUMMARY OF THE WORKS OF THE AC (CONT'D)

The works undertaken by the AC in the discharge of its functions and duties for the FYE 2025 are summarised as follows: - (Cont'd)

Internal Audit

- (i) Reviewed the Internal Audit Reports which covered the Project Management process of PTT Development Sdn. Bhd. and Follow-Up Internal Audit Report which covered the Project Management of Pembinaan Tetap Teguh Sdn. Bhd.
- (ii) Reviewed the adequacy of the scope, functions, competency and resources of the internal audit functions and that it has the necessary authority to carry out its work.
- (iii) Reviewed the Internal Audit Planning Memorandum tabled by the Internal Auditors and agreed on the timing and frequency of the proposed audit area.
- (iv) Conducted a private session on 28 May 2025 with the Internal Auditors, without the presence of the Executive Board members and Management staff, to discuss their observations and areas for improvements.

Related Party Transactions and Conflict of Interest

- (i) Reviewed the quarterly report on recurrent related party transactions for compliance with both in-house procedures and the Main LR of Bursa Malaysia Securities.
- (ii) Reviewed the Circular to Shareholders in relation to the proposed new and renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature prior to its approval by the Board of Directors.
- (iii) Reviewed the conflict of interest ("**COI**") situation that arise, persist or may arise within the Group on quarterly basis, including any transactions, procedures or course of conduct that raises questions on Management's integrity. To manage COIs effectively, measures have been put in place, including assessing COIs during quarterly meetings or whenever they are reported by Board members. Board members are also required to declare any actual or potential COIs during Board meetings.

Other Matters

- (i) Reviewed and confirmed the minutes of the AC meetings.
- (ii) Reviewed the quarterly updates on the financial assistance status presented by the Management.
- (iii) Reviewed the AC Report and Statement on Risk Management and Internal Control pursuant to Paragraph 15.26(b) of the Main LR of Bursa Malaysia Securities prior to submission to the Board of Directors for consideration and approval and inclusion in the Annual Report of the Company.
- (iv) Reviewed the revaluation of the non-current assets of the Group as of 30 June 2024.

E. INTERNAL AUDIT FUNCTION

The Group has outsourced its internal audit function to an independent professional services firm, PKF Risk Management Sdn. Bhd., which reports directly to the AC.

The AC has full access to the outsourced Internal Auditors and reports on all internal audits performed. The main role of the internal audit function is to carry out independent assessments of the adequacy and effectiveness of the Group's internal control systems in anticipation of any potential risk areas within key business processes of the Group.

The engagement team from PKF Risk Management Sdn. Bhd. is headed by Dr. Wong Ka Fee, who has over 18 years of experience in internal audit, risk management, compliance review and business advisory. Dr. Wong Ka Fee has a Doctoral Degree in Behavioral Finance from Universiti Utara Malaysia and double Master degrees from 2 different prestigious Universities from United Kingdom, i.e., Master of Science in Management Consultancy from Liverpool John Moores University and Master of Business Administration from University of Wales. All the personnel deployed by PKF Risk Management Sdn. Bhd. are free from any relationships or conflict of interest, which could impair their objectivity and independence during the course of work. The internal audits carried out by the Internal Auditors are guided by the International Professional Practices Framework issued by the Institute of Internal Auditors Inc., a globally recognised professional body for internal auditors. The number of staff deployed for the internal audit reviews of the Group ranges from 2 to 4 staff per visit.

The AC had evaluated and reviewed the internal audit function in terms of scope, competency, resources and independence. The AC was also satisfied that the Internal Auditors performed their work in accordance with the principles of the international internal auditing standards covering the conduct of the audit planning, execution, documentation, communication of findings and consultation with key stakeholders on the audit concerns.

The AC and Board of Directors were satisfied with the performance of the outsourced Internal Auditors and had, in the interest of greater independence and continuity in the internal audit function, decided to continue to outsource the internal audit function.

The Internal Auditors assisted the AC in discharging their duties and responsibilities by executing independent reviews, objective assurance and consulting activities within the Group's operations through audits of the Group's key operations and also to ensure consistency in the control environment and compliance with established policies and procedures, rules, regulations, guidelines, directives and relevant laws. The activities performed by the outsourced Internal Auditors include: -

- (i) Performed reviews of the key processes to examine and evaluate the adequacy and efficiency of the operations' internal controls and highlighted any significant risks and non-compliance matters that have an impact on the Group;
- (ii) Developed Internal Audit Planning Memorandum for the FYE 2025, setting out the implementation of the internal audit scope for the Group based on agreed communication, timelines and reporting protocols; and
- (iii) Conducted internal audit which has covered the Project Management process of PTT Development Sdn. Bhd. and follow-up internal audit on the Project Management of Pembinaan Tetap Teguh Sdn. Bhd.

The total cost incurred for the internal audit function of the Group for the FYE 2025 amounted to RM15,000.00.

Audit Committee Report (Cont'd)

BOARD'S CONCLUSION

For the FYE 2025, the terms of office and performance of the AC and each of its members were reviewed by the Nomination Committee. Having reviewed the results of the AC's and individual AC members' performance, the Board of Directors is satisfied that the AC and its members have carried out their functions, duties and responsibilities according to the Terms of Reference of the AC. There were no material misstatements, frauds and deficiencies in the internal control systems not addressed by the Management.

The AC Report was approved by the resolution passed at the Board of Directors' Meeting held on 16 October 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

1. INTRODUCTION

This Statement on Risk Management and Internal Control ("**Statement**") is prepared pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, and guided by the *Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers*.

It outlines the framework, processes and key measures in place within the Company and its subsidiaries ("**Group**") to safeguard shareholders' interests, ensure effective governance, and support the achievement of business objectives.

2. BOARD RESPONSIBILITY

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control to safeguard shareholders' investment and the Group's assets. While recognising that no system can completely eliminate risks, the Board of Directors ("**Board**") is committed to ensuring an effective and ongoing process of risk identification, evaluation, and mitigation.

During the financial year ended 30 June 2025 ("**FYE 2025**"), and up to the date of this Statement, the Board, with assurance from the Managing Director, Group Chief Executive Officer cum Executive Director and Group Chief Financial Officer, concluded that the Group's risk management and internal control systems have operated adequately and effectively in all material respects.

The Board has extended the responsibilities of the Audit Committee ("**AC**") to include oversight of the effectiveness of the Group's internal control system. The AC reviews reports from both the Internal Auditors and External Auditors, deliberates on key findings, and monitors follow-up actions to ensure continuous improvement.

The AC Report is set out on pages 141 to 146 of the Annual Report for the FYE 2025.

3. INTERNAL CONTROL AND RISK MANAGEMENT FRAMEWORK

The Group has established a structured framework for internal control and risk management, with ongoing processes for identifying, evaluating, monitoring and managing significant risks. The framework is designed to manage rather than eliminate risk and provides reasonable, though not absolute, assurance against material misstatement, loss or fraud.

Key elements of the framework include:

- **Governance structure:** Clear delegation of authority and documented approval limits at various levels of management, with matters requiring Board approval explicitly defined.
- **Documented procedures:** Comprehensive operational and financial policies supported by Standard Operating Procedure Manuals for key divisions (e.g., Contract, Project, Purchasing), reviewed and updated regularly.
- **Embedded controls:** Credit control measures, debtors and creditors ageing reviews, and other checks integrated into daily processes.
- **Performance monitoring:** Regular management and Board reporting with financial and operational performance data.
- **Budgetary discipline:** Project-level budgetary controls and variance monitoring.

Statement on Risk Management and Internal Control (Cont'd)

4. MONITORING AND REVIEW

The Managing Director and Group Chief Executive Officer cum Executive Director oversee overall strategies, operations, finance and treasury functions. Risk management and internal controls are reinforced through an independent internal audit function outsourced to PKF Risk Management Sdn. Bhd.

The Internal Auditors conduct reviews in accordance with the *International Professional Practices Framework* issued by the Institute of Internal Auditors. Audit findings are reported to the AC, which in turn reports to the Board. The AC has assessed the internal audit function as independent, effective, and carried out with impartiality and due professional care.

During FYE 2025, PKF Risk Management Sdn. Bhd. performed an internal audit on project management processes at PTT Development Sdn. Bhd.

The Group paid a professional fee of RM15,000.00 for these services.

5. REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement for inclusion in the Annual Report in accordance with Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), Assurance Engagement other than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Controls, as required under Paragraph 15.23 of the Main Market Listing Requirements.

Based on their review, nothing has come to their attention that causes them to believe that this Statement is not prepared, in all material respects, in accordance with the required guidelines or that it contains factual inaccuracies.

6. CONCLUSION

The Board is satisfied that the Group has in place an ongoing and effective process for identifying, evaluating, monitoring and managing significant risks throughout FYE 2025 and up to the date of this Statement. No material weaknesses were noted that could adversely affect the Group's performance or operations.

The Board remains committed to continuous improvement of the Group's risk management and internal control practices to ensure resilience, safeguard stakeholders' interests and support sustainable growth.

This Statement was approved by the resolution passed at the Board Meeting held on 16 October 2025.

ADDITIONAL COMPLIANCE INFORMATION

The following information is provided in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Malaysia Securities**"):-

1. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

There were no corporate proposals undertaken by the Company to raise any funds during the financial year ended 30 June 2025.

2. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees incurred and payable to the External Auditors and/or its affiliates by the Company and the Group for the financial year ended 30 June 2025 are as follows:-

	Company RM	Group RM
Audit Fees	70,000	321,000
Non-Audit Fees	77,500	160,000

3. MATERIAL CONTRACTS

There were no material contracts entered into by the Company and its subsidiaries involving the interests of Directors, chief executive (who is not a Director) and major shareholders, either still subsisting at the end of the financial year or entered into since the end of the previous financial year.

Additional Compliance Information (Cont'd)

4. RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE ("RRPT")

The Company had obtained mandates from its shareholders for the RRPTs at its Fifty-Third Annual General Meeting and Extraordinary General Meeting held on 27 February 2025 ("**Shareholders' Mandate**").

In compliance with Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the Main Market Listing Requirements of Bursa Malaysia Securities, the details of RRPTs conducted during the financial year ended 30 June 2025 pursuant to the Shareholders' Mandate are set out below:-

Related parties	Interested Directors and/or interested major shareholders	Nature of Transactions	Aggregate Value of RRPTs from 1 July 2024 to 30 June 2025 (RM'000)
PTT Jentera Sdn. Bhd. (" PTTJ ")	Dato' Abd Rahim bin Jaafar <i>(He is a Director and shareholder in ECSSB and WTIP as well as a person connected to Teo Swee Phin)</i>	Receipt of services of repair and maintenance of machinery including spare parts from PTTJ	240
PTTJ		Purchasing and/or leasing of machinery for the undertaking of construction/infrastructure from PTTJ	24,481
PTTJ	Teo Swee Leng <i>(He is a Director and shareholder in WTIP, a shareholder in ECSSB as well as a person connected to Teo Swee Phin)</i>	Purchasing of concrete from PTTJ	-
Aim Concept Sdn. Bhd. (" ACSB ")		Sale of building materials for construction/infrastructure, and water related products and systems to ACSB	-
Teo Swee Phin	Teo Swee Phin <i>(He is a Director and shareholder in PTTJ, ECSSB and WTIP)</i>	Rental of office spaces located at Unit Nos. B1-1-1, B2-23A-1, B2-25-1, B2-25-2, Space U8 Mall, No. 6 Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor measuring approximately 236 square metres each unit from Teo Swee Phin	43
Ediya Coffee Services Sdn. Bhd. (" ECSSB ")	Aim Tetap Teguh Group Sdn. Bhd. <i>(It is a shareholder in ECSSB and WTIP as well as a person connected to Teo Swee Phin)</i>	Sales and/or leasing of robotic equipment, e.g. mobile digital coffee device uses remote control and dual cooperative robotic arm technology to ECSSB	-
WTIP Development & Management Sdn. Bhd. (" WTIP ")		Design and undertaking of construction/infrastructure from WTIP	-

Additional Compliance Information (Cont'd)

5. EMPLOYEES' SHARE SCHEME ("ESS")

The Company had obtained an approval from its shareholders at the Extraordinary General Meeting held on 15 December 2023 to establish an ESS of up to 15% of the total number of issued shares of the Company (excluding treasury shares, if any) at any point in time during the duration of the ESS, comprising a share option scheme and a share grant plan, for the eligible directors and executive/employees of the Company and its subsidiaries which are not dormant.

There were no options or shares granted under the ESS during the financial year ended 30 June 2025.

STATEMENT ON DIRECTORS' RESPONSIBILITY

The Directors are responsible for ensuring that the annual financial statements of the Group and the Company are drawn up in accordance with the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards, the provisions of the Companies Act 2016, and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Accordingly, the annual financial statements are prepared with reasonable accuracy from the accounting records of the Group and Company to give a true and fair view of their financial position and cash flows for the financial year then ended.

In preparing the annual financial statements, the Directors also have: -

- Adopted the appropriate and relevant accounting policies and applied them consistently;
- Followed the applicable approved accounting standards;
- Made judgements and estimates that are reasonable and prudent; and
- Assessed the Group and the Company's ability to continue as going concern and confirmed that the annual financial statements are prepared using the going concern basis of accounting.

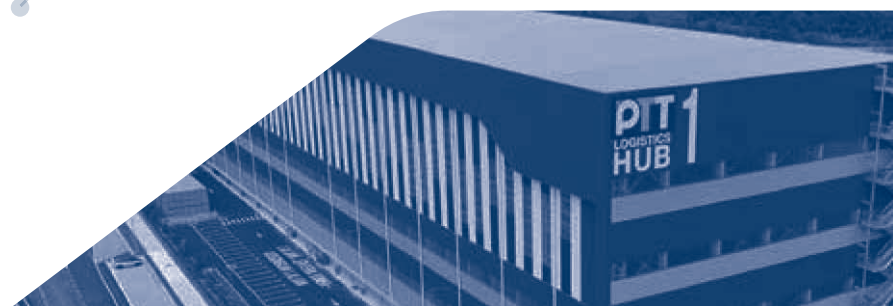
The Directors are also responsible for: -

- Ensuring that the Group and the Company keep proper accounting and other records to enable the explanation of transactions and preparation of financial statements; and
- Taking the necessary steps to ensure appropriate systems and internal controls are in place to safeguard the assets of the Group and the Company, as well as to prevent and detect fraud and any other irregularities.

The Statement on Directors' Responsibility is made in accordance with a resolution passed at the Board of Directors' Meeting held on 16 October 2025.

FINANCIAL STATEMENTS

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DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in investment and property holding. The principal activities of its subsidiaries are set out in Note 14 to the financial statements.

There have been no significant changes in the nature of these activities of the Group and of the Company during the financial year.

RESULTS

	Group RM	Company RM
Continuing operations	54,360,511	4,365,034
Discontinued operation	(13,480,307)	-
Net profit/(loss) for the financial year	40,880,204	4,365,034
Attributable to:		
Owners of the Company	39,980,731	
Non-controlling interests	899,473	
	40,880,204	

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

DIVIDENDS

No dividend has been paid or declared by the Company since the end of the previous financial year. The Directors do not recommend any dividend in respect of the current financial year.

ISSUANCE OF SHARES OR DEBENTURES

During the financial year, the Company has issued 216,081,081 new ordinary shares through bonus issue on the basis of one (1) Bonus Share for every one (1) ordinary share held by shareholders on the entitlement date of 18 September 2024. The Bonus Shares in respect of the Proposed Bonus Issue will be issued as fully paid, at nil consideration and without capitalisation of the Company's reserves. For the avoidance of doubt, the Proposed Bonus Issue will increase the number of PTT Shares in issue but will not increase the value of the share capital of the Company.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

The Company has not issued any debentures during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up any unissued shares of the Company during the financial year.

DIRECTORS OF THE COMPANY

The Directors in office since the beginning of the financial year to the date of this report are: -

Dato' Abd Rahim Bin Jaafar *
Datuk Ir. Ruslan Bin Abdul Aziz
Dato' Mahamed Bin Hussain
Teo Swee Leng *
Teo Swee Phin *
Toh Seng Thong
Datin Ng Fong Shiang *
Tang Choi Peng
Dato' Paul Lim Tau Ern *

Resigned on 6 September 2024

* *These Directors are also Directors of subsidiaries included in the financial statements of the Group for the financial year.*

DIRECTORS OF THE SUBSIDIARIES OF THE COMPANY

Pursuant to Section 253(2) of the Companies Act 2016, the Directors who served in the subsidiaries (excluding Directors who are also Directors of the Company) since the beginning of the financial year to the date of this report are as follows:

Faddy Bin Nordin
Lum Pek Yoke *
Muhamad Mu'azzam Bin Ahmaddin
Then Ikh Choo
Dato' Paul Lim Tau Ern
Syed Mohammad Zaki Bin Baain

Appointed on 1 October 2024
Resigned on 6 February 2025

* *Ceased on 28 March 2025 upon completion of the disposal of Heap Wah Barakah Sdn. Bhd.*

Directors' Report (Cont'd)

DIRECTORS' INTERESTS

According to the register of Directors' shareholdings, the interest of Directors in office at the end of financial year in shares of the Company and its related corporations during the financial year were as follows: -

Name of Directors	Number of Ordinary Shares			At 30.06.2025 Unit
	At 01.07.2024 Unit	Bought Unit	Sold Unit	
<i>Ordinary shares in the Company</i>				
Direct Interest:				
- Teo Swee Phin	26,045,312	38,945,312	-	64,990,624
- Teo Swee Leng	7,524,620	7,524,620	(6,000,000)	9,049,240
Indirect Interest:				
- Dato' Abd Rahim Bin Jaafar *	100,766,049	100,766,049	(6,900,000)	194,632,098
- Teo Swee Leng *	100,766,049	100,766,049	(6,900,000)	194,632,098
- Teo Swee Phin *	100,766,049	100,766,049	(6,900,000)	194,632,098

* *Indirect interest pursuant to Section 8 of the Companies Act 2016 via Aim Tetap Teguh Group Sdn. Bhd.*

Dato' Abd Rahim Bin Jaafar, Teo Swee Leng and Teo Swee Phin are deemed to have interest in the shares held by the Company and its subsidiaries by virtue of their substantial interest in shares via Aim Tetap Teguh Group Sdn. Bhd.

None of the other Directors in office at the end of the financial year had any interest in shares of the Company or its related corporations during the financial year.

DIRECTORS' REMUNERATION AND BENEFITS

The amounts of fees and other benefits paid to or receivable by the Directors or past Directors of the Company and the estimated money value of any other benefits received or receivable by them otherwise than in cash from the Company and its subsidiaries for their services to the Company and its subsidiaries were as follows: -

	Company RM	Subsidiaries RM
Fees	152,800	180,000
Salaries, bonus and other emoluments	4,500	4,088,080
Contributions to defined contribution plan	-	448,972
Social security contribution	-	14,357
	157,300	4,721,408
Estimated money value of benefits-in-kind	-	68,925
Total fees and other benefits	157,300	4,800,333

DIRECTORS' REMUNERATION AND BENEFITS (CONT'D)

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than Directors' emoluments received or due and receivable as disclosed in Note 7(a) to the financial statements or the fixed salary of a full-time employee of the Company) by reason of a contract made by the Company or a related corporation with the 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, other than those as disclosed in Note 35 to the financial statements.

There were no arrangements during or at the end of the financial year which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

OTHER STATUTORY INFORMATION

- (a) Before the financial statements 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 be realised in the ordinary course of business including their value as shown in the accounting records of the Group and of the Company 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:
- (i) which would necessitate the writing off of bad debts or render the amount of the provision for doubtful debts inadequate to any substantial extent;
 - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading;
 - (iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or
 - (iv) not otherwise dealt with in the report or financial statements which would render any amount stated in the financial statements misleading.
- (c) At the date of this report, there does not exist:
- (i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
 - (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

Directors' Report (Cont'd)

OTHER STATUTORY INFORMATION (CONT'D)

- (d) In the opinion of the Directors:
- (i) no contingent or other liability has become enforceable, or likely to become enforceable, within the period of twelve months after the end of the financial year, which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due;
 - (ii) the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature; and
 - (iii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.
- (e) The fees paid to or receivables by the auditors of the Company and its subsidiaries as remuneration for their services has been disclosed in Note 7 to the financial statements.
- (f) There was no amount paid to or receivable by any third party in respect of the services provided to the Company or any of its subsidiaries by any Director or past Director of the Company.
- (g) There was no indemnity given to or insurance effected for any Director, officer or auditor of the Group and of the Company.

HOLDING COMPANY

The Directors regard Aim Tetap Teguh Group Sdn. Bhd., a private limited company incorporated in Malaysia as the holding company.

EVENTS SUBSEQUENT TO THE END OF FINANCIAL YEAR

Details of events subsequent to the end of the financial year are disclosed in Note 42 to the financial statements.

AUDITORS

The auditors, Messrs. Moore Stephens Associates PLT, have expressed their willingness to continue in office.

Approved and signed on behalf of the Board in accordance with a resolution of the Directors dated 16 October 2025.

DATO' ABD RAHIM BIN JAAFAR

TEO SWEE PHIN

STATEMENT BY DIRECTORS

PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the accompanying financial statements as set out on pages 169 to 304 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia, so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025 and of their financial performance and cash flows for the financial year then ended.

Approved and signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 16 October 2025.

DATO' ABD RAHIM BIN JAAFAR

TEO SWEE PHIN

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, GAN CHONG WEI (CA 49036), being the officer primarily responsible for the financial management of the Company, do solemnly and sincerely declare that that the financial statements as set out on pages 169 to 304 are to the best of my knowledge and belief, 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
at Kuala Lumpur in the Federal Territory
on 16 October 2025

GAN CHONG WEI

Before me,

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

OF PTT SYNERGY GROUP BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of PTT Synergy Group Berhad, which comprise the statements of financial position as at 30 June 2025 and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 169 to 304.

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 30 June 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 opinion.

Independence and Other Ethical Requirements

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 Ethics Standards Board for Accountants' *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 IESBA Code.

Independent Auditors' Report to the Members (Cont'd)

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of investment properties

As described in Note 2(d)(iii), the Group revised the valuation approach applied to certain investment properties to reflect the effect of secured long-term tenancy arrangement and refurbishment costs incurred. This change represents a change in accounting estimate under *MFRS 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The valuation process involves significant judgement, particularly in selecting appropriate methodologies and key assumptions such as rental rates, yields and market adjustments, which include unobservable inputs as disclosed in Note 12 to the financial statements.

Given the magnitude of the balance and the degree of judgement involved, we determined this to be a key audit matter.

Our audit performed and responses thereon

In addressing the matters above, we have performed the following audit procedures to assess the valuations performed by firms of independent valuers:

- Evaluated the competency, capabilities and objectivity of the independent external valuers engaged by management;
- Obtained valuation reports from the independent external valuers, discussed and assessed the appropriateness of the valuation methodologies and assumptions adopted by the independent external valuers;
- Assessed the inputs underpinning the valuation of the investment properties, which include:
 - Testing the accuracy of rental rates, rental periods, net lettable areas and related outgoing expenses against underlying tenancy agreements where applicable;
 - Benchmarking term yields, reversionary yields and vacancy allowances to market data for comparable properties;
 - Discussing with valuers to understand the basis of adjustments made to transacted price of comparable properties, taking into account factors such as location, accessibility, size, tenure and comparable transaction dates; and
 - Discussed and challenged key assumptions with the valuers in light of prevailing market conditions.

Independent Auditors' Report to the Members (Cont'd)

Key Audit Matters (Cont'd)

Recoverability assessment of trade receivables and contract assets

As at 30 June 2025, as shown in Notes 20 and 21 to the financial statements, the Group has net trade receivables and contract assets balance of RM124,048,452 and RM199,033,566 respectively. As at the end of the financial year, the Group has recognised accumulated impairment losses of RM878,820 and RM858,912 on gross trade receivables and contract assets respectively.

The impairment losses have been determined in accordance with the Expected Credit Loss ("ECL") model which requires significant judgement and estimation to determine the recoverability of the trade receivables and contract assets. The management applied assumptions in assessing the allowance for impairment losses on trade receivables and contract assets based on the following: -

- customers' payment profiles of past sales, past certified progress claims, and corresponding historical credit losses;
- specific known facts or circumstances on customers' ability to repay; and
- by reference to past default experience.

We have identified recoverability on trade receivables and contract assets as a key audit matter because of the significance of trade receivables and contract assets in the financial statements both in amount and the inherent subjectivity that is involved in making judgement in relation to the recoverability of trade receivables and contract assets as mentioned above.

Our audit performed and responses thereon

In addressing the matters above, we have performed the following audit procedures to evaluate management's assessment about the recoverability assessment of trade receivables and contract assets:

- Obtained an understanding of: -
 - the Group's control over the receivable collection process;
 - how the Group identifies and assesses the impairment of trade receivables and contract assets; and
 - how the Group makes the accounting estimates for impairment;
- Reviewed the ageing analysis of receivables and testing the reliability thereof;
- Made inquiries of management regarding the action plans to recover overdue amounts;
- Examined other evidence including customers' correspondences, proposed or existing settlement plans, repayment schedules, etc;
- Reviewed subsequent settlement of trade receivables after the financial year end on a sample basis and for those trade receivables with settlement plans, and evaluated management's explanation on recoverability with significant past due balances;
- Reviewed the events after the reporting date that provide information useful for an assessment of management representation on measurement of contract assets such as subsequent certification of progress billing from customers; and
- Reviewed management's computation of historical observed default rates and adjustment for forward-looking estimates used to develop the provision matrix for expected credit losses assessment.

Independent Auditors' Report to the Members (Cont'd)

Key Audit Matters (Cont'd)

Construction revenue recognition and measurement of contract assets

The consolidated financial statements as at 30 June 2025 include revenue from construction segment recognised of RM253,232,021 and contract assets of RM198,335,452 as disclosed in Notes 3 and 21 to the financial statements respectively.

Construction contract revenue is recognised over the period of the project by reference to the progress towards complete satisfaction of the performance obligation. The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation (i.e.: by reference to the construction costs incurred to date as a percentage of the estimated total costs of construction of the project).

Judgement is required in determining the progress of construction towards the complete satisfaction of the performance obligation, which include relying on past experience and continuous monitoring of the budgeting process. The management's estimates and judgements affect the cost-to-cost input method computations and the amount of revenue and corresponding contract assets recognised during the year.

These judgements, therefore, require a high level of Directors' judgement that may significantly affect the magnitude of recognition of construction revenue and the measurement of contract assets.

Accordingly, we believe that the construction revenue recognition and measurement of contract assets are key audit matter.

Our audit performed and responses thereon

In addressing the matters above, we have performed the following audit procedures to assess the construction contract revenue recognition and measurement of contract assets:

- Tested the operating effectiveness of the key controls in respect of the review and approval of project cost budgets to assess the reliability of these budgets and the determination of the extent of costs incurred to date;
- Verified the costs incurred to supporting documentation such as the sub-contractors' claim certificates and invoices from vendors on a sampling basis;
- Checked reasonableness of the stage of completion based on actual costs incurred to date over the estimated total construction costs with the verified and certified customers' project progress report;
- Performed reasonableness test on accrued contractor costs against project progress report to be incurred by the Group of which invoice/progress claim has yet to be received;
- Assessed the accuracy of the calculation of percentage of completion and the consequent recognition of construction revenue and contract assets;
- Checked to variation order obtained from respective customers to substantiate the revised construction contract sum;

Independent Auditors' Report to the Members (Cont'd)

Key Audit Matters (Cont'd)

Construction revenue recognition and measurement of contract assets (Cont'd)

Our audit performed and responses thereon (Cont'd)

In addressing the matters above, we have performed the following audit procedures to assess the construction contract revenue recognition and measurement of contract assets: (Cont'd)

- Analysed the turnaround gap between submission of progress billing and certification from customers for respective construction projects and held discussions with Group management and individual project managers to support the information obtained including correspondence with customers for the delay in certification of progress billing by customers;
- Reviewed the events after the reporting date that provide information useful for an assessment of management representation on measurement of contract assets such as subsequent certification of progress billing from customers.

We have determined that there are no key audit matters to communicate in our report which arose from the audit of the financial statements of the Company.

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 information included in the Annual 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 Annual Report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the Annual Report 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 Annual Report, 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 the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 also 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.

Independent Auditors' Report to the Members (Cont'd)

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.

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

- (a) 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.
- (b) 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 of the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) 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 and 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 and the Company to cease to continue as a going concern.
- (e) 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 represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

Independent Auditors' Report to the Members (Cont'd)

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.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

This report is made solely to the members 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.

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)

STEPHEN WAN YENG LEONG
02963/07/2027 J
Chartered Accountant

Petaling Jaya, Selangor
Date: 16 October 2025

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

		Group		Company	
		2025	Restated *	2025	2024
	Note	RM	2024	RM	RM
			RM		
Continuing operations					
Revenue	3	256,780,252	267,836,197	-	20,500,000
Cost of sales	4	(204,332,872)	(210,270,417)	-	(9,188,405)
Gross profit		52,447,380	57,565,780	-	11,311,595
Other income	5	73,381,964	25,637,005	12,601,464	6,107,568
Administrative expenses		(32,212,973)	(26,949,880)	(3,790,619)	(3,491,168)
Selling and distribution expenses		(1,077,407)	(977,792)	-	-
Impairment loss on financial assets and contract assets		(858,912)	(878,820)	-	-
Other expenses		(5,476,111)	(2,612,443)	(3,807)	(45,293)
Profit from operations		86,203,941	51,783,850	8,807,038	13,882,702
Finance costs	6	(27,673,861)	(22,569,217)	(5,262,069)	(4,937,196)
Profit before tax	7	58,530,080	29,214,633	3,544,969	8,945,506
Income tax (expense)/credit	8	(4,169,569)	(10,488,020)	820,065	(1,246,000)
Profit for the financial year from continuing operations		54,360,511	18,726,613	4,365,034	7,699,506
Discontinued operation					
(Loss)/Profit for the financial year from discontinued operation, net of tax	9	(13,480,307)	2,502,288	-	-
Profit net of tax		40,880,204	21,228,901	4,365,034	7,699,506
Other comprehensive income, net of tax					
Item that will not be reclassified subsequently to profit or loss					
Revaluation surplus, net of tax					
- continuing operations		1,163,757	-	-	-
- discontinued operation		-	376,385	-	-
Total comprehensive income for the financial year		42,043,961	21,605,286	4,365,034	7,699,506

Statements of Comprehensive Income (Cont'd)

	Note	Group		Company	
		2025 RM	Restated * 2024 RM	2025 RM	2024 RM
Profit attributable to:					
Owners of the Company					
- from continuing operations		54,115,490	18,866,463	4,365,034	7,699,506
- from discontinued operation	9	(14,134,759)	1,751,602	-	-
		39,980,731	20,618,065	4,365,034	7,699,506
Non-controlling interests					
- from continuing operations	14(c)	245,021	(139,850)	-	-
- from discontinued operation	9	654,452	750,686	-	-
		899,473	610,836	-	-
		40,880,204	21,228,901	4,365,034	7,699,506
Total comprehensive income attributable to:					
Owners of the Company					
- from continuing operations		55,279,247	18,866,463	4,365,034	7,699,506
- from discontinued operation	9	(14,134,759)	2,015,070	-	-
		41,144,488	20,881,533	4,365,034	7,699,506
Non-controlling interests					
- from continuing operations	14(c)	245,021	(139,850)	-	-
- from discontinued operation	9	654,452	863,603	-	-
		899,473	723,753	-	-
		42,043,961	21,605,286	4,365,034	7,699,506

* The comparative statements of comprehensive income have been restated to show the discontinued operation separately from continuing operations.

Statements of Comprehensive Income (Cont'd)

	Note	2025 RM	Group Restated 2024 RM
Basic earnings/(loss) per ordinary share attributable to Owners of the Company (sen):	10		
- from continuing operations		12.52	5.38 ^
- from discontinued operation		(3.27)	0.50 ^
		9.25	5.88

^ Restated to reflect retrospective adjustment arising from the issuance of 216,081,081 Bonus Shares in accordance with MFRS 133, Earnings Per Share.

The annexed notes form an integral part of,
and should be read in conjunction with, these financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2025

		Group		Company	
		2025	Restated	2025	2024
	Note	RM	2024	RM	RM
			RM		
ASSETS					
Non-current Assets					
Property, plant and equipment	11	123,858,903	132,949,595	21,287	23,096
Investment properties	12	516,105,421	283,362,500	6,190,000	6,190,000
Inventories	13	64,178,299	54,588,512	-	-
Investments in subsidiaries	14	-	-	317,621,903	215,406,288
Other investments	15	7,472,614	3,556,361	1,542,498	1,486,310
Goodwill	16	42,394,987	43,527,757	-	-
Deferred tax assets	17	2,671,862	-	-	-
Finance lease receivable	18	3,036,228	-	-	-
Other receivables	19	969,456	-	-	-
		760,687,770	517,984,725	325,375,688	223,105,694
Current Assets					
Inventories	13	188,474,497	139,054,814	-	-
Trade receivables	20	124,048,452	82,397,089	-	-
Other receivables	19	27,522,220	17,602,735	601,630	655,413
Contract assets	21	199,033,566	239,012,460	-	-
Finance lease receivable	18	3,535,671	-	-	-
Amounts due from subsidiaries	22	-	-	121,279,539	140,008,001
Tax recoverable		752,229	-	-	-
Fixed deposits with licensed banks	23	57,851,762	63,401,821	99,000	-
Cash and bank balances	24	16,120,826	18,709,435	3,860,541	2,701,930
		617,339,223	560,178,354	125,840,710	143,365,344
Non-current assets held for sale	25	133,272,605	1,151,921	-	-
		750,611,828	561,330,275	125,840,710	143,365,344
TOTAL ASSETS		1,511,299,598	1,079,315,000	451,216,398	366,471,038

Statements of Financial Position (Cont'd)

		Group		Company	
	Note	2025 RM	Restated 2024 RM	2025 RM	2024 RM
EQUITY AND LIABILITIES					
Equity					
Share capital	26	215,733,084	215,733,084	215,733,084	215,733,084
Retained earnings/ (Accumulated losses)		67,222,705	24,670,340	(5,032,160)	(9,397,194)
Assets revaluation reserve	27	1,163,757	2,571,634	-	-
		284,119,546	242,975,058	210,700,924	206,335,890
Perpetual securities	28	5,000,000	-	5,000,000	-
Non-controlling interests	14(c)	113,932	11,741,192	-	-
Total Equity		289,233,478	254,716,250	215,700,924	206,335,890
Non-current Liabilities					
Trade payables	29	166,333,135	140,292,624	-	-
Other payables	30	46,301,371	8,454,005	-	-
Borrowings	31	372,650,139	257,419,211	48,241,945	61,352,685
Lease liabilities	32	40,883,075	63,721,319	-	-
Deferred tax liabilities	17	14,860,891	14,932,253	133,007	361,452
		641,028,611	484,819,412	48,374,952	61,714,137
Current Liabilities					
Trade payables	29	163,082,234	177,785,251	-	-
Other payables	30	206,159,883	20,639,342	1,298,680	453,853
Amounts due to Directors	33	520,557	11,621,431	-	6,500,000
Amounts due to subsidiaries	22	-	-	172,674,492	79,228,680
Borrowings	31	178,642,452	91,547,236	13,161,821	10,620,583
Lease liabilities	32	32,632,383	34,704,961	-	-
Tax payable		-	3,481,117	5,529	1,617,895
		581,037,509	339,779,338	187,140,522	98,421,011
Total Liabilities		1,222,066,120	824,598,750	235,515,474	160,135,148
TOTAL EQUITY AND LIABILITIES		1,511,299,598	1,079,315,000	451,216,398	366,471,038

The annexed notes form an integral part of,
and should be read in conjunction with, these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	← Attributable to Owners of the Company →						Total Equity RM
	Share Capital RM	Non-distributable Assets Revaluation Reserve RM	Distributable Retained Earnings RM	Perpetual Security RM	Non- controlling Interests RM	Total Equity RM	
Group 2025							
At 1 July 2024	215,733,084	2,571,634	24,670,340	242,975,058	11,741,192	254,716,250	
Profit for the financial year	-	-	39,980,731	39,980,731	899,473	40,880,204	
Other comprehensive income							
Revaluation surplus, net of tax	-	1,163,757	-	1,163,757	-	1,163,757	
Total comprehensive income for the financial year	-	1,163,757	39,980,731	41,144,488	899,473	42,043,961	
Transactions with Owners of the Company:							
Issuance of perpetual security	-	-	-	5,000,000	-	5,000,000	
Reclassification arising from disposal of discontinued operation	-	(2,571,634)	2,571,634	-	-	-	
Disposal of discontinued operation	-	-	-	-	(12,526,733)	(12,526,733)	
	-	(2,571,634)	2,571,634	5,000,000	(12,526,733)	(7,526,733)	
At 30 June 2025	215,733,084	1,163,757	67,222,705	284,119,546	113,932	289,233,478	

Statements of Changes In Equity (Cont'd)

	← Attributable to Owners of the Company →					Total Equity RM
	Share Capital RM	Non-distributable Assets Revaluation Reserve RM	Distributable Retained Earnings RM	Non- controlling Interests RM	Total RM	
Group (Cont'd) 2024						
At 1 July 2023	83,196,408	2,308,166	4,052,275	12,517,439	89,556,849	102,074,288
Profit for the financial year	-	-	20,618,065	610,836	20,618,065	21,228,901
Other comprehensive income						
Revaluation surplus, net of tax	-	263,468	-	112,917	263,468	376,385
Total comprehensive income for the financial year	-	263,468	20,618,065	723,753	20,881,533	21,605,286
Transactions with Owners of the Company:						
Issuance of shares pursuant to: -						
- acquisition of a subsidiary	81,081,081	-	-	-	81,081,081	81,081,081
- private placement net with related expenses	51,455,595	-	-	-	51,455,595	51,455,595
Dividend paid to non-controlling interests by a subsidiary	-	-	-	(1,500,000)	-	(1,500,000)
	132,536,676	-	-	(1,500,000)	132,536,676	131,036,676
At 30 June 2024	215,733,084	2,571,634	24,670,340	11,741,192	242,975,058	254,716,250

Statements of Changes In Equity (Cont'd)

	Note	Share Capital RM	Accumulated Losses RM	Total RM	Perpetual Security RM	Total Equity RM
Company 2025						
At 1 July 2024		215,733,084	(9,397,194)	206,335,890	-	206,335,890
Profit net of tax, representing total comprehensive income for the financial year		-	4,365,034	4,365,034	-	4,365,034
Transaction with Owners of the Company:						
Issuance of perpetual security	28	-	-	-	5,000,000	5,000,000
At 30 June 2025		215,733,084	(5,032,160)	210,700,924	5,000,000	215,700,924
2024						
At 1 July 2023		83,196,408	(17,096,700)	66,099,708	-	66,099,708
Profit net of tax, representing total comprehensive income for the financial year		-	7,699,506	7,699,506	-	7,699,506
Transactions with Owners of the Company:						
Issuance of shares pursuant to: -						
- direct acquisition of a subsidiary	26	81,081,081	-	81,081,081	-	81,081,081
- private placement net with related expenses	26	51,455,595	-	51,455,595	-	51,455,595
Total transactions with Owners of the Company		132,536,676	-	132,536,676	-	132,536,676
At 30 June 2024		215,733,084	(9,397,194)	206,335,890	-	206,335,890

The annexed notes form an integral part of, and should be read in conjunction with, these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Note	Group		Company	
		2025 RM	Restated 2024 RM	2025 RM	Restated 2024 RM
Cash Flows from Operating Activities					
Profit/(Loss) before tax					
- Continuing operations		58,530,080	29,214,633	3,544,969	8,945,506
- Discontinued operation	9	(12,426,176)	3,110,773	-	-
		46,103,904	32,325,406	3,544,969	8,945,506
Adjustments for:-					
Accretion of transaction costs		1,139,715	53,460	34,332	38,048
Depreciation of property, plant and equipment		22,827,334	20,060,004	3,807	45,293
Fair value adjustment on investment properties		(65,885,331)	(18,971,595)	-	-
Fair value adjustment on other investments		(106,268)	(69,042)	(56,188)	(54,141)
Gain on derecognition of lease contract upon completion of acquisition of a subsidiary					
- derecognition of right-of-use assets		-	379,122	-	-
- derecognition of lease liabilities		-	(404,828)	-	-
Gain on disposal of property, plant and equipment		(486,341)	(1,143,448)	-	-
Gain on disposal of investment properties		(3,000,000)	(1,200,000)	-	-
Gain on disposal of subsidiary		-	-	(12,528,167)	-
Gain on remeasurement of deferred other payables		(138,688)	(2,185,372)	-	-
Gain on sub-lease		(897,539)	-	-	-
Gain on termination of lease contract					
- derecognition of right-of-use assets		293,034	223,534	-	-
- derecognition of lease liabilities		(305,139)	(223,534)	-	-
Impairment loss on trade receivables		738,507	2,486,880	-	-
Impairment loss on contract assets		858,912	-	-	-
Balance carried forward		1,142,100	31,330,587	(9,001,247)	8,974,706

Statements of Cash Flows (Cont'd)

	Note	Group 2025 RM	Group Restated 2024 RM	Company 2025 RM	Company Restated 2024 RM
Cash Flows from Operating Activities (Cont'd)					
Balance brought forward		1,142,100	31,330,587	(9,001,247)	8,974,706
Adjustments for:- (Cont'd)					
Interest expense		27,881,817	22,812,194	5,262,069	4,937,196
Interest income		(1,577,770)	(684,160)	(17,109)	-
Loss on disposal of discontinued operation	9	15,361,815	-	-	-
Loss on remeasurement of deferred trade payables		434,870	-	-	-
Property, plant and equipment written off		662	-	-	-
Reversal of impairment loss on trade receivables		(900,661)	(2,259,825)	-	-
Reversal of impairment loss on investments in subsidiaries		-	-	-	(6,046,686)
Operating profit/(loss) before changes in working capital		42,342,833	51,198,796	(3,756,287)	7,865,216
Changes in working capital:					
Inventories		(77,501,091)	(55,901,001)	-	9,152,606
Receivables		(81,282,844)	4,544,896	53,783	(492,121)
Contract assets		39,119,982	(29,695,857)	-	-
Payables		249,631,546	(1,043,730)	844,827	168,831
		129,967,593	(82,095,692)	898,610	8,829,316
Cash generated from/ (used in) operations					
Interest received		1,577,770	684,160	17,109	-
Interest paid		(23,319,379)	(19,035,803)	(5,262,069)	(4,937,196)
Real property gains tax paid		(1,170,000)	(804,620)	-	-
Tax paid		(10,014,101)	(9,139,159)	(751,155)	(900)
Tax refund		133,904	12,881	30,409	-
Net cash from/(used in) operating activities		139,518,620	(59,179,437)	(8,823,383)	11,756,436

Statements of Cash Flows (Cont'd)

	Note	Group		Company	
		2025 RM	Restated 2024 RM	2025 RM	Restated 2024 RM
Cash Flows from Investing Activities					
Net advances to subsidiaries		-	-	(89,067,508)	(147,271,614)
Acquisition of a subsidiary, net cash and cash equivalents acquired	14(a)(i)	-	(59,620,143)	-	(62,000,000)
Additional investments in subsidiaries	14(a)	-	-	(200)	(3,000,000)
Disposal of discontinued operation:					
- Proceeds from disposal, net of cash and cash equivalents disposed off	9	11,477,857	-	-	-
- Tax paid on disposal		(300,000)	-	-	-
Disposal of subsidiary:					
- Proceeds from disposal, net of cash and cash equivalents disposed off	9	-	-	12,366,486	-
- Tax paid on disposal		-	-	(300,000)	-
Investment in unquoted instruments		(3,809,985)	(2,420,240)	-	(1,432,169)
Proceeds from disposal of investment properties		39,000,000	17,385,000	-	-
Acquisition of investment properties		(352,610,690)	(91,081,505)	-	-
Proceeds from disposal of property, plant and equipment		2,975,750	2,863,449	-	-
Purchase of property, plant and equipment	11(a)	(8,298,846)	(2,405,969)	(1,998)	-
Net cash used in investing activities		(311,565,914)	(135,279,408)	(77,003,220)	(213,703,783)
Cash Flows from Financing Activities					
Dividend paid to non-controlling interests by a subsidiary	34	-	(1,500,000)	-	-
Placement of pledged deposits		(21,563,308)	(5,436,215)	(99,000)	-
Balance carried forward		(21,563,308)	(6,936,215)	(99,000)	-

Statements of Cash Flows (Cont'd)

	Note	2025 RM	Group Restated 2024 RM	2025 RM	Company Restated 2024 RM
Cash Flows from Financing Activities (Cont'd)					
Balance brought forward		(21,563,308)	(6,936,215)	(99,000)	-
Net (repayment to)/ advances from					
Directors	(iii)	(9,600,874)	7,926,431	(6,500,000)	6,500,000
Drawdown of borrowings	(iii)	310,488,177	245,606,971	-	71,865,000
Drawdown of revolving credit	(iii)	5,450,000	3,000,000	-	-
Proceeds from bankers' acceptance	(iii)	1,346,307	3,127,866	-	-
Proceeds from domestic recourse factoring and invoice financing	(iii)	452,798,066	362,465,235	-	-
Repayment of bankers' acceptance	(iii)	-	(5,380,345)	-	-
Repayment of domestic recourse factoring and invoice financing	(iii)	(428,745,576)	(368,568,448)	-	-
Repayment of borrowings	(iii)	(148,683,275)	(31,693,605)	(10,236,521)	(2,854,396)
Repayment of revolving credit	(iii)	(575,000)	-	-	-
Net advances from subsidiaries	(iii)	-	-	99,188,048	79,228,680
Repayment to a Directors' related company	(iii)	-	(38,121)	-	-
Payment for the principal portion of lease liabilities	(ii)(iii)	(36,141,135)	(15,605,024)	-	(44,046)
Proceeds from private placement	26	-	51,455,595	-	51,455,595
Proceeds from issuance of perpetual security	28	5,000,000	-	5,000,000	-
Net cash from financing activities		129,773,382	245,360,340	87,352,527	206,150,833
Net (decrease)/increase in cash and cash equivalents		(42,273,912)	50,901,495	1,525,924	4,203,486
Cash and cash equivalents at beginning of the financial year		51,889,387	987,892	2,334,617	(1,868,869)
Cash and cash equivalents at end of the financial year	(i)	9,615,475	51,889,387	3,860,541	2,334,617

Statements of Cash Flows (Cont'd)

Notes:

(i) Cash and cash equivalents comprise of the following: -

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits placed with licensed banks	23	57,851,762	63,401,821	99,000	-
Cash and bank balances	24	16,120,826	18,709,435	3,860,541	2,701,930
		73,972,588	82,111,256	3,959,541	2,701,930
Less: Fixed deposits pledged	23	(48,293,269)	(28,401,821)	(99,000)	-
Bank overdrafts	31	(16,063,844)	(1,820,048)	-	(367,313)
		9,615,475	51,889,387	3,860,541	2,334,617

(ii) Cash outflows for leases as a lessee are as follows: -

		Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Included in net cash from operating activities:					
Interest paid in relation to lease liabilities		(5,408,588)	(5,695,859)	-	(1,554)
Payment related to short-term lease rental		(21,392,824)	(18,716,895)	(60,000)	-
Included in net cash from financing activities:					
Payment for the principal portion of lease liabilities		(36,141,135)	(15,605,024)	-	(44,046)
		(62,942,547)	(40,017,778)	(60,000)	(45,600)

Statements of Cash Flows (Cont'd)

Notes: (Cont'd)

(iii) Reconciliation of movements of liabilities to cash flows arising from financing activities are as follows: -

	At beginning of the financial year RM	Drawdown/ Advances from RM	Repayment RM	Net changes from financing cash flows RM	Accretion of transaction costs RM	Addition of new lease [Note 11(a)] RM	Derecognition of lease liabilities RM	Disposal of discontinued operation [Note 9] RM	At end of the financial year RM
Group 2025									
Borrowings: *									
- Bankers' acceptance	840,630	1,346,307	-	1,346,307	-	-	-	(2,186,937)	-
- Domestic recourse factoring and invoice financing	71,530,891	452,798,066	(428,745,576)	24,052,490	-	-	-	-	95,583,381
- Revolving credit	3,000,000	5,450,000	(575,000)	4,875,000	-	-	-	-	7,875,000
- Short-term loan	-	40,000,000	-	40,000,000	-	-	-	-	40,000,000
- Term loans	271,774,878	270,488,177	(148,683,275)	121,804,902	1,139,715	-	-	(2,949,129)	391,770,366
Lease liabilities	98,426,280	-	(36,141,135)	(36,141,135)	-	12,918,964	(305,139)	(1,383,512)	73,515,458
Amounts due to Directors	11,621,431	9,494,946	(19,095,820)	(9,600,874)	-	-	-	(1,500,000)	520,557
Total liabilities from financing activities	457,194,110	779,577,496	(633,240,806)	146,336,690	1,139,715	12,918,964	(305,139)	(8,019,578)	609,264,762

Statements of Cash Flows (Cont'd)

Notes: (Cont'd)

(iii) Reconciliation of movements of liabilities to cash flows arising from financing activities are as follows: - (Cont'd)

	At beginning of the financial year RM	Drawdown/ Advances from RM	Repayment RM	Net changes from financing cash flows RM	Accretion of transaction costs RM	Addition through acquisition of subsidiary [Note 14(a)] RM	Derecognition of lease liabilities RM	Addition of new lease [Note 11(a)] RM	Net changes from operating cash flows RM	At end of the financial year RM
Group 2024										
Borrowings: *										
- Bankers' acceptance	3,093,109	3,127,866	(5,380,345)	(2,252,479)	-	-	-	-	-	840,630
- Domestic recourse factoring and invoice financing	9,627,952	362,465,235	(368,568,448)	(6,103,213)	-	68,006,152	-	-	-	71,530,891
- Revolving credit	-	3,000,000	-	3,000,000	-	-	-	-	-	3,000,000
- Short-term loan	-	20,000,000	(20,000,000)	-	-	-	-	-	-	-
- Term loans	31,478,230	225,606,971	(11,693,605)	213,913,366	53,460	26,329,822	-	-	-	271,774,878
Lease liabilities	22,793,709	-	(15,605,024)	(15,605,024)	-	54,386,365	(628,362)	36,908,592	571,000	98,426,280
Amount due to a Directors' related company	38,121	-	(38,121)	(38,121)	-	-	-	-	-	-
Amounts due to Directors	-	7,926,431	-	7,926,431	-	3,695,000	-	-	-	11,621,431
Total liabilities from financing activities	67,031,121	622,126,503	(421,285,543)	200,840,960	53,460	152,417,339	(628,362)	36,908,592	571,000	457,194,110

* For reconciliation of liabilities arising from financing activities purpose, the bank overdraft has been excluded from the borrowings as it is part of the cash and cash equivalents.

Statements of Cash Flows (Cont'd)

Notes: (Cont'd)

(iii) Reconciliation of movements of liabilities to cash flows arising from financing activities are as follows: - (Cont'd)

	Term loans RM	Lease liabilities RM	Amounts due to Directors RM	Amounts due to subsidiaries RM
Company				
2025				
At beginning of the financial year	71,605,955	-	6,500,000	79,228,680
Advances from	-	-	-	125,015,058
Repayment to	(10,236,521)	-	(6,500,000)	(25,827,010)
Net changes in cash flows from financing activities	(10,236,521)	-	(6,500,000)	99,188,048
Assignment of debts [Note 22(ii)]	-	-	-	(7,212,236)
Transfer of equity interests [Note 14(a)]	-	-	-	1,470,000
Accretion of transaction costs	34,332	-	-	-
At end of the financial year	61,403,766	-	-	172,674,492
2024				
At beginning of the financial year	2,557,303	44,046	-	-
Advances from	-	-	6,500,000	79,228,680
Drawdown	71,865,000	-	-	-
Payment for the principal portion of lease liabilities	-	(44,046)	-	-
Repayment to	(2,854,396)	-	-	-
Net changes in cash flows from financing activities	69,010,604	(44,046)	6,500,000	79,228,680
Accretion of transaction costs	38,048	-	-	-
At end of the financial year	71,605,955	-	6,500,000	79,228,680

The annexed notes form an integral part of, and should be read in conjunction with, these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

– 30 JUNE 2025

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and was listed on the Main Market of the Bursa Malaysia Securities Berhad.

The registered office of the Company is located at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur Wilayah Persekutuan.

The principal place of business of the Company is located at 2A-1-1(B), Space U8, No.6, Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan.

The Company is principally engaged in investment and property holding. The principal activities of its subsidiaries are set out in Note 14. There have been no significant changes in the nature of these activities of the Group and of the Company during the financial year.

The Directors regard Aim Tetap Teguh Group Sdn. Bhd., a private limited company incorporated in Malaysia as the holding company.

The financial statements were authorised for issue in accordance with Board of Directors' resolution dated 16 October 2025.

2. BASIS OF PREPARATION

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The Group and the Company have also considered the new accounting pronouncements in the preparation of the financial statements.

(i) Accounting pronouncements that are effective and adopted during the financial year

The Group and the Company have adopted the following new accounting pronouncements that are mandatory for the current financial year:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Classification of Liabilities as Current or Non-Current
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

The adoption of the above accounting pronouncements did not have any significant effect on the financial statements of the Group and of the Company.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (Cont'd)

(ii) Accounting pronouncements that are issued but not yet effective and have not been early adopted

The Group and the Company have not adopted the following accounting pronouncements that have been issued as at the date of authorisation of these financial statements but are not yet effective for the Group and for the Company:

Effective for financial periods beginning on or after 1 January 2025

Amendments to MFRS 121	Lack of Exchangeability
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Effective for financial periods beginning on or after 1 January 2026

Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107	Annual Improvements to MFRS Accounting Standards – Volume 11
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity

Effective for financial periods beginning on or after 1 January 2027

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19	Subsidiaries without Public Accountability Disclosures

Effective date to be announced

Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
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Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (Cont'd)

(ii) Accounting pronouncements that are issued but not yet effective and have not been early adopted (Cont'd)

The Group and the Company will adopt the above accounting pronouncements when they become effective in the respective financial periods. These accounting pronouncements are not expected to have any effect to the financial statements of the Group and of the Company upon their initial applications other than as follows:

MFRS 18, Presentation and Disclosure in Financial Statements

MFRS 18 will replace MFRS 101, *Presentation of Financial Statements* and applies for annual periods beginning on or after 1 January 2027. The new accounting standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal.
- Management-defined performance measures are disclosed in a single note in the financial statements.
- Enhanced guidance is provided for grouping of information in the financial statements.

In addition, all the entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group and the Company are currently assessing the impact of adopting MFRS 18.

(b) Basis of measurement

The financial statements of the Group and of the Company have been prepared on the historical cost convention except for those as disclosed in the notes.

(c) Functional and presentation currency

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional currency.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

(d) Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and of the Company's accounting policies and reported amounts of assets, liabilities, income and expenses, and disclosures made. Estimates and underlying assumptions are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. The actual results may differ from the judgements, estimates and assumptions made by management, and will seldom equal the estimated results.

The key assumptions concerning the future and other key sources of estimation or uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below.

(i) Allowance of expected credit losses

The Group and the Company assess on a forward-looking basis the expected credit loss associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables and contract assets, the Group applies the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses and adjusts for qualitative and quantitative reasonable and supportable forward-looking information (if any). If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amount of trade receivables and contract assets as at the reporting date are disclosed in Notes 20 and 21 respectively.

For other receivables, the Group and the Company apply the approach permitted by MFRS 9, which requires the Group and the Company to measure the allowance for impairment loss for that financial asset at an amount based on the probability of default occurring within the next 12 months considering the loss given default of that financial asset. The carrying amount of other receivables as at reporting date is disclosed in Note 19.

For amounts due from subsidiaries, the Company determines the recoverability of its amounts due from subsidiaries based on the future discounted cash flows of the respective subsidiaries, for which significant judgment is required in the estimation of the present value of future cash flows generated by respective subsidiaries' operations. This involves uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The net carrying amount of amounts due from subsidiaries as at the reporting date is disclosed in Note 22.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

(d) Significant accounting estimates and judgements (Cont'd)

(ii) Construction contracts revenue

The Group measured the performance of construction work done by comparing the actual costs incurred with the estimated total costs required to complete the construction. Significant judgements are required to estimate the total costs to complete. In making estimates, management relied on professionals' estimates and also on past experience of completed projects. A change in the estimates will directly affect the revenue to be recognised.

(iii) Revaluation of property, plant and equipment and valuation of investment properties

The Group's leasehold lands and buildings are carried at revalued amounts, being the fair value at date of revaluation. Investment properties are measured at fair value, with changes in fair value recognised in profit or loss.

The determination of fair value involves significant judgement, as different valuation techniques and assumptions may yield varying outcomes. In forming these judgements, management considers past experience and relies on the expertise of independent professional valuers engaged to perform the valuations.

As at 30 June 2025, the Group's investment properties with carrying amount of RM69,508,246 were subject to a change in valuation approach during the financial year. Specifically, the valuation methodology for these properties was revised from the comparison approach to the income approach, representing a change in accounting estimates in accordance with MFRS 108 Accounting Policies, Changes in Accounting Estimates and Errors. The change was driven by the execution of long-term tenancy agreement and refurbishment works undertaken to enhance the marketability and income-generating potential of the affected properties. Accordingly, the income approach was considered a more appropriate and reliable basis to determine fair value, reflecting the expected future rental inflows. The change has been applied prospectively and resulted in a fair value gain of RM33,508,741 during the financial year.

The carrying amounts of leasehold lands and buildings and of investment properties, together with details of the valuation bases applied, are disclosed in Notes 11 and 12 respectively.

(iv) Deferred tax assets and liabilities

Deferred tax implications arising from the changes in corporate income tax rates are measured with reference to the estimated realisation and settlement of temporary differences in the future periods in which the tax rates are expected to apply, based on the tax rates enacted or substantively enacted at the reporting date. While management's estimates on the realisation and settlement of temporary differences are based on the available information at the reporting date, changes in business strategy, future operating performance and other factors could potentially impact on the actual timing and amount of temporary differences realised and settled. Any difference between the actual amount and the estimated amount would be recognised in the profit or loss in the period in which actual realisation and settlement occurs.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

(d) Significant accounting estimates and judgements (Cont'd)

(v) Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis and at other times when such indication exists. This requires management to estimate the expected future cash flows of the cash-generating unit to which goodwill is allocated and to apply a suitable discount rate in order to determine the present value of those cash flows. The future cash flows are most sensitive to budgeted gross margins and discount rate used, which are disclosed in Note 16. If the expectation is different from the estimation, such difference will impact the carrying value of goodwill.

(vi) Impairment of property, plant and equipment and investments in subsidiaries

The Group and the Company determine whether their property, plant and equipment and investments in subsidiaries are impaired by evaluating the extent to which the recoverable amount of the property, plant and equipment and investments in subsidiaries is less than their carrying amount. Discounted cash flows are used to determine the recoverable amount of which significant judgement is required in the estimation of the present value of future cash flows generated by the assets, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The carrying amounts of property, plant and equipment and investments in subsidiaries as at the reporting date are disclosed in Notes 11 and 14 respectively.

(vii) Classification between investment properties and owner-occupied properties

The Group determines whether properties qualify as investment properties and have developed criteria in making that judgement. Investment properties are properties held to earn rentals or for capital appreciation or both.

Certain properties comprise a portion that is held to earn rentals or for capital appreciation and another portion is held for use for administrative purposes. The Group accounts for the portions separately if the portions could be sold separately (or leased out separately under a finance lease). If the portions could not be sold separately, the properties are investment properties only if an insignificant portion is held for use for administrative purposes.

Judgement is made on individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property.

Notes to the Financial Statements (Cont'd)

3. REVENUE

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2025			
Revenue from contracts with customers			
Property development	1,742,614	–	1,742,614
Sale of completed properties	365,000	–	365,000
Construction contracts	253,232,021	–	253,232,021
Sales of building materials and hardware	–	54,566,920	54,566,920
	255,339,635	54,566,920	309,906,555
Lease revenue	1,440,617	–	1,440,617
	256,780,252	54,566,920	311,347,172
Timing of revenue recognition:			
Point in time	365,000	54,566,920	54,931,920
Over time	254,974,635	–	254,974,635
	255,339,635	54,566,920	309,906,555
2024			
Revenue from contracts with customers			
Construction contracts	266,388,552	–	266,388,552
Sales of building materials and hardware	–	57,269,399	57,269,399
	266,388,552	57,269,399	323,657,951
Lease revenue	1,447,645	–	1,447,645
	267,836,197	57,269,399	325,105,596
Timing of revenue recognition:			
Point in time	–	57,269,399	57,269,399
Over time	266,388,552	–	266,388,552
	266,388,552	57,269,399	323,657,951

Notes to the Financial Statements (Cont'd)

3. REVENUE (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Company			
2024			
Dividend income	3,500,000	–	3,500,000
Revenue from contracts with customers			
<i>Revenue recognised point in time:</i>			
Sale of lands	17,000,000	–	17,000,000
	20,500,000	–	20,500,000

The disaggregation of revenue by segment and geographical market is disclosed in Note 37.

	2025 RM	Group 2024 RM
Continuing operations		
Aggregate amount of the transaction price allocated to construction revenue that are partially or fully unsatisfied as at 30 June		
- Construction contracts	477,833,458	636,191,920
- Property development	1,331,233	–
	479,164,691	636,191,920

The remaining unsatisfied performance obligations are expected to be recognised as below:

	2025 RM	Group 2024 RM
Continuing operations		
<i>Construction contracts</i>		
- Within 1 year	402,973,938	358,936,353
- Between 1 to 3 years	74,859,520	277,255,567
	477,833,458	636,191,920
<i>Property development</i>		
- Within 1 year	1,331,233	–
	479,164,691	636,191,920

Notes to the Financial Statements (Cont'd)

3. REVENUE (CONT'D)

The Group and the Company have identified its Performance Obligation ("PO") towards its customers as follows:

Property development revenue

Revenue from property development segment is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation (i.e. by reference to the property development costs incurred to date as a percentage of the estimated total costs of development of the contract). Payment is generally due 30 days upon issuance of invoice when right to payment for PO completed to date.

The Group also estimates total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the Group considers the completeness and accuracy of its costs estimation, including its obligations to contract variations, claims and cost contingencies.

Sale of completed properties

Sales of completed units is satisfied upon delivery of properties when the control of the properties had been transferred to purchasers. Payment is generally due 90 days after Sales and Purchase Agreement signed. Revenue is recognised at point in time when the customer takes vacant possession of the properties.

Sale of lands

Revenue from the sale of lands is measured at fair value of the consideration received or receivable, net of returns and allowances and trade discounts. Revenue is recognised upon signing of the sales and purchase agreement when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the land.

Construction contracts revenue

Contract revenue includes the initial amount agreed in the contract plus any variations in contract work and claims. Under the terms of the contracts, the Group has an enforceable right to payment for performance completed to date and that the customer controls the assets during the course of construction by the Group and that the construction services performed does not create an asset with an alternative use to the Group.

Revenue from construction contracts is recognised progressively over time based on the percentage of completion by using the cost-to-cost method ("input method"), based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs. The Directors consider that this input method is an appropriate measure of the progress towards complete satisfaction of these performance obligations under MFRS 15. Work done is measured based on actual and expected cost incurred for project activities.

There is no significant financing component in construction contracts with customers as the period between the recognition of revenue under the percentage of completion and the milestone payment is generally within the normal business operating cycle. Payment is generally due 60 days from date when PO is satisfied.

Notes to the Financial Statements (Cont'd)

3. REVENUE (CONT'D)

The Group and the Company have identified its Performance Obligation ("PO") towards its customers as follows: (Cont'd)

Sales of building materials and hardware

Sales of building materials and hardware is satisfied upon delivery of goods where the control of the goods has been transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods, net of indirect taxes and discounts. Payment is generally due within 60 to 90 days from the date when PO is satisfied. Revenue is recognised at point in time when customers have acknowledged the receipt of goods sold.

Material accounting policy information

Lease revenue

Revenue from lease of investment properties is recognised over the period of the tenancy agreement by the reference to the agreements entered. The aggregate cost of incentives provided to the lessee is recognised as a reduction of lease revenue.

Dividend income

Dividend income is recognised in profit or loss on the date that the Company's right to receive payment is established, which in the case of quoted securities is the ex-dividend date.

Notes to the Financial Statements (Cont'd)

4. COST OF SALES

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2025			
Property development costs	1,500,306	–	1,500,306
Cost of sale of completed properties	181,244	–	181,244
Construction costs	201,876,542	–	201,876,542
Costs of building materials and hardware	–	44,818,896	44,818,896
Lease expenses	774,780	–	774,780
	204,332,872	44,818,896	249,151,768
2024			
Construction costs	209,259,197	–	209,259,197
Costs of building materials and hardware	–	47,321,511	47,321,511
Lease expenses	1,011,220	–	1,011,220
	210,270,417	47,321,511	257,591,928
Company			
2024			
Sale of lands cost	9,188,405	–	9,188,405

Notes to the Financial Statements (Cont'd)

5. OTHER INCOME

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group 2025			
Bad debt recovered	351	-	351
Fair value adjustment on investment properties	65,885,331	-	65,885,331
Fair value adjustment on other investments	106,268	-	106,268
Forfeiture of deposit	12,000	-	12,000
Gain on disposal of property, plant and equipment	486,341	-	486,341
Gain on disposal of investment properties	3,000,000	-	3,000,000
Gain on remeasurement of deferred other payables	138,688	-	138,688
Gain on sub-lease [Note (a)]	897,539	-	897,539
Gain on termination of lease contract			
- derecognition of right-of-use assets	-	(293,034)	(293,034)
- derecognition of lease liabilities	-	305,139	305,139
Interest income			
- fixed deposits with licensed banks	910,026	22,570	932,596
- Housing Development Account	1,861	-	1,861
- late payment interest	-	45,955	45,955
- lease interest income	1,739	-	1,739
- other interest income	595,619	-	595,619
Realised gain on foreign exchange	-	2,016	2,016
Rental income	917,324	53,650	970,974
Other income	428,877	3,093	431,970
	73,381,964	139,389	73,521,353

Notes to the Financial Statements (Cont'd)

5. OTHER INCOME (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group (Cont'd) 2024			
Fair value adjustment on investment properties	18,961,595	10,000	18,971,595
Fair value adjustment on other investments	69,042	-	69,042
Gain on derecognition of lease contract upon completion of acquisition of a subsidiary			
- derecognition of right-of-use assets	(379,122)	-	(379,122)
- derecognition of lease liabilities	404,828	-	404,828
Gain on disposal of property, plant and equipment	1,133,449	9,999	1,143,448
Gain on disposal of investment properties	1,200,000	-	1,200,000
Gain on remeasurement of deferred other payables	2,185,372	-	2,185,372
Gain on termination of lease contract			
- derecognition of right-of-use assets	-	(223,534)	(223,534)
- derecognition of lease liabilities	-	223,534	223,534
Interest income			
- fixed deposits with licensed banks	454,001	39,397	493,398
- Housing Development Account	5,762	-	5,762
- late payment interest	-	106,806	106,806
- other interest income	78,194	-	78,194
Realised gain on foreign exchange	-	662	662
Rental income	625,911	82,116	708,027
Other income	897,973	16,355	914,328
	25,637,005	265,335	25,902,340

Notes to the Financial Statements (Cont'd)

5. OTHER INCOME (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Company			
2025			
Fair value adjustment on other investments	56,188	-	56,188
Gain on disposal of subsidiary	12,528,167	-	12,528,167
Interest income	17,109	-	17,109
	12,601,464	-	12,601,464
2024			
Fair value adjustment on other investments	54,141	-	54,141
Reversal of impairment loss on investments in subsidiaries	6,046,686	-	6,046,686
Other income	6,741	-	6,741
	6,107,568	-	6,107,568

- (a) The sub-lease arrangement was classified as a finance lease. In accordance with MFRS 16 Leases (Illustrative Example 8), the Group recognised a gain at the inception of the sub-lease, representing the difference between the carrying amount of the right-of-use asset transferred to the sub-lease and the net investment in the sub-lease.

Material accounting policy information

- (i) Interest income

Interest income is recognised on a time proportion basis that reflects the effective yield on asset.

Notes to the Financial Statements (Cont'd)

6. FINANCE COSTS

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2025			
Accretion of interest on deferred payables	4,092,209	–	4,092,209
Bank overdrafts	670,188	–	670,188
Bankers' acceptance	–	58,312	58,312
Domestic recourse factoring and invoice financing	7,118,208	–	7,118,208
Facility charges	691,933	–	691,933
Revolving credit	427,938	–	427,938
Short-term loan	2,516,776	–	2,516,776
Term loans	6,804,555	93,110	6,897,665
Lease liabilities	5,352,054	56,534	5,408,588
	27,673,861	207,956	27,881,817
2024			
Accretion of interest on deferred payables	3,772,637	–	3,772,637
Bank overdrafts	898,467	125	898,592
Bankers' acceptance	–	38,530	38,530
Domestic recourse factoring and invoice financing	5,130,883	–	5,130,883
Revolving credit	84,548	–	84,548
Short-term loan	895,963	–	895,963
Term loans	6,165,384	129,798	6,295,182
Lease liabilities	5,621,335	74,524	5,695,859
	22,569,217	242,977	22,812,194
Company			
2025			
Bank overdraft	83,409	–	83,409
Short-term loan	5,832	–	5,832
Term loans	5,171,478	–	5,171,478
Facility charges	1,350	–	1,350
	5,262,069	–	5,262,069
2024			
Bank overdraft	134,283	–	134,283
Short-term loan	129,699	–	129,699
Term loans	4,671,660	–	4,671,660
Lease liabilities	1,554	–	1,554
	4,937,196	–	4,937,196

Notes to the Financial Statements (Cont'd)

7. PROFIT BEFORE TAX FROM CONTINUING OPERATIONS

Profit before tax from continuing operations is derived after charging: -

	Group		Company	
	2025 RM	Restated 2024 RM	2025 RM	2024 RM
Auditors' remuneration				
- statutory audit	286,000	217,500	70,000	60,000
- underprovision in prior year	35,000	-	-	-
- non-statutory audit	136,000	33,500	53,500	33,500
Services rendered by Auditors' affiliate:				
- other services	24,000	-	24,000	-
Accretion of transaction costs	1,139,715	53,460	34,332	38,048
Depreciation of property, plant and equipment	22,066,843	19,133,612	3,807	45,293
Directors' remuneration [Note (a)]	5,929,979	4,913,023	157,300	201,600
Employee benefit expenses [Note (b)]	38,280,506	34,882,007	-	-
Impairment loss on contract assets	858,912	-	-	-
Impairment loss on trade receivables	-	878,820	-	-
Incorporation expenses	4,510	9,426	-	-
Loss on remeasurement of deferred trade payables	434,870	-	-	-
Property, plant and equipment written off	662	-	-	-
Short-term lease	21,392,824	18,716,895	60,000	-

Notes to the Financial Statements (Cont'd)

7. PROFIT BEFORE TAX FROM CONTINUING OPERATIONS (CONT'D)

Profit before tax from continuing operations is derived after charging: - (Cont'd)

(a) Directors' remuneration:

	Group		Company	
	2025 RM	Restated 2024 RM	2025 RM	Restated 2024 RM
Directors of the Company:				
<i>Executive Directors:</i>				
Fees	180,000	156,000	-	-
Salaries, bonus and other emoluments	3,755,080	3,033,774	-	-
Contributions to defined contribution plan	409,013	348,852	-	-
Social security contribution	12,383	8,716	-	-
	4,356,476	3,547,342	-	-
<i>Non-executive Directors:</i>				
Fees	152,800	192,000	152,800	192,000
Salaries, bonus and other emoluments	4,500	9,600	4,500	9,600
	157,300	201,600	157,300	201,600
	4,513,776	3,748,942	157,300	201,600
Estimated money value of benefits-in-kind ("BIK")	68,925	53,358	-	-
Total including estimated money value of BIK	4,582,701	3,802,300	157,300	201,600

Notes to the Financial Statements (Cont'd)

7. PROFIT BEFORE TAX FROM CONTINUING OPERATIONS (CONT'D)

Profit before tax from continuing operations is derived after charging: - (Cont'd)

(a) Directors' remuneration: (Cont'd)

	Group Restated		Company Restated	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors of the subsidiaries:				
Fees	117,643	121,000	-	-
Salaries, bonus and other emoluments	1,155,090	930,733	-	-
Contributions to defined contribution plan	138,647	108,748	-	-
Social security contribution	4,823	3,600	-	-
	1,416,203	1,164,081	-	-
Estimated money value of BIK	44,752	22,733	-	-
Total including estimated money value of BIK	1,460,955	1,186,814	-	-
Total Directors' remuneration of the Group excluding estimated money value of BIK	5,929,979	4,913,023	157,300	201,600

(b) Employee benefit expenses:

	Group Restated	
	2025 RM	2024 RM
Salaries, allowances and bonus	34,988,574	31,610,301
Contributions to defined contribution plan	1,733,885	1,636,020
Social security contribution	284,596	219,241
Other benefits	1,273,451	1,416,445
	38,280,506	34,882,007

Notes to the Financial Statements (Cont'd)

8. INCOME TAX EXPENSE

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group 2025			
Income tax:			
- Current year	6,066,680	764,671	6,831,351
- (Over)/Underprovision in prior year	(770,863)	17,749	(753,114)
	5,295,817	782,420	6,078,237
Deferred tax (Note 17):			
Relating to (reversal)/origination of temporary differences			
- Current year	(1,249,561)	(22,498)	(1,272,059)
- (Over)/Underprovision in prior year	(971,744)	23,225	(948,519)
Realisation of deferred tax liability arising from depreciable revaluation reserve	-	(29,016)	(29,016)
	(2,221,305)	(28,289)	(2,249,594)
Tax paid on disposal of discontinued operation	-	300,000	300,000
Real property gains tax ("RPGT")	1,095,057	-	1,095,057
Total income tax expense for the financial year	4,169,569	1,054,131	5,223,700

Notes to the Financial Statements (Cont'd)

8. INCOME TAX EXPENSE (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group (Cont'd) 2024			
Income tax:			
- Current year	9,165,496	852,916	10,018,412
- Under/(Over)provision in prior year	337,164	(33,675)	303,489
	9,502,660	819,241	10,321,901
Deferred tax (Note 17):			
Relating to origination/(reversal) of temporary differences			
- Current year	2,020,220	(21,811)	1,998,409
- (Over)/Underprovision in prior year	(1,535,899)	5,640	(1,530,259)
Realisation of deferred tax liability arising from depreciable revaluation reserve	(31)	(197,688)	(197,719)
	484,290	(213,859)	270,431
Real property gains tax ("RPGT")	501,070	3,103	504,173
Total income tax expense for the financial year	10,488,020	608,485	11,096,505

Notes to the Financial Statements (Cont'd)

8. INCOME TAX EXPENSE (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Company			
2025			
Income tax:			
- Overprovision in prior year	(891,620)	-	(891,620)
Deferred tax (Note 17):			
Relating to reversal of temporary differences			
- Current year	(228,445)	-	(228,445)
Tax paid on disposal of subsidiary	300,000	-	300,000
Total income tax credit for the financial year	(820,065)	-	(820,065)
2024			
Income tax:			
- Current year	1,642,000	-	1,642,000
Deferred tax (Note 17):			
Relating to reversal of temporary differences			
- Current year	(396,000)	-	(396,000)
Total income tax expense for the financial year	1,246,000	-	1,246,000

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year.

Notes to the Financial Statements (Cont'd)

8. INCOME TAX EXPENSE (CONT'D)

The reconciliations from the tax amount at statutory income tax rate to the Group's and to the Company's tax expense are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) before tax				
- Continuing operations	58,530,080	29,214,633	3,544,969	8,945,506
- Discontinued operation	(12,426,176)	3,110,773	-	-
	46,103,904	32,325,406	3,544,969	8,945,506
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	11,064,937	7,758,097	850,793	2,146,921
Expenses not deductible for tax purposes	12,696,550	7,105,198	1,941,007	1,799,277
Income not subject to tax	(16,614,984)	(3,792,321)	(3,020,245)	(2,304,198)
Deferred tax assets not recognised	-	357,288	-	-
Utilisation of previously unrecognised deferred tax assets	(3,728,181)	-	-	-
Realisation of deferred tax liability arising from depreciable revaluation reserve	(29,016)	(197,719)	-	-
Deferred tax liabilities arising from fair value adjustment on investment properties	2,140,970	588,559	-	(396,000)
(Over)/Underprovision in prior year:				
- Income tax expense	(753,114)	303,489	(891,620)	-
- Deferred tax	(948,519)	(1,530,259)	-	-
Real property gains tax	1,095,057	504,173	-	-
Tax paid on disposal of subsidiary	-	-	300,000	-
Tax paid on disposal of discontinued operation	300,000	-	-	-
Income tax expense/ (credit) for the financial year	5,223,700	11,096,505	(820,065)	1,246,000

Notes to the Financial Statements (Cont'd)

8. INCOME TAX EXPENSE (CONT'D)

The Group and the Company have the following estimated unutilised tax losses and unabsorbed capital allowances respectively, available for set-off against future taxable profit as follows:

	Group		Company	
	2025 RM	Restated 2024 RM	2025 RM	2024 RM
Unutilised tax losses	16,456,144	18,754,267	948,063	–
Unabsorbed capital allowances	536,332	368,542	4,163	–
	16,992,476	19,122,809	952,226	–

The comparative figures have been restated to reflect the actual tax losses and capital allowances carried forward. The availability of the tax losses will be subject to Inland Revenue Board discretion and approval to offset against future taxable profit.

With effect from Year of Assessment ("YA") 2019, the unutilised tax losses in a year of assessment of its subsidiaries can only be carried forward for a maximum period of 10 consecutive YAs to be utilised against income from any business source.

The unutilised tax losses available to offset against future taxable profit of the Group and of the Company which will expire in the following years as follows:

	2025 RM	Restated 2024 RM
Group		
Year of assessment		
2028	7,084,495	11,485,124
2029	1,847,680	1,847,680
2030	1,711,682	1,711,682
2031	1,195,547	1,195,547
2032	115,374	12,558
2033	887,410	887,410
2034	1,193,949	1,614,266
2035	2,420,007	–
	16,456,144	18,754,267
Company		
Year of assessment		
2035	948,063	–

Notes to the Financial Statements (Cont'd)

9. DISCONTINUED OPERATION

On 18 December 2024, the Company has entered into a Share Sale Agreement ("SSA") with a purchaser to dispose off its 70% equity interest of Heap Wah Barakah Sdn. Bhd. ("HWB") for a cash consideration of RM15,000,000. Pursuant to the SSA, the Group has been granted by HWB to set off the amount due to HWB amounting to an aggregate RM2,633,514.

On 28 March 2025, the Company has completed all the condition precedents as stipulated in the SSA, Consequently thereupon, HWB ceased to be the subsidiary of the Group and deemed as discontinued operation as HWB represents the trading segment in the Group, with nine-month results from HWB has been consolidated into the Group's financial statements with effect of the disposal.

For accounting purpose, the cut off was taken on 31 March 2025.

Results of discontinued operation

		HWB	
		01.07.2024 to 31.03.2025 RM	01.07.2023 to 30.06.2024 RM
	Note		
Revenue	3	54,566,920	57,269,399
Cost of sales	4	(44,818,896)	(47,321,511)
Gross profit		9,748,024	9,947,888
Other income	5	139,389	265,335
Administrative expenses		(5,235,490)	(5,906,914)
Selling and distribution expenses		(468,991)	(677,932)
Net reversal of impairment loss on financial assets		162,154	651,765
Other expenses		(1,201,491)	(926,392)
Profit from operations		3,143,595	3,353,750
Finance costs	6	(207,956)	(242,977)
Profit before tax		2,935,639	3,110,773
Income tax expense	8	(754,131)	(608,485)
Results from operating activities, net of tax		2,181,508	2,502,288
Loss on disposal of discontinued operation		(15,361,815)	-
Tax paid on disposal of discontinued operation		(300,000)	-
(Loss)/Profit for the financial period/year		(13,480,307)	2,502,288
Other comprehensive income, net of tax Item that will not be reclassified subsequently to profit or loss			
Revaluation surplus, net of tax		-	376,385
Total comprehensive income for the financial period/year, net of tax		(13,480,307)	2,878,673

Notes to the Financial Statements (Cont'd)

9. DISCONTINUED OPERATION (CONT'D)

Results of discontinued operation (Cont'd)

	HWB	
	01.07.2024 to 31.03.2025 RM	01.07.2023 to 30.06.2024 RM
(Loss)/Profit attributable to:		
Owners of the Company	(14,134,759)	1,751,602
Non-controlling interest	654,452	750,686
	(13,480,307)	2,502,288
Total comprehensive income attributable to:		
Owners of the Company	(14,134,759)	2,015,070
Non-controlling interest	654,452	863,603
	(13,480,307)	2,878,673

(Loss)/Profit attributable to discontinued operation

(Loss)/Profit attributable to discontinued operation is arrived after charging/(crediting):

	HWB	
	01.07.2024 to 31.03.2025 RM	01.07.2023 to 30.06.2024 RM
Auditors' remuneration		
- statutory audit	28,503	38,000
Depreciation of property, plant and equipment	760,491	926,392
Directors' remuneration *	687,387	1,021,466
Employee benefit expenses	3,457,163	3,765,564
Impairment loss on trade receivables	738,507	1,608,060
Reversal of impairment loss on trade receivables	(900,661)	(2,259,825)

* Included in Directors' remuneration is an amount of RM374,932 (2024: RM536,528) paid to or receivable by the Directors or past Directors of the Company.

Notes to the Financial Statements (Cont'd)

9. DISCONTINUED OPERATION (CONT'D)

Cash flows from/(used in) discontinued operation

	01.07.2024 to 31.03.2025 RM	HWB 01.07.2023 to 30.06.2024 RM
Net cash (used in)/from operating activities	(1,334,407)	7,685,020
Net cash used in investing activities	(51,994)	(456,035)
Net cash from/(used in) financing activities	2,028,453	(8,171,222)
Effect on cash flows	642,052	(942,237)

Summary of the effect of disposal on the financial position of the Group

	HWB 31.03.2025 RM
Property, plant and equipment	11,526,008
Investment properties	3,720,000
Inventories	18,491,621
Trade receivables	25,759,735
Other receivables	3,450,608
Fixed deposits with licensed banks	1,671,860
Cash and bank balances	888,629
Non-current assets held for sale	1,151,921
Borrowings	(5,136,066)
Lease liabilities	(1,383,512)
Deferred tax liabilities	(861,132)
Trade payables	(14,749,378)
Other payables	(918,073)
Amount due to a Director	(1,500,000)
Tax payable	(356,443)
Net assets attributable to the Group	41,755,778
Less:	
- Goodwill	(1,132,770)
- Non-controlling interest	12,526,733
Total disposal consideration	30,361,815
	15,000,000
Loss on disposal of discontinued operation	(15,361,815)

Notes to the Financial Statements (Cont'd)

9. DISCONTINUED OPERATION (CONT'D)

Summary of the effect of disposal on the financial position of the Group (Cont'd)

The effect of the disposal on cash flows is as follows:

	RM
Disposal consideration	15,000,000
Less: Partial settlement with amount due to HWB	(2,633,514)
Net cash inflows from disposal (Company)	12,366,486
Less: Cash and cash equivalents of the subsidiary disposed	(888,629)
Net cash inflows on completion of disposal	11,477,857

10. EARNINGS/(LOSS) PER ORDINARY SHARE

(a) Basic

Basic earnings/(loss) per ordinary share for the financial year is calculated by dividing profit after tax attributable to Owners of the Company by the weighted average number of ordinary shares in issue during the financial year.

For the current financial year, the weighted average number of ordinary shares in issue takes into account the effects of the distribution of Bonus Shares.

Meanwhile, the weighted average number of ordinary shares in issue for the previous financial year has been restated to reflect the retrospective adjustment arising from the Bonus Shares in accordance with MFRS 133, *Earnings per share*.

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group 2025			
Profit/(Loss) after tax attributable to the Owners of the Company (RM)	54,115,490	(14,134,759)	39,980,731
2024			
Profit after tax attributable to the Owners of the Company (RM)	18,866,463	1,751,602	20,618,065

Notes to the Financial Statements (Cont'd)

10. EARNINGS/(LOSS) PER ORDINARY SHARE (CONT'D)

(a) Basic (Cont'd)

	2025 Unit	Group 2024 Unit
Weighted average number of ordinary shares:		
Number of ordinary shares at beginning of the financial year	216,081,081	99,000,000
Effect of weighted average number of ordinary shares issued during the financial year	–	76,427,756
Effect of bonus issue	216,081,081	175,427,756
	432,162,162	350,855,512

	2025 Sen	Group 2024 Sen
Weighted average number of ordinary shares:		
From continuing operations	12.52	5.38
From discontinued operation	(3.27)	0.50
	9.25	5.88

(b) Diluted

Diluted loss per share is not presented as there were no potential dilutive ordinary shares outstanding as at 30 June 2025 and 30 June 2024.

Notes to the Financial Statements
(Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT

	← At valuation →			← At cost →				Total RM
	Leasehold lands RM	Buildings RM	Office equipment, furniture and fittings and renovation RM	Plant, machinery, tools and equipment RM	Motor vehicles RM	Leased properties RM	Capital work-in- progress RM	
Group 2025								
Cost/Valuation								
At 1 July 2024	7,162,910	4,829,880	7,359,377	153,934,847	16,434,095	2,738,108	761,140	193,220,357
Additions [Note (a)]	-	-	2,988,348	6,426,554	1,444,380	7,090,076	3,268,452	21,217,810
Cost adjustment *	-	-	-	(1,483,800)	-	-	-	(1,483,800)
Derecognition due to sub-lease arrangement	-	-	-	-	-	(5,980,009)	-	(5,980,009)
Disposals	-	-	-	(4,490,000)	(1,530,317)	-	-	(6,020,317)
Disposal of discontinued operation [Note 9]	(7,162,910)	(3,540,930)	(1,401,415)	-	(1,410,697)	(2,158,562)	-	(15,674,514)
Reclassification	-	-	1,095,655	-	-	-	(1,095,655)	-
Transfer from investment properties [Note 12]	-	12,760,495	-	-	-	-	-	12,760,495
Termination or expiry of lease contracts	-	-	-	-	-	(611,549)	-	(611,549)
Revaluation surplus	-	1,531,259	-	-	-	-	-	1,531,259
Written off	-	-	(1,329,212)	-	(5,776)	-	-	(1,334,988)
At 30 June 2025	-	15,580,704	8,712,753	154,387,601	14,931,685	1,078,064	2,933,937	197,624,744

* Cost adjustment represents reduction in the cost of property, plant and equipment arising from credit notes issued by suppliers.

Notes to the Financial Statements (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	← At valuation →			← At cost →				Total RM
	Leasehold lands RM	Buildings RM	Office equipment, furniture and fittings and renovation RM	Plant, machinery, tools and equipment RM	Motor vehicles RM	Leased properties RM	Capital work-in- progress RM	
Group (Cont'd)								
Accumulated depreciation								
At 1 July 2024	545,683	418,577	4,369,784	43,928,429	10,030,216	978,073	-	60,270,762
Charge for the financial year	80,504	321,885	757,772	18,847,739	2,299,937	519,497	-	22,827,334
Disposals	-	-	-	(2,000,604)	(1,530,304)	-	-	(3,530,908)
Disposal of discontinued operation [Note 9]	(626,187)	(277,582)	(995,884)	-	(1,161,198)	(1,087,655)	-	(4,148,506)
Termination or expiry of lease contracts	-	-	-	-	-	(318,515)	-	(318,515)
Written off	-	-	(1,328,551)	-	(5,775)	-	-	(1,334,326)
At 30 June 2025	-	462,880	2,803,121	60,775,564	9,632,876	91,400	-	73,765,841
Net carrying amount								
At 30 June 2025	-	15,117,824	5,909,632	93,612,037	5,298,809	986,664	2,933,937	123,858,903

Notes to the Financial Statements
(Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	← At valuation →			← At cost →				Total RM
	Leasehold lands RM	Buildings RM	Office equipment, furniture and fittings and renovation RM	Plant, machinery, tools and equipment RM	Motor vehicles RM	Leased properties RM	Capital work-in- progress RM	
Group 2024								
Cost/Valuation								
At 1 July 2023	6,800,197	3,408,399	2,713,896	32,426,720	5,569,517	3,395,488	253,521	54,567,738
Additions [Note (a)]	-	32,700	1,803,270	37,221,001	3,245,705	848,266	507,619	43,658,561
Addition through acquisition of a subsidiary [Note 14(a)(i)]	-	1,256,250	2,872,510	90,285,404	8,262,456	-	-	102,676,620
Disposals	-	-	(11,090)	(5,998,278)	(643,583)	-	-	(6,652,951)
Derecognition of lease contract upon completion of acquisition of a subsidiary	-	-	-	-	-	(1,240,766)	-	(1,240,766)
Termination or expiry of lease contracts	-	-	-	-	-	(264,880)	-	(264,880)
Revaluation surplus	362,713	132,531	-	-	-	-	-	495,244
Written off	-	-	(19,209)	-	-	-	-	(19,209)
At 30 June 2024	7,162,910	4,829,880	7,359,377	153,934,847	16,434,095	2,738,108	761,140	193,220,357

Notes to the Financial Statements (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	← At valuation →			← At cost →				Total RM
	Leasehold lands RM	Buildings RM	Office equipment, furniture and fittings and renovation RM	Plant, machinery, tools and equipment RM	Motor vehicles RM	Leased properties RM	Capital work-in- progress RM	
Group (Cont'd)								
Accumulated depreciation								
At 1 July 2023	442,045	184,673	1,683,181	4,130,219	2,241,380	1,328,820	-	10,010,318
Charge for the financial year	103,638	75,559	475,985	17,162,871	1,689,708	552,243	-	20,060,004
Addition through acquisition of a subsidiary [Note 14(a)(i)]	-	158,345	2,240,917	26,913,619	6,742,708	-	-	36,055,589
Disposals	-	-	(11,090)	(4,278,280)	(643,580)	-	-	(4,932,950)
Derecognition of lease contract upon completion of acquisition of a subsidiary	-	-	-	-	-	(861,644)	-	(861,644)
Termination or expiry of lease contracts	-	-	-	-	-	(41,346)	-	(41,346)
Written off	-	-	(19,209)	-	-	-	-	(19,209)
At 30 June 2024	545,683	418,577	4,369,784	43,928,429	10,030,216	978,073	-	60,270,762
Net carrying amount								
At 30 June 2024	6,617,227	4,411,303	2,989,593	110,006,418	6,403,879	1,760,035	761,140	132,949,595

Notes to the Financial Statements (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Office equipment, furniture and fittings and renovation RM	Leased property RM	Total RM
Company			
2025			
Cost			
At 1 July 2024	702,578	–	702,578
Additions [Note (a)]	1,998	–	1,998
At 30 June 2025	704,576	–	704,576
Accumulated depreciation			
At 1 July 2024	679,482	–	679,482
Charge for the financial year	3,807	–	3,807
At 30 June 2025	683,289	–	683,289
Net carrying amount			
At 30 June 2025	21,287	–	21,287
2024			
Cost			
At 1 July 2023	702,578	124,077	826,655
Expiry of lease contract	–	(124,077)	(124,077)
At 30 June 2024	702,578	–	702,578
Accumulated depreciation			
At 1 July 2023	675,548	82,718	758,266
Charge for the financial year	3,934	41,359	45,293
Expiry of lease contract	–	(124,077)	(124,077)
At 30 June 2024	679,482	–	679,482
Net carrying amount			
At 30 June 2024	23,096	–	23,096

The Group's capital work-in-progress with net carrying amount of RM2,933,937 (2024: RM Nil) represents acquisition of industrial machinery of which the vendor's obligation has yet to be satisfied as at the reporting date and the remaining capital commitments have been disclosed in Note 36.

The Group's capital work-in-progress with net carrying amount of RM Nil (RM716,040) represents renovation works for office premises and the sales gallery.

Notes to the Financial Statements (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) Acquisition of property, plant and equipment are satisfied as follows:

	Group		Company	
	2025 RM	Restated 2024 RM	2025 RM	2024 RM
Cash purchase	8,298,846	2,405,969	1,998	-
Financed through lease arrangement	12,918,964	36,908,592	-	-
Financed through third parties	-	4,344,000	-	-
Total acquisition of property, plant and equipment	21,217,810	43,658,561	1,998	-

(b) Remaining leasehold period

In the previous financial year, the leasehold lands and buildings have remaining unexpired lease period range from 62 to 97 year.

(c) Assets pledged as security

The net carrying amount of properties of the Group pledged to financial institutions as securities for borrowings (Note 31) granted to the Group as at reporting date is as follows:

	Group	
	2025 RM	2024 RM
Leasehold lands	-	6,617,227
Buildings	15,117,824	4,411,303
	15,117,824	11,028,530

Notes to the Financial Statements (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(d) Assets classified as right-of-use assets

The net carrying amount of right-of-use assets recognised by the Group are as follows:

	2025	Group Restated 2024
	RM	RM
Leasehold lands	–	6,617,227
Buildings	–	3,303,746
Machinery	87,080,101	103,064,804
Motor vehicles	5,148,103	6,157,635
Leased properties	986,664	1,760,035

The expenses charged to profit or loss during the financial year are as follows:

	Group		Company	
	2025	Restated 2024	2025	2024
	RM	RM	RM	RM
Depreciation of right-of-use assets	19,722,557	17,295,777	–	41,359
Interest expenses of lease liabilities	5,408,588	5,695,859	–	1,554
Short-term lease rental	21,392,824	18,716,895	60,000	–
	46,523,969	41,708,531	60,000	42,913

(e) Revaluation of leasehold lands and buildings

Their values were arrived at by reference to market evidence of transaction prices for similar properties and were performed by registered independent valuers having an appropriate recognised professional qualification and recent experience in the location and category of the properties being valued. Leasehold lands were revalued on 30 June 2024 and buildings were revalued on 30 June 2025 and 30 June 2024 respectively by different independent valuers.

2025

As at 30 June 2025, the valuation of the buildings of RM14,036,544 determined based on income approach by way of "Term and Reversion method", which involves capitalisation of the net annual income stream that is expected to be received from the property after deducting the annual outgoings and other operating expenses incidental to the property with allowance for void by using an appropriate market derived capitalisation rate.

Notes to the Financial Statements (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

- (e) Revaluation of leasehold lands and buildings (Cont'd)

2024

The valuation of the leasehold lands and buildings were determined based on comparison method with similar lands and buildings that have been sold recently and those that are currently being offered for sale in the vicinity with appropriate adjustments made to reflect improvements and other dissimilarities and to arrive at the value of the subject lands and buildings.

If the leasehold lands and buildings currently carried at valuation were measured using the cost model, the carrying amounts would have been as follows:

	Group	
	Net carrying amount	2024
	2025	RM
	RM	RM
At historical cost:		
Leasehold lands	-	3,739,646
Buildings	13,549,035	3,329,590
	<hr/>	<hr/>
	13,549,035	7,069,236

Material accounting policy information

- (a) Recognition and measurement

Items of property, plant and equipment are measured at cost/valuation less accumulated depreciation and accumulated impairment losses, if any.

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in profit or loss.

The Group revalues its properties comprising lands and buildings every 5 years and at a shorter interval whenever the fair value of the revalued assets is expected to differ materially from their carrying value. Surplus arising from valuation are dealt with in the revaluation reserve account. Any deficit arising is offset against the revaluation reserve the extent of a previous increase for the same property. In all other cases, a decrease in carrying amount is recognised in profit or loss. When revalued assets are sold, the amounts included in the revaluation surplus reserve are transferred to retained earnings.

Notes to the Financial Statements (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Material accounting policy information (Cont'd)

(b) Depreciation

Property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Leasehold lands	Over remaining leasehold period
Buildings	50 years
Office equipment, furniture and fittings and renovation	5 to 10 years
Plant and machineries, tools and equipment	5 to 10 years
Motor vehicles	5 years
Leased properties	2 to 10 years

Capital work-in-progress are not depreciated but are tested for impairment annually and whenever there is an indication that they may be impaired.

Depreciation methods, useful lives and residual values are reviewed at end of the reporting period and adjusted as appropriate.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these property, plant and equipment.

(c) Recognition exemption – Right-of-use assets

The Group and the Company have elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low- value assets. The Group and the Company recognise the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes to the Financial Statements (Cont'd)

12. INVESTMENT PROPERTIES

	At fair value			At cost	Total RM
	Freehold lands RM	Leasehold lands RM	Buildings RM	Capital work-in- progress RM	
Group 2025					
At fair value/cost					
At 1 July 2024	20,955,000	145,000	114,820,000	147,442,500	283,362,500
Additions	-	-	-	352,610,690	352,610,690
Disposals	-	-	(36,000,000)	-	(36,000,000)
Disposal of discontinued operation [Note 9]	(705,000)	(145,000)	(2,870,000)	-	(3,720,000)
Transfer to property, plant and equipment [Note 11]	-	-	(12,760,495)	-	(12,760,495)
Transfer to non-current assets held for sale [Note 25]	-	-	-	(133,272,605)	(133,272,605)
Reclassification	-	-	21,623,410	(21,623,410)	-
Fair value adjustment	25,000,000	-	40,885,331	-	65,885,331
At 30 June 2025	45,250,000	-	125,698,246	345,157,175	516,105,421
2024					
At fair value/cost					
At 1 July 2023	3,995,000	145,000	9,615,000	5,556,276	19,311,276
Additions	-	-	330,000	90,751,505	91,081,505
Additions through acquisition of a subsidiary [Note 14(a)(i)]	3,000,000	-	106,860,000	-	109,860,000
Disposals	(3,300,000)	-	(12,885,000)	-	(16,185,000)
Transfer from inventories [Note 13]	9,188,405	-	-	51,134,719	60,323,124
Fair value adjustment	8,071,595	-	10,900,000	-	18,971,595
At 30 June 2024	20,955,000	145,000	114,820,000	147,442,500	283,362,500

Notes to the Financial Statements (Cont'd)

12. INVESTMENT PROPERTIES (CONT'D)

	Buildings RM
Company 2025 At fair value	
At 1 July 2024/30 June 2025	6,190,000
2024 At fair value	
At 1 July 2023/30 June 2024	6,190,000

The fair values were arrived by reference to market evidence of transaction prices for similar properties and were performed by registered independent valuers having an appropriate recognised professional qualification and recent experience in the location and category of the properties being valued.

Fair values were determined using both the comparison approach and the income approach.

Comparison approach

The Group's and the Company's investment properties of RM80,440,000 and RM6,190,000 (Restated 2024: RM114,920,000 and RM6,190,000) are valued based on similar lands and buildings that have been sold recently and those that are currently being offered for sale in the vicinity with appropriate adjustments made to reflect improvements and other dissimilarities and to arrive at the value.

Income approach

The Group's investment properties of RM90,508,246 (2024: RM21,000,000) are valued based on income approach by way of "Term and Reversion Method", which involves capitalisation of the net annual income stream that is expected to be received from the properties after deducting the annual outgoings and other operating expenses incidental to the properties with allowance for void by using an appropriate market derived capitalisation rate.

Changes in fair value are recognised in the profit or loss during the period in which they are reviewed.

The fair value of the freehold lands, leasehold land and buildings are categorised at Level 3 of the fair value hierarchy as certain inputs for the properties were unobservable, of which the most significant inputs into this valuation approach using comparable method are location, size, age and condition of tenure and title restriction, and income approach are allowance for void, term yield rates, discount rate and reversionary yield rate.

The significant unobservable inputs for comparable method is price per square foot ranging from RM1.50 – RM640.00 (2024: RM1.50 – RM660.50). The significant unobservable inputs for income approach are void rate of 3% (2024: 30%), term yield ranging from 1.00% – 6.50% (2024: 4.50%), discount rate ranging from 4.00% – 6.50% (2024: 4.50%) and reversionary yield ranging from 4.50% – 6.00% (2024: 4.50%).

Notes to the Financial Statements (Cont'd)

12. INVESTMENT PROPERTIES (CONT'D)

Group

In the previous financial year, the long-term leasehold lands and buildings of the Group have unexpired lease periods range from 52 to 80 years.

The capital work-in-progress represents:

- (i) acquisition of 2 units of 2-storey detached factory amounting to RM Nil (2024: RM16,584,528), of which the vendor's obligation has yet to be satisfied in the previous financial year and the remaining capital commitments have been disclosed in Note 36;
- (ii) acquisition of 4 units of semi-detached factory amounting to RM32,927,806 (2024: RM Nil), of which the vendor's obligation has yet to be satisfied as at reporting date and the remaining capital commitments have been disclosed in Note 36;
- (iii) ongoing development of an industrial warehouse amounting to RM312,229,369 (2024: RM78,118,663) of which the remaining capital commitments have been disclosed in Note 36.
- (iv) ongoing self-development of a single storey industrial warehouse amounting to RM Nil (2024: RM52,739,309). The development was completed on 23 May 2025 and has since been transferred to non-current assets held for sale following the signing of a Sale and Purchase Agreement. The disposal is pending completion as at the reporting date.

Included in investment properties is an amount of RM16,205,380 (2024: RM2,647,423) arising from capitalisation of interest expenses.

Rental income earned by the Group amounted to RM1,512,267 (2024: RM1,569,632) is recognised in profit or loss in respect of the investment properties.

Direct expenses incurred by the Group amounted to RM776,861 (2024: RM1,015,754) is recognised in profit or loss in respect of the investment properties.

Investment properties of the Group at carrying amount of RM494,305,421 (Restated 2024: RM210,081,957) are charged to licensed banks as security for borrowings as disclosed in Note 31.

In the previous financial year, the titles of the lands and buildings of the Group at fair values of RM1,535,000 were in the process of being registered in the name of a subsidiary.

Notes to the Financial Statements (Cont'd)

12. INVESTMENT PROPERTIES (CONT'D)

Group (Cont'd)

The undiscounted operating lease payments to be received are as follows:

	2025 RM	Group 2024 RM
Within 1 year	1,555,659	707,040
Within 1 to 2 years	1,392,000	83,320
Within 2 to 5 years	890,000	40,000
	3,837,659	830,360

Company

Investment properties of the Company at carrying amount of RM6,190,000 (2024: RM6,190,000) are charged to a licensed bank as security for borrowings granted to the Company as disclosed in Note 31.

Material accounting policy information

(a) Recognition and measurement

Investment properties are measured initially at its cost. Cost includes expenditure that is directly attributable to the acquisition of the investment properties. The cost of self-constructed investment properties includes the cost of materials and direct labour, any other cost directly attributable to bringing the investment properties to a working condition for their intended use.

Investment properties are subsequently measured at fair value with any change therein recognised in profit or loss for the period in which they arise.

Fair value gain or loss arising from the reclassification from inventories to investment property is recognised in profit or loss.

The investment properties are derecognised on its disposal, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal. The difference between the net disposal proceeds and the carrying amount is recognised in profit or loss in the period in which the items are derecognised.

Capital work-in-progress is stated at cost less any accumulated impairment losses and includes borrowing cost incurred during the period of construction, if any.

(b) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific investment properties to which it relates. All other expenditure is recognised in profit or loss as incurred.

Capital work-in-progress is tested for impairment annually and whenever there is an indication that they may be impaired.

Notes to the Financial Statements (Cont'd)

13. INVENTORIES

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Non-current asset:					
At cost:					
Land held for property development	(i)	64,178,299	54,588,512	-	-
Current assets:					
At cost:					
Property development costs	(ii)	188,112,009	119,570,853	-	-
Unsold completed units		362,488	543,732	-	-
Building materials and hardware		-	18,940,229	-	-
		188,474,497	139,054,814	-	-
Recognised in profit or loss as cost of sales		46,782,173	48,045,163	-	9,188,405

Included in inventories of the Group is an amount of RM17,086,901 (2024: RM8,544,395) arising from capitalisation of interest expenses.

Notes to the Financial Statements (Cont'd)

13. INVENTORIES (CONT'D)

(i) Land held for property development

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At beginning of the financial year	54,588,512	33,966,683	-	9,152,606
Additions	9,589,787	29,810,234	-	35,799
Disposals	-	-	-	(9,188,405)
Transfer to investment properties (Note 12)	-	(9,188,405)	-	-
At end of the financial year	64,178,299	54,588,512	-	-

Lands held for property development of the Group with the net carrying amount of RM35,691,424 (Restated 2024: RM26,101,637) represent partial payment of the ten individual land plots, of which the full amount is to be paid based on the progressive milestones, and the remaining capital commitments have been disclosed in Note 36.

All the land titles were in the midst of being transferred and registered in the name of the Group.

Notes to the Financial Statements (Cont'd)

13. INVENTORIES (CONT'D)

(ii) Property development costs

	2025 RM	Group 2024 RM
Cumulative property development costs		
At beginning of the financial year		
- Land cost	118,304,605	143,609,480
- Development cost	1,266,248	301,392
	119,570,853	143,910,872
Cost incurred during the financial year		
- Land cost	62,304,492	3,739,299
- Development cost	7,736,970	23,055,401
	70,041,462	26,794,700
Transfer to investment properties (Note 12)		
- Land cost	-	(29,044,174)
- Development cost	-	(22,090,545)
	-	(51,134,719)
At end of the financial year		
- Land cost	180,609,097	118,304,605
- Development cost	9,003,218	1,266,248
	189,612,315	119,570,853
Cumulative costs recognised in statements of comprehensive income		
At beginning of the financial year	-	-
Recognised during the financial year	(1,500,306)	-
At end of the financial year	(1,500,306)	-
Property development costs at end of the financial year	188,112,009	119,570,853

The titles to on-going property development are in the name of a third party ("Landowner") with full power of attorney obtained by the Group.

13. INVENTORIES (CONT'D)

Material accounting policy information

Land held for property development

Land held for property development consists of land on which no significant development work has been undertaken or where development activities are not expected to be completed within the normal operating cycle. Such land is classified as non-current asset and is stated at lower of cost and net realisable value.

Costs associated with the acquisition of land include the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies. Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its net realisable value.

Land held for property development is transferred to property development costs (under current assets) when significant development work has been undertaken and is expected to be completed within the normal operating cycle of the Group or the developers.

Property development costs

The property development costs of the Group are made up of relevant cost of land and development expenditure. Land costs comprise cost incurred via acquisition or business arrangement. Any consideration payable for the land with deferred payment will be determined based on the present value of the deferred payment.

Property development costs comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities.

Property development costs not recognised as an expense are recognised as an asset, which is measured at the lower of cost and net realisable value. The property development costs are subsequently debited over to profit or loss and recognised as an expense when the control of the asset is transferred to the customer. It comprises all costs that are directly attributable to the development activities or that can be allocated on a reasonable basis to such activities.

Unsold completed units

The cost of unsold completed properties is stated at the lower of cost and net realisable value. Cost includes the relevant cost of land and development expenditure.

Finished goods (building materials and hardware)

Inventories were measured at the lower of cost and net realisable value.

The cost of inventories was measured based on weighted average cost formula, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

Net realisable value

Net realisable value is the estimated selling price in the ordinary course of business, less the cost of completion and applicable variable selling expenses.

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025	2024
	RM	RM
Unquoted shares, at cost		
At beginning of the financial year	176,284,066	30,202,985
Addition	3,000,200	146,081,081
Disposal	(2,471,833)	-
At end of the financial year	176,812,433	176,284,066
Capital contribution to subsidiaries		
At beginning of the financial year	41,399,000	-
Addition	101,687,248	41,399,000
At end of the financial year	143,086,248	41,399,000
	319,898,681	217,683,066
Less: Allowance for impairment losses	(2,276,778)	(2,276,778)
Net carrying amount		
At end of the financial year	317,621,903	215,406,288

Capital contribution to subsidiaries represents amounts due from subsidiaries which is non-trade in nature, unsecured and interest-free and the settlement of the amount is neither planned nor likely to occur in the foreseeable future. As this amount is in substance, representing additional investments in the subsidiaries, it is stated at cost less accumulated impairment losses.

Movement in allowance for impairment losses in respect of investments in subsidiaries is as follows:

	Company	
	2025	2024
	RM	RM
At beginning of the financial year	2,276,778	8,323,464
Reversal	-	(6,046,686)
At end of the financial year	2,276,778	2,276,778

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows:

Name of Subsidiaries	Country of Incorporation	Principal activities	Effective Equity Interest	
			2025 %	2024 %
PTT Property Sdn. Bhd. ("PTTP")	Malaysia	Property development and investment holding	100	100
PTT Development Sdn. Bhd. ("PTTD")	Malaysia	Property development, building and civil contractors	100	100
Hoover Management Sdn. Bhd. ("HMSB")	Malaysia	Provision of management services	100	100
PTT Machineries Sdn. Bhd. ("PTTM")	Malaysia	Letting of machineries and providing maintenance services	100	100
PTT Infra Sdn. Bhd. ("PTTI")	Malaysia	Building, earthworks and civil contractors	100	100
Heap Wah Barakah Sdn. Bhd. ("HWB") ^	Malaysia	Manufacturing, trading and supply of sanitary wares, tapwares and related products	-	70
PTT Logistics Sdn. Bhd. ("PTTL")	Malaysia	Involved in the warehousing and storage services and other transportation support activities	70	70
Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB") *	Malaysia	Construction contractors and property investment	100	100
PTT Logistics Hub 1 Sdn. Bhd. ("Hub 1")	Malaysia	Engaged in renting and operational leasing of automated storage and retrieval system together with warehouse	100	100
PROTT Sdn. Bhd. (formerly known as Projek Tetap Teguh Sdn. Bhd.) ("PROTT") @	Malaysia	Involved in real estate activities with own or lease property	100	100

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows: (Cont'd)

Name of Subsidiaries	Country of Incorporation	Principal activities	Effective Equity Interest	
			2025 %	2024 %
PTT Logistics Hub 2 Sdn. Bhd. ("Hub 2") &	Malaysia	Renting and operational leasing of automated storage and retrieval system together with warehouse	100	-
PTT Logistics Hub 3 Sdn. Bhd. ("Hub 3") &	Malaysia	Renting and operational leasing of automated storage and retrieval system together with warehouse	100	-
Held through				
<u>PTT Infra Sdn. Bhd.</u>				
PTT Assets Sdn. Bhd. ("PTTA")	Malaysia	Engaged in asset management and property investment holding	100	100
Held through				
<u>PTT Development Sdn. Bhd.</u>				
PTT E Energy Sdn. Bhd. ("PTTE")	Malaysia	Involved in the operation of transmission, distribution and sales of electricity, other transportation support activities and operation of generation facilities that produce electric energy	100	100
Held through				
<u>Heap Wah Barakah Sdn. Bhd.</u>				
Anggun Tegas Merak Sdn. Bhd. ("ATM") #	Malaysia	Engaged in trading of building materials and remained dormant	-	70

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows: (Cont'd)

Name of Subsidiaries	Country of Incorporation	Principal activities	Effective Equity Interest	
			2025 %	2024 %
Held through				
Anggun Tegas Merak Sdn. Bhd.				
PTS Dura Marketing Sdn. Bhd. ("PTS") #	Malaysia	Trading of building materials and hardware (ceased operation)	-	70
Held through				
PTT Logistics Sdn. Bhd.				
PTT Robotics Sdn. Bhd. ("PTTR")	Malaysia	Engaged in selling, leasing, servicing and maintaining of automated storage and retrieval system software and hardware, equipment and spare parts	100	-

^ As disclosed in Note 9, the Company had on 28 March 2025 completed the disposal of its 70% equity interest in HWB.

@ Held through the Company following the transfer of a 51% equity interest from PTTSB and a 49% equity interest from PTTD on 3 April 2025.

& The management accounts of the subsidiaries which were incorporated on 6 March 2025 and 5 May 2025 are reviewed by Moore Stephens Associates PLT for consolidation purpose.

ATM and PTS have been struck off from the Registrar pursuant to Section 551 of the Companies Act 2016 and were accordingly dissolved in prior financial year.

* Ordinary shares of this subsidiary have been pledged to a licensed bank as securities for credit facilities granted to the Group and to the Company as disclosed in Note 31.

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) Additions to investments in subsidiaries

2025

(i) Incorporation of subsidiaries

On 6 March 2025, the Company subscribed for 100 ordinary shares representing an equity interest of 100% in HUB 2 for a cash consideration of RM100.

On 5 May 2025, the Company subscribed for 100 ordinary shares representing an equity interest of 100% in HUB 3 for a cash consideration of RM100.

On 16 August 2024, the Company via PTTL has subscribed for 100 ordinary shares representing an equity interest of 100% in PTTR for a cash consideration of RM15.

(ii) Additional investments in subsidiaries

On 3 April 2025, the Company undertake an internal reorganisation by transferring 3,000,000 ordinary shares in PROTT from PTTSB and PTTD, representing 1,530,000 ordinary shares and 1,470,000 ordinary shares accordingly. The transfer was settled through offsetting amounts due from/to subsidiaries.

On 24 April 2025, the Company via PTTL had further subscribed for 99,900 ordinary shares in PTTR for a cash consideration of RM99,900.

2024

(i) Acquisition of a subsidiary

Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB")

On 30 March 2023, the Company had entered into a Share Sale Agreement ("SSA") with the Vendors (i.e., Teo Swee Phin, Teo Swee Leng and Faddy bin Nordin) for the proposed acquisition of 25,000,000 ordinary shares in Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB"), representing 100% equity interest in PTTSB for a total purchase consideration of RM143.08 million.

The purchase consideration of RM143.08 million in relation to the proposed acquisition will be satisfied by a combination of the following: -

- Cash consideration of RM62.00 million; and
- New ordinary share to be issued by the Company at an issue price of RM1.00 ("consideration shares") amounting to RM81.08 million, of which consideration shares of RM30.63 million ("profit guarantee shares") shall be pledged to a trustee to be appointed by the Company as security for the performance of the Vendors' obligation in respect of profit guarantee (being profit after tax collectively not less than RM34 million) and to be released to the Vendors upon meeting the Profit Guarantee over the Guaranteed Period (being financial period ended 31 December 2023 and 31 December 2024).

On 10 August 2023, the above-mentioned proposed acquisition has been completed. For accounting purposes, the cut-off was taken on 31 July 2023.

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) Additions to investments in subsidiaries (Cont'd)

2024 (Cont'd)

(i) Acquisition of a subsidiary (Cont'd)

Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB") (Cont'd)

The fair value of the identifiable assets and liabilities arising from the purchase price allocation ("PPA") of PTTSB as at the date of completion was:

	As at 31.07.2023 RM
Property, plant and equipment	66,621,031
Investment properties	109,860,000
Other investments	834,238
Trade receivables	43,734,027
Other receivables	10,263,407
Contract assets	118,902,921
Fixed deposits with licensed banks	16,679,927
Cash and cash equivalents	2,379,857
Trade payables	(72,969,235)
Other payables	(31,391,428)
Borrowings	(94,335,974)
Lease liabilities	(54,386,365)
Deferred tax liabilities	(10,538,711)
Amount due to a Director	(3,695,000)
Tax payable	(1,793,961)
Fair value of net identifiable assets acquired	100,164,734

The effect of the acquisition on cash flows is as follows:

	RM
Net cash flows arising from acquisition of a subsidiary	
Cash consideration	62,000,000
Less: Cash and cash equivalents from acquisition of a subsidiary	(2,379,857)
Net cash outflows on completion of acquisition	59,620,143

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) Additions to investments in subsidiaries (Cont'd)

2024 (Cont'd)

(i) Acquisition of a subsidiary (Cont'd)

Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB") (Cont'd)

The goodwill arising from the acquisition is as follows:

	RM
Goodwill arising from acquisition	
Purchase consideration	
- cash consideration	62,000,000
- equity instruments issued (81,081,081 ordinary shares)	81,081,081
<hr/>	
Total consideration	143,081,081
Less: Fair value of net identified assets acquired	(100,164,734)
Less: Fair value of identified contract cost	(521,360)
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Goodwill on consolidation	42,394,987
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Purchase price allocation ("PPA")

In the previous financial year ended 30 June 2024, the Group completed the purchase price allocation to determine goodwill arising from the acquisition of PTTSB. The Group has recognised a contract cost of RM521,360 arising from the acquisition of PTTSB which contributed from its residual value of existing on-going construction projects. The amortisation of contract cost has been recognised in the statements of comprehensive income under the line item "Cost of sales" as the construction projects have been completed subsequent to completion of acquisition of PTTSB.

(ii) Incorporation of subsidiaries

On 7 September 2023, the Company via PTTSB and PTTD subscribed for 100 ordinary shares representing an equity interest of 100% in PROTT for a cash consideration of RM100.

On 6 October 2023, the Company subscribed for 100 ordinary shares representing an equity interest of 100% in HUB 1 for a cash consideration of RM100.

(iii) Additional investments in subsidiaries

On 18 October 2023, the Company via PTTSB and PTTD had further subscribed 2,999,900 ordinary shares in Pro TT for a cash consideration of RM2,999,900. No changes to the Company's effective equity interest of 100% in PROTT.

On 23 May 2024, the Company had further subscribed 2,999,900 ordinary shares in Hub 1 for a cash consideration of RM2,999,900. No changes to the Company's effective equity interest of 100% in HUB 1.

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(b) Disposal of subsidiary

The Company had on 28 March 2025 completed the disposal of its 70% equity interest of HWB for a cash consideration of RM15,000,000. Consequently thereupon, HWB ceased to be the subsidiary of the Company. The effect of disposal on the financial position of the Group is disclosed in Note 9.

(c) Non-controlling interests in subsidiaries

The non-controlling interests ("NCI") of the Group is as follows:

	PTT Logistics Sdn. Bhd. and subsidiary ("PTTL Group")	HWB *	Total
2025			
NCI percentage of ownership and voting interest (%)	30%	-	-
Carrying amount of NCI (RM)	113,932	-	113,932
Profit allocated to NCI (RM)	245,021	654,452	899,473
Total comprehensive income allocated to NCI (RM)	245,021	654,452	899,473
	PTTL	HWB	Total
2024			
NCI percentage of ownership and voting interest (%)	30%	30%	-
Carrying amount of NCI (RM)	(131,089)	11,872,281	11,741,192
(Loss)/Profit allocated to NCI (RM)	(139,850)	750,686	610,836
Total comprehensive income allocated to NCI (RM)	(139,850)	863,603	723,753

* Being results allocated to NCI up to the date of disposal.

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) Non-controlling interests in subsidiaries (Cont'd)

The summarised financial information before intra-group elimination of subsidiaries that has NCI as at the end of each reporting period is as follows:

	PTT Logistics Sdn. Bhd. and subsidiary ("PTTL Group") RM		
2025			
Assets and liabilities:			
Non-current assets			4,874,528
Current assets			119,970,868
Current liabilities			(124,465,623)
Net assets			379,773
Results:			
Revenue			107,488,436
Profit for the financial year			816,735
Total comprehensive income			816,735
Cash flows:			
Net cash from operating activities			90,868,431
Net cash used in investing activities			(84,319,431)
Net cash used in financing activities			(6,361,118)
Net increase in cash and cash equivalents			187,882
	PTTL RM	HWB RM	Total RM
2024			
Assets and liabilities:			
Non-current assets	4,157	16,215,536	16,219,693
Current assets	14,147,470	45,668,240	59,815,710
Non-current asset held for sale	-	1,151,921	1,151,921
Non-current liabilities	-	(5,113,588)	(5,113,588)
Current liabilities	(14,588,589)	(18,347,839)	(32,936,428)
Net assets	(436,962)	39,574,270	39,137,308
Results:			
Revenue	13,012,109	57,993,051	71,005,160
(Loss)/Profit for the financial year	(466,165)	2,502,288	2,036,123
Total comprehensive income	(466,165)	2,878,673	2,412,508

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) Non-controlling interests in subsidiaries (Cont'd)

The summarised financial information before intra-group elimination of subsidiaries that has NCI as at the end of each reporting period is as follows: (Cont'd)

	PTTL RM	HWB RM	Total RM
2024			
Cash flows:			
Net cash (used in)/from operating activities	(11,135,559)	7,685,020	(3,450,539)
Net cash used in investing activities	(4,300)	(456,035)	(460,335)
Net cash from/(used in) financing activities	11,088,864	(8,171,222)	2,917,642
Net increase/(decrease) in cash and cash equivalents	34,011	(958,979)	(924,968)
<hr/>			
Dividend paid to non-controlling interests	-	(1,500,000)	(1,500,000)
<hr/>			

(d) Reversal of impairment loss on investments in subsidiaries

2024

In the prior financial year, the management has reassessed its recoverable amount of its investments in subsidiaries based on fair value less cost of disposal method and reversed part of its initially recognised impairment loss of RM6,046,686. The fair value less costs of disposal was measured based on adjusted net assets of the subsidiary.

The reversal of impairment loss has been recognised in the statements of comprehensive income of the Company under the line item "other income" for the financial year ended 30 June 2024.

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Material accounting policy information

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

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. The Company controls an investee if and only if 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.

When the Company has less than a majority of the voting rights of an investee, the Company considers the following in assessing whether or not the Company's voting rights in an investee are sufficient to give it power over the investee:

- (i) The size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- (ii) Potential voting rights held by the Company, other vote holders or other parties;
- (iii) Rights arising from other contractual arrangements; and
- (iv) Any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Subsidiaries are consolidated when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary.

Changes in the Company's ownership interests in subsidiaries that do not result in the Company losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Company's interest and the non-controlling interests are adjusted to reflect the changes in their relative interest in the subsidiaries. The resulting difference is recognised directly in equity and attributed to Owners of the Company.

When control ceases, the disposal proceeds and the fair value of any retained investment are compared to the Group's share of the net assets disposed. The difference together with the carrying amount of allocated goodwill and the exchange reserve that relate to the subsidiary is recognised as gain or loss on disposal.

Notes to the Financial Statements (Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Material accounting policy information (Cont'd)

Non-controlling interests

Non-controlling interests represent the equity in subsidiaries not attributable directly or indirectly, to Owners of the Company, and is presented separately in the Group's statements of comprehensive income and within equity in the Group's statements of financial position, separately from equity attributable to Owners of the Company. Non-controlling interest is initially measured at acquisition-date share of net assets other than goodwill as of the acquisition after and is subsequently adjusted for the changes in the net assets of the subsidiary after the acquisition date.

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to Owners of the Company.

Losses within a subsidiary are attributed to the non-controlling interests even if that results in a deficit balance.

15. OTHER INVESTMENTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At fair value through profit or loss				
At beginning of the financial year	3,556,361	232,841	1,486,310	-
Additions	3,809,985	2,420,240	-	1,432,169
Addition through acquisition of a subsidiary [Note 14(a)(i)]	-	834,238	-	-
Fair value adjustments	106,268	69,042	56,188	54,141
At end of the financial year	7,472,614	3,556,361	1,542,498	1,486,310

This represents the insurance premium invested with financial institutions for the banking facilities granted by the financial institutions.

Material accounting policy information

At initial recognition, the Group and the Company irrevocably elect to present subsequent changes in the fair value of the investment through profit or loss. This election is made as an investment-by-investment basis.

Notes to the Financial Statements (Cont'd)

16. GOODWILL

	2025 RM	Group 2024 RM
At beginning of the financial year	43,527,757	1,132,770
Addition [Note 14(a)(i)]	–	42,394,987
Disposal of discontinued operation [Note 9]	(1,132,770)	–
At end of the financial year	42,394,987	43,527,757

Goodwill acquired in a business combination is allocated, at acquisition date, to the cash-generating units ("CGUs") that are expected to benefit from the business combinations.

Impairment testing for goodwill

Goodwill arising from business combinations has been allocated to one (2024: two) individual cash-generating units ("CGUs") for impairment testing and the breakdown of goodwill allocated to each CGU is as follows:

	2025 RM	Group 2024 RM
Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB")	42,394,987	42,394,987
Heap Wah Barakah Sdn. Bhd. ("HWB")	–	1,132,770
	42,394,987	43,527,757

Construction segment (PTTSB)

The recoverable amount was determined based on fair value less costs of disposal calculations using cash flow projections from financial forecasts and projections approved by Board of Directors covering a four-year period.

The calculations of recoverable amounts for the CGU are most sensitive to the following assumptions: -

(i) Construction costs

There will not be any significant changes in the contracted sum and supply of raw materials, wages and other related costs, resulting from industrial dispute, adverse changes in economic conditions or other abnormal factors, which will adversely affect the operations of the CGU.

(ii) Industry discount rate

Industry discount rate of 6.80% (2024: 8.17%) was applied in determining the recoverable amounts of the CGU. The discount rate used is based on the comparable construction segment.

16. GOODWILL (CONT'D)

Impairment testing for goodwill (Cont'd)

Construction segment (PTTSB) (Cont'd)

The sensitivity analysis is presented as follows: -

- An increase of 2 percentage point in the construction costs would have reduced the recoverable amount by approximately RM37.28 million.
- An increase of 1 percentage point in the discount rate would have reduced the recoverable amount by approximately RM41.43 million.

Based on the above sensitivity analyses, the adverse situations contemplated would not cause the carrying values of the remaining CGUs to materially exceed their recoverable amounts, other than changes in prevailing operating environments, of which the impact is not ascertainable.

Trading of building materials and hardware segment (HWB)

In the previous financial year, the recoverable amount was determined based on fair value less costs of disposal calculations using cash flow projections from financial forecasts and projections approved by Board of Directors covering a five-year period.

The calculations of recoverable amounts for the CGU are most sensitive to the following assumptions: -

(i) Revenue growth rate

Projected revenue growth rate of Nil (2024: 6%) per annum based on historical experience and terminal value without growth rate.

(ii) Industry discount rate

Industry discount rate of Nil (2024: 9.78%) was applied in determining the recoverable amounts of the CGU. The discount rate used is based on the comparable trading segment.

The sensitivity analysis for current year is not presented as the related subsidiary was disposed of during the financial year as disclosed in Note 9.

Material accounting policy information

Goodwill is allocated to cash generating units and is stated at cost less accumulated impairment losses, if any. Goodwill is not amortised but is tested for impairment annually and whenever there is an indication that they may be impaired. Impairment losses recognised are not reversed in subsequent periods.

Upon the disposal of investment in the subsidiary, the related goodwill will be included in the computation of gain or loss on disposal of investment in the subsidiary in the profit or loss.

Notes to the Financial Statements (Cont'd)

17. DEFERRED TAX (ASSETS)/LIABILITIES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At beginning of the financial year	14,932,253	4,004,252	361,452	757,452
Addition through acquisition of a subsidiary [Note 14(a)(i)]	-	10,538,711	-	-
Recognised in profit or loss [Note 8]	(2,249,594)	270,431	(228,445)	(396,000)
Recognised in equity	367,502	118,859	-	-
Disposal of discontinued operation [Note 9]	(861,132)	-	-	-
At end of the financial year	12,189,029	14,932,253	133,007	361,452

Deferred tax (assets) and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same authority.

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deferred tax assets	(2,671,862)	-	-	-
Deferred tax liabilities	14,860,891	14,932,253	133,007	361,452
	12,189,029	14,932,253	133,007	361,452

The net deferred tax (assets) and liabilities after appropriate offsetting are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deferred tax assets	(8,784,617)	(2,278,933)	(228,534)	-
Deferred tax liabilities	20,973,646	17,211,186	361,541	361,452
	12,189,029	14,932,253	133,007	361,452

Notes to the Financial Statements (Cont'd)

17. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The recognised deferred tax (assets)/liabilities before offsetting are as follows: (Cont'd)

	Accelerated capital allowances RM	Assets revaluation reserve RM	Investment properties RM	Right-of-use assets RM	Total RM
Group (Cont'd)					
Deferred tax (assets)/liabilities					
2024					
At beginning of the financial year	2,239,363	1,019,746	1,105,370	476,148	4,840,627
Addition through acquisition of a subsidiary [Note 14(a)(i)]	4,073,764	1,497	6,463,450	-	10,538,711
Recognised in profit or loss	664,804	(197,719)	588,559	657,345	1,712,989
Recognised in equity	-	118,859	-	-	118,859
At end of the financial year	6,977,931	942,383	8,157,379	1,133,493	17,211,186
Unabsorbed capital allowances					
RM					
At beginning of the financial year	(13,830)	(273,690)	(51,723)	(497,132)	(836,375)
Recognised in profit or loss	13,830	223,715	(1,005,590)	(674,513)	(1,442,558)
At end of the financial year	-	(49,975)	(1,057,313)	(1,171,645)	(2,278,933)
Other temporary differences					
RM					
At beginning of the financial year					
Recognised in profit or loss					
At end of the financial year					
Lease liabilities					
RM					
At beginning of the financial year					
Recognised in profit or loss					
At end of the financial year					

Notes to the Financial Statements
(Cont'd)**17. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)**

The recognised deferred tax (assets)/liabilities before offsetting are as follows: (Cont'd)

	Accelerated capital allowances RM	Unabsorbed capital allowances RM	Unutilised tax losses RM	Investment properties RM	Right-of-use assets RM	Lease liabilities RM	Total RM
Company							
Deferred tax (assets)/liabilities							
2025							
At beginning of the financial year	1,150	-	-	360,302	-	-	361,452
Recognised in profit or loss	89	(999)	(227,535)	-	-	-	(228,445)
At end of the financial year	1,239	(999)	(227,535)	360,302	-	-	133,007
2024							
At beginning of the financial year	1,795	-	-	756,302	9,926	(10,571)	757,452
Recognised in profit or loss	(645)	-	-	(396,000)	(9,926)	10,571	(396,000)
At end of the financial year	1,150	-	-	360,302	-	-	361,452

Notes to the Financial Statements (Cont'd)

17. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The estimated amount of temporary differences for which no deferred tax assets have been recognised in the financial statements are as follows (stated at gross):

	2025 RM	Group Restated 2024 RM
Unabsorbed capital allowances	236,474	368,542
Unutilised tax losses	3,775,852	18,751,536
Other temporary differences	49,808	476,142
	<hr/> 4,062,134	<hr/> 19,596,220

The comparative figure has been restated to reflect the actual unabsorbed capital allowances and unutilised tax losses carried forward available to the Group.

18. FINANCE LEASE RECEIVABLE

The Group's sub-lease of its right-of-use of the warehouse is classified as finance lease receivable because the sub-lease is for the entire remaining lease term of the head lease.

	Group 2025 RM
Future minimum lease income	
Receivable within one year	3,688,656
Receivable between 1 to 2 years	3,381,268
	<hr/> 7,069,924
Less: Unearned lease income	(498,025)
	<hr/> 6,571,899
Present value of lease receivable	
Receivable within one year	3,535,671
Receivable between 1 to 2 years	3,036,228
	<hr/> 6,571,899
Representing	
Current	3,535,671
Non-current	3,036,228
	<hr/> 6,571,899

The effective interest rate of the finance lease receivable is 6.83% (2024: Nil) per annum. Lease interest income on the net investment in sub-lease during the financial year is RM1,739 (2024: Nil).

Notes to the Financial Statements (Cont'd)

19. OTHER RECEIVABLES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Non-current asset					
Deposits	(i)	969,456	–	–	–
Current assets					
Other receivables	(ii)	13,504,084	10,909,644	–	–
Contract costs	(iii)	1,047,622	–	–	–
Deposits		2,287,139	1,536,016	163,292	163,292
Prepayments	(iv)	10,683,375	5,157,075	438,338	492,121
		27,522,220	17,602,735	601,630	655,413

(i) This relates to refundable security and utilities deposits that will be refunded upon the lapse of tenancy period (i.e. more than 12 months) and discontinuation of the respective lease arrangements.

(ii) Included in other receivables of the Group are as follows:

- an amount of RM150,000 (2024: RM Nil) due from a Director's related company for security and utility deposits. These amounts have been subsequently received before the date of approval of these financial statements; and
- an amount of RM1,002,164 (2024: RM Nil) which relates to outstanding security and utilities deposits for lease of warehouse.

(iii) Included in contract costs of the Group are as follows:

- an amount of RM513,842 (2024: RM Nil) represent cost to fulfill a contract, which relate directly to existing contracts or specific anticipated contracts and subsequently expensed off as cost of sales consistent upon related services rendered; and
- an amount of RM533,780 (2024: RM Nil) represent amounts billed by suppliers for pallets not yet received as at the reporting date. Upon delivery of the pallets, these costs will be transferred to non-current assets held for sale.

Notes to the Financial Statements (Cont'd)

19. OTHER RECEIVABLES (CONT'D)

(iv) Included prepayments of the Group are as follows:

- an amount of RM3,405,920 (2024: RM Nil) represent the early settlement of term loans, which is the incremental cost directly attributable to the disposal of non-current assets held for sale as disclosed in Note 25;
- an amount of RM1,393,200 (2024: RM Nil) represent payment in advance for purchase of pallets; and
- an amount of RM3,264,282 (2024: RM3,479,599) represent advance lease instalments for machinery.

20. TRADE RECEIVABLES

	Note	2025 RM	Group 2024 RM
Trade receivables, gross			
- third parties		74,210,518	48,773,302
- Directors' related company		2,950,000	148,768
		77,160,518	48,922,070
Retention sum	(i)		
- third parties		47,616,754	38,516,542
- Directors' related company		150,000	34,127
		47,766,754	38,550,669
Grand total of trade receivables, gross		124,927,272	87,472,739
Less: Allowance for impairment loss		(878,820)	(5,075,650)
Trade receivables, net		124,048,452	82,397,089

The normal credit terms extended to customers ranges from 7 to 45 days (2024: 7 to 90 days). Other credit terms are assessed and approved on a case-by-case basis.

Notes to the Financial Statements (Cont'd)

20. TRADE RECEIVABLES (CONT'D)

Movements in the allowance for impairment losses on trade receivables during the financial year are as follows:

	2025 RM	Group 2024 RM
Balance at beginning of the financial year	5,075,650	5,615,261
Additions		
- Continuing Operations	-	878,820
- Discontinued Operation	738,507	1,608,060
	738,507	2,486,880
Reversal		
- Discontinued Operation	(900,661)	(2,259,825)
Written off	-	(766,666)
Disposal of discontinued operation	(4,034,676)	-
Balance at end of the financial year	878,820	5,075,650

- (i) Partial of the retention sum held by contract customers are due upon issuance of Certificate of Practical Completion, and the balance of the retention sum are due upon expiry of retention periods ranging from 12 months to 24 months (2024: 12 months to 24 months) after issuance of Certificate of Making Good Defect.

The material accounting policy information has been disclosed in Note 38.

21. CONTRACT ASSETS

	Note	2025 RM	Group 2024 RM
Property development	(i)	698,114	-
Construction contracts	(ii)	198,335,452	239,012,460
		199,033,566	239,012,460

Contract assets represent the timing differences in revenue recognition and the milestone billings. The milestone billings are structured and/or negotiated with customers to reflect physical completion of the contracts.

Contract assets are transferred to trade receivables when the rights to economic benefit become unconditional. This usually occurs when the Group issues billing to the customer.

Notes to the Financial Statements (Cont'd)

21. CONTRACT ASSETS (CONT'D)

(i) Property development

	2025 RM	Group 2024 RM
At beginning of the financial year	-	-
Revenue recognised during the financial year (Note 3)	1,742,614	-
Less: Progress billing during the financial year	(1,044,500)	-
At end of the financial year	698,114	-

(ii) Construction contracts

	2025 RM	Group 2024 RM
At beginning of the financial year	239,012,460	90,413,682
Addition through acquisition of subsidiary [Note 14(a)(i)]	-	118,902,921
Revenue recognised during the financial year (Note 3)	253,232,021	266,388,552
Less: Progress billing during the financial year	(293,050,117)	(236,692,695)
	199,194,364	239,012,460
Less: Allowance for impairment loss	(858,912)	-
At end of the financial year	198,335,452	239,012,460

Movements in the allowance for impairment losses on contract assets during the financial year are as follows:

	2025 RM	Group 2024 RM
Balance at beginning of the financial year	-	-
Additions	858,912	-
Balance at end of the financial year	858,912	-

Notes to the Financial Statements (Cont'd)

22. AMOUNTS DUE FROM/(TO) SUBSIDIARIES

	Note	Company	
		2025 RM	2024 RM
Amounts due from subsidiaries	(i)	121,279,539	140,008,001
Amounts due to subsidiaries	(ii)	(172,674,492)	(79,228,680)

- (i) These amounts are non-trade in nature, unsecured, interest free advances which are collectible on demand.

During the financial year, the Company has capitalised RM101,687,248 (2024: RM41,399,000) due from two (2) (2024: two (2)) subsidiaries to investments in subsidiaries of the Company as disclosed in Note 14.

During the financial year, there is an assignment of debt of RM7,212,236 from amounts due to subsidiaries.

- (ii) These amounts are non-trade in nature, unsecured, interest free advances which are repayable on demand.

During the financial year, there is an assignment of debt of RM7,212,236 to amounts due from subsidiaries.

23. FIXED DEPOSITS WITH LICENSED BANKS

Included in deposits with licensed banks of the Group are as follows:

- (i) an amount of RM39,306,649 (2024: RM21,978,155) pledged as security for bank credit facilities granted to subsidiaries as disclosed in Note 31;
- (ii) an amount of RM8,887,620 (2024: RM6,423,666) pledged to licensed banks as securities for performance bank guarantee issued in favour of third parties; and
- (iii) an amount of RM99,000 (2024: RM Nil) pledged to secure the issuance of perpetual securities and are therefore restricted in use.

Included in deposits with licensed banks of the Company is an amount of RM99,000 (2024: RM Nil) pledged to secure the issuance of perpetual securities and are therefore restricted in use.

The effective interest rates of the fixed deposits placed with licensed banks ranges from 2.00% to 3.00% (2024: 2.00% to 2.70%) per annum. The deposits have maturity periods ranging from 1 month to 12 months (2024: 1 month to 12 months).

Notes to the Financial Statements (Cont'd)

24. CASH AND BANK BALANCES

Included in the bank balances of the Group is an amount of RM810,668 (2024: RM776,556) placed in Housing Development Accounts ("HDA") in accordance with Section 7(A) of the Housing Development (Control and Licensing) Act, 1966 (Amended 2002). These HDA accounts, which consist of monies received from purchasers, are for the payment of property development costs incurred. The surplus monies in these accounts, if any, will be released to the subsidiary of the Company in accordance with the provisions of the Act.

25. NON-CURRENT ASSETS HELD FOR SALE

	Industrial warehouse RM	Long-term leasehold land RM	Leasehold building RM	Total RM
Group				
2025				
Cost				
At 1 July 2024	-	548,119	676,100	1,224,219
Transfer from investment properties (Note 12)	133,272,605	-	-	133,272,605
Disposal of discontinued operation (Note 9)	-	(548,119)	(676,100)	(1,224,219)
At 30 June 2025	133,272,605	-	-	133,272,605
Accumulated depreciation				
At 1 July 2024	-	33,210	39,088	72,298
Disposal of discontinued operation (Note 9)	-	(33,210)	(39,088)	(72,298)
At 30 June 2025	-	-	-	-
Net carrying amount				
At 30 June 2025	133,272,605	-	-	133,272,605
2024				
Cost				
At 1 July 2023/30 June 2024	-	548,119	676,100	1,224,219
Accumulated depreciation				
At 1 July 2023/30 June 2024	-	33,210	39,088	72,298
Net carrying amount				
At 30 June 2024	-	514,909	637,012	1,151,921

Notes to the Financial Statements (Cont'd)

25. NON-CURRENT ASSETS HELD FOR SALE (CONT'D)

2025

Industrial warehouse

On 2 December 2024, the Group via HUB 1 entered into a conditional Sale and Purchase Agreement ("SPA") for the proposed disposal of two (2) adjoining freehold land held together with a single-storey industrial warehouse ("Property") for a cash consideration of RM180,000,000 ("Proposed Disposal"). In conjunction with the Proposed Disposal, PROTT, a directly wholly-owned subsidiary of the Company, has also, executed in escrow, a conditional lease agreement with the Purchaser to lease the Property for a lease term of ten (10) years (with an option to renew for two (2) terms of five (5) years, commencing from the completion date of the SPA ("Proposed Leaseback"). The Proposed Disposal and Proposed Leaseback are collectively referred to as "Proposed Disposal and Leaseback". As at 30 June 2025, there is no accounting impact arising from the Proposed Disposal and Leaseback as the condition precedents under the SPA have not been fulfilled.

Subsequent to the financial year end:

HUB 1 had obtained the approval for the amalgamation of the two (2) parcels of freehold land and the new amalgamated title ("Amalgamated Title") was issued on 25 September 2025;

The Purchaser completed its payment obligation in respect of the balance purchase price of RM162,000,000, which was deposited with the Purchaser's solicitor as stakeholder in accordance with the SPA; and

On 26 September 2025, HUB 1 and the Purchaser entered into a Supplemental Agreement to vary, inter alia, the terms relating to the release of the balance purchase consideration (together with any accrued interest), providing that such release shall take place immediately after fourteen (14) days from the presentation of the transfer documents at the Land Registry, or within five (5) business days from the date the Amalgamated Title is registered in the purchaser's name, whichever is earlier.

Following the above, the Completion Date of the SPA was confirmed on 26 September 2025.

2024

Long-term leasehold land and building

In the prior financial year, the Group entered into a Sale and Purchase Agreement to dispose a leasehold commercial land and building for a cash consideration of RM1,800,000, of which one of the condition precedents required the Group to apply and file for a change of the vendor's name at the Land Office and obtain the amended title.

On 9 August 2024, the application was rejected by the Land Office as the vendor is required to first apply for the approval to transfer the ownership from Bumiputera to non-Bumiputera. As the necessary approvals have not yet been obtained, the Group continues to classify the asset as held for sale. The disposal is expected to be completed upon securing the necessary approvals.

Notes to the Financial Statements (Cont'd)

25. NON-CURRENT ASSETS HELD FOR SALE (CONT'D)

Material accounting policy information

The Group classifies non-current assets held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable and the asset or disposal group is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification.

Assets and liabilities classified as held for sale are presented separately as current items in the statements of financial position.

26. SHARE CAPITAL

	← Group and Company →			
	Number of shares		Amount	
	2025 Units	2024 Units	2025 RM	2024 RM
Issued and fully paid:				
At beginning of the financial year	216,081,081	99,000,000	215,733,084	83,196,408
Issuance pursuant to: -				
- bonus issue	216,081,081	-	-	-
- acquisition of a subsidiary [Note 14(a)(i)]	-	81,081,081	-	81,081,081
- private placement net with related expenses	-	36,000,000	-	51,455,595
At end of the financial year	432,162,162	216,081,081	215,733,084	215,733,084

2025

During the financial year, the Company has issued 216,081,081 new ordinary shares through bonus issue on the basis of one (1) Bonus Share for every one (1) ordinary share held by shareholders on the entitlement date of 18 September 2024. The Bonus Shares in respect of the Proposed Bonus Issue will be issued as fully paid, at nil consideration and without capitalisation of the Company's reserves. For the avoidance of doubt, the Proposed Bonus Issue will increase the number of PTT Shares in issue but will not increase the value of the share capital of the Company.

Notes to the Financial Statements (Cont'd)

26. SHARE CAPITAL (CONT'D)

2024

During the financial year, the Company has increased its issued ordinary shares from RM83,196,408 to RM215,733,084 by the issuance and allotment of the following:

- 81,081,081 new ordinary shares at an issue price of RM1.00 per share for the purpose of acquisition of a subsidiary; and
- 36,000,000 new ordinary shares through private placement via first tranche of 3,054,200 new ordinary shares at an issue price of RM1.015 per share, second tranche of 2,300,000 new ordinary shares at an issue price of RM1.11 per share, third tranche of 15,000,000 new ordinary shares at an issue price of RM1.11 per share and fourth tranche of 15,645,800 new ordinary shares at an issue price of RM1.89 per share for working capital purpose and net off with incurred placement fee of RM417,980.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

The holder of ordinary shares is entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regards to the Company's residual assets.

27. ASSETS REVALUATION RESERVE

The assets revaluation reserve represents upward/downward in fair value of freehold land and leasehold lands and buildings, net of deferred tax.

28. PERPETUAL SECURITIES

Instrument	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
RM500 million Perpetual Sukuk Wakalah	5,000,000	-	5,000,000	-

On 16 May 2025, the Company issued RM5,000,000 Perpetual Sukuk Wakalah under its RM500 million Perpetual Sukuk Wakalah Programme. The perpetual securities are:

- direct, unsecured, unconditional and subordinated obligations of the Company; and
- rank at least pari passu with all other present and future unconditional, subordinated and unsecured obligations of the Company at all times, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application.

Notes to the Financial Statements (Cont'd)

28. PERPETUAL SECURITIES (CONT'D)

The perpetual securities are unrated and are not listed on Bursa Malaysia Securities Berhad or on any other stock exchange, bearing no fixed maturity date but are callable 5 years from the date of issuance ("First Call Date") falling due on 16 May 2030. The issued instrument carries a periodic distribution rate of 7.5% per annum, distributable semi-annually calculated at the nominal value of securities issued. The distribution rate will be subject to an agreed one time step-up margin of 1% per annum after First Call Date. Pursuant to the terms and conditions of the program, the Company has no obligation to pay any distribution and has the option to elect for distribution deferment at its sole discretion, which does not constitute a breach of covenant. The perpetual securities may also be redeemed at the option of the Company upon the occurrence of certain events by the Company in accordance with the terms and conditions of the perpetual securities.

From both the Company's and Group's perspective under MFRS 132, *Financial Instruments: Presentation*, the perpetual securities is classified as equity because the payment of any distribution or redemption is at the discretion of the Group and of the Company.

Material accounting policy information

Perpetual securities are classified as equity when there is no contractual obligation to deliver cash or other financial assets to another person or entity or to exchange financial assets or financial liabilities with another person or entity that are potentially unfavourable to the issuer. Incremental costs directly attributable to the issuance of new perpetual securities are shown in equity as a reduction, net of tax, from the proceeds. The proceeds received net of any directly attributable transaction costs are credited to perpetual securities in equity.

29. TRADE PAYABLES

	Note	2025 RM	Group 2024 RM
Non-current liability			
Landowner's entitlement	(i)	166,333,135	140,292,624
Current liabilities			
Landowner's entitlement	(i)	37,649,119	8,542,919
Directors' related companies		8,460,989	5,838,788
Third parties		73,056,700	70,303,720
Retention sum on contracts	(ii)	23,164,687	6,624,207
Accrued contractor works	(iii)	20,750,739	86,475,617
		163,082,234	177,785,251

The normal trade credit terms granted to the Group range from 30 to 90 days (2024: 30 to 90 days). Other credit terms are assessed and approved on a case-by-case basis.

Notes to the Financial Statements (Cont'd)

29. TRADE PAYABLES (CONT'D)

(i) Landowner's entitlement

These are in respect of payable for landowner's entitlement under deferred payment term pursuant to the property development agreements entered into with a landowner. Pursuant to the said agreement, the entitlement shall be paid based on a mutually agreed schedule of payment. These deferred payables are measured at amortised cost at imputed interest rate of ranging from 5.01% to 6.01% (2024: 6.01%) per annum.

	2025 RM	Group 2024 RM
Future minimum payments:		
- Repayable within 1 year	38,692,675	8,817,395
- Repayable later than 1 year but not later than 5 years	185,976,144	165,278,763
	224,668,819	174,096,158
Less: Future accretion interest	(20,686,565)	(25,260,615)
	203,982,254	148,835,543
Present value of deferred payable:		
- Repayable within 1 year	37,649,119	8,542,919
- Repayable later than 1 year but not later than 5 years	166,333,135	140,292,624
	203,982,254	148,835,543

During the financial year, the Group recognised a loss on remeasurement of deferred trade payables of RM434,870 in the statements of comprehensive income.

- (ii) Partial of the retention sum for contract works are due upon issuance of Certificate of Practical Completion, and the balance of the retention sum are due upon expiry of retention periods ranging from 12 months to 24 months (2024: 12 months to 24 months) after issuance of Certificate of Making Good Defects.
- (iii) These amounts represent accrued construction costs for on-going construction and development works which pending billings from its contractors.

Notes to the Financial Statements (Cont'd)

30. OTHER PAYABLES

	Note	Group		Company	
		2025 RM	Restated 2024 RM	2025 RM	2024 RM
Non-current liabilities					
Other payables	(i)	6,754,343	7,447,141	-	-
Rental deposits	(ii)	39,547,028	1,006,864	-	-
		46,301,371	8,454,005	-	-
Current liabilities					
Other payables	(i)	135,196,059	18,525,249	1,216,180	332,153
Accruals		2,501,365	1,169,110	82,500	121,700
Rental deposits	(ii)	462,459	630,136	-	-
Other deposits	(iii)	68,000,000	314,847	-	-
		206,159,883	20,639,342	1,298,680	453,853

(i) Included in the Group's other payables are as follows:

- an advance of RM2,610,318 (2024: RM4,042,838) from a third-party contract customer, which resulted from a back-to-back arrangement on the construction contract and will be offset with upfront payment made by the Group.
- an advance of RM7,742,694 (2024: RM7,447,141) from a landowner for pre-development expenses purposes. These amounts are under deferred payment term pursuant to the development rights agreement entered into with a third party and measured at amortised cost at imputed interest rate of 6.01% per annum.

	Group	
	2025 RM	2024 RM
Future minimum payments:		
- Repayable within 1 year	1,000,000	-
- Repayable later than 1 year but not later than 5 years	8,000,000	9,000,000
	9,000,000	9,000,000
Less: Future accretion interest	(1,257,306)	(1,552,859)
	7,742,694	7,447,141
Present value of deferred payable:		
- Repayable within 1 year	988,351	-
- Repayable later than 1 year but not later than 5 years	6,754,343	7,447,141
	7,742,694	7,447,141

During the financial year, the Group recognised a gain on remeasurement of deferred other payables of RM138,688 (2024: RM2,185,372) in the statements of comprehensive income.

Notes to the Financial Statements (Cont'd)

30. OTHER PAYABLES (CONT'D)

- (i) Included in the Group's other payables are as follows: (Cont'd)
- an amount of RM125,300,196 (2024: RM Nil) pertaining to redemption sum paid to a bank by the purchaser for settlement of outstanding borrowing of the industrial warehouse, which is considered part of the disposal proceeds of the industrial warehouse as disclosed in Note 25.
- (ii) Rental deposits represent security and utilities deposits received/receivable from lessee and tenants of the units on the investment properties which are refundable upon termination of the lease arrangements.
- (iii) Included in the Group's other deposits are as follows:
- an amount of RM50,000,000 (2024: RM Nil) represents performance guarantee deposited from a supplier as a guarantee against the failure to meet the obligations of the contract.
 - an amount of RM18,000,000 (2024: RM Nil) relates to deposits received in relation to disposal of the industrial warehouse. Details on the disposal of the industrial warehouse is disclosed in Note 25.

31. BORROWINGS (SECURED)

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Non-current:					
Term loans	(a)	372,650,139	257,419,211	48,241,945	61,352,685
Current:					
Bank overdrafts		16,063,844	1,820,048	-	367,313
Bankers' acceptance		-	840,630	-	-
Domestic recourse factoring and invoice financing		95,583,381	71,530,891	-	-
Revolving credit		7,875,000	3,000,000	-	-
Short-term loan		40,000,000	-	-	-
Term loans	(a)	19,120,227	14,355,667	13,161,821	10,253,270
		178,642,452	91,547,236	13,161,821	10,620,583

Notes to the Financial Statements (Cont'd)

31. BORROWINGS (SECURED) (CONT'D)

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Total borrowings:					
Bank overdrafts		16,063,844	1,820,048	-	367,313
Bankers' acceptance		-	840,630	-	-
Domestic recourse factoring and invoice financing		95,583,381	71,530,891	-	-
Revolving credit		7,875,000	3,000,000	-	-
Short-term loan		40,000,000	-	-	-
Term loans	(a)	391,770,366	271,774,878	61,403,766	71,605,955
		551,292,591	348,966,447	61,403,766	71,973,268

The effective interest rates per annum of the borrowings are as follows: -

	Group		Company	
	2025 %	2024 %	2025 %	2024 %
Bank overdrafts	7.70 - 8.07	7.20 - 8.07	7.95	7.95
Bankers' acceptance	4.10 - 5.20	4.10 - 5.20	-	-
Domestic recourse factoring and invoice financing	5.40 - 8.20	5.83 - 8.20	-	-
Revolving credit	5.40 - 5.67	5.67 - 5.75	-	-
Short-term loan	11.00	11.50	-	-
Term loans	4.15 - 8.20	4.42 - 8.20	5.70 - 7.70	5.70 - 7.70

(a) Term loans

	Group	
	2025 RM	2024 RM
Repayable:		
<i>Within one year (current)</i>		
Within one year (current)	19,120,227	14,355,667
Between 1 to 2 years	22,924,960	20,456,298
Between 2 to 5 years	71,374,741	90,309,287
More than 5 years	278,350,438	146,653,626
<i>After one year (non-current)</i>	372,650,139	257,419,211
	391,770,366	271,774,878

Notes to the Financial Statements (Cont'd)

31. BORROWINGS (SECURED) (CONT'D)

(a) Term loans (Cont'd)

	Company	
	2025	2024
	RM	RM
Repayable:		
<i>Within one year (current)</i>	13,161,821	10,253,270
Between 1 to 2 years	14,163,525	13,123,031
Between 2 to 5 years	34,078,420	45,593,732
More than 5 years	-	2,635,922
<i>After one year (non-current)</i>	48,241,945	61,352,685
	61,403,766	71,605,955

The banking facilities of the Group and of the Company are secured by the following:

Bank overdrafts

The Group's bank overdrafts are secured by the following:

- (i) First party first legal charge over freehold lands and leasehold building as disclosed in Note 12;
- (ii) Legal charge over capital work-in-progress as disclosed in Note 12;
- (iii) Short term deposits pledged as disclosed in Note 23;
- (iv) Legal charge over the ordinary shares of a subsidiary owned by the Company as disclosed in Note 14;
- (v) Guarantee from the Company; and
- (vi) Joint and several guarantees by Directors of the Company and its subsidiary.

In the previous financial year, the Company's bank overdraft was secured by the following:

- (i) First party first legal charge over a freehold building of the Company as disclosed in Note 12;
- (ii) First party first legal charge over freehold lands of a subsidiary as disclosed in Note 12;
- (iii) Legal charge over the ordinary shares of a subsidiary owned by the Company as disclosed in Note 14; and
- (iv) Joint and several guarantees by Directors of the Company.

Notes to the Financial Statements (Cont'd)

31. BORROWINGS (SECURED) (CONT'D)

The banking facilities of the Group and of the Company are secured by the following: (Cont'd)

Bankers' acceptance

In the previous financial year, the Group's bankers' acceptance was secured by the following:

- (i) First party first legal charge over lands and buildings as disclosed in Note 12; and
- (ii) Short term deposits pledged as disclosed in Note 23; and
- (iii) Guarantee by the Company.

Term loans

The Group's and the Company's term loans are secured by:

- (i) Legal charges over office premises and lands and buildings as disclosed in Notes 11 and 12;
- (ii) Legal charges over capital work-in-progress as disclosed in Note 12; of which a property is in the process of being discharged upon settlement of borrowings;
- (iii) Legal charges over freehold land and buildings as disclosed in Note 12, the Group has disposed the buildings and the buildings are in the process of being discharged;
- (iv) Legal assignment over the Sale and Purchase Agreement of its inventories as disclosed in Note 13;
- (v) Short term deposits pledged as disclosed in Note 23;
- (vi) Legal charge over the ordinary shares of a subsidiary owned by the Company as disclosed in Note 14;
- (vii) Debenture of RM6,750,000 on fixed and floating assets of a subsidiary;
- (viii) Guarantee by the Company;
- (ix) Joint and several guarantees by Directors of the Company and its subsidiary; and
- (x) Corporate guarantee from a Directors' related company.

31. BORROWINGS (SECURED) (CONT'D)

The banking facilities of the Group and of the Company are secured by the following: (Cont'd)

Domestic recourse factoring

The Group's domestic recourse factoring are secured by:

- (i) Short term deposits pledged as disclosed in Note 23;
- (ii) Assignment of contract proceeds; and
- (iii) Joint and several guarantees by Directors of the Company and its subsidiary.

Revolving credit

The Group's revolving credit are secured by:

- (i) Short term deposits pledged as disclosed in Note 23;
- (ii) Legal charges over freehold land and buildings as disclosed in Note 12,
- (iii) Properties owned by a Directors' related company; and
- (iv) Joint and several guarantees by Directors of the Company and its subsidiary.

Short-term loan

The Group's short-term loan is secured by:

- (i) Legal charge over 85,000,000 ordinary shares of the Company with market value of not less than RM85,000,000; and
- (ii) Guarantee by the Company.

Notes to the Financial Statements (Cont'd)

32. LEASE LIABILITIES

	2025 RM	Group Restated 2024 RM
Minimum lease payments:		
Repayable within one year	36,111,265	39,485,888
Repayable between one and two years	24,030,944	32,894,451
Repayable between two and five years	19,288,553	36,359,837
Repayable more than five years	654,934	63,576
	80,085,696	108,803,752
Less: Future finance charges	(6,570,238)	(10,377,472)
Present value of minimum lease payments	73,515,458	98,426,280
Present value of lease payables		
Repayable within one year	32,632,383	34,704,961
Repayable between one and two years	21,876,970	29,748,901
Repayable between two and five years	18,414,902	33,909,473
Repayable more than five years	591,203	62,945
	73,515,458	98,426,280
Representing:		
Current portion	32,632,383	34,704,961
Non-current portion	40,883,075	63,721,319
	73,515,458	98,426,280

The effective interest rates of the lease liabilities ranging from 3.72% to 8.73% per annum (2024: 3.72% to 8.73%).

33. AMOUNTS DUE TO DIRECTORS

These amounts are non-trade in nature, unsecured, interest free advances which are repayable on demand.

Notes to the Financial Statements (Cont'd)

34. DIVIDENDS

	Dividend per ordinary share RM	Amount of dividend RM	Date of payment
2024			
Interim single tier dividend for the financial year 30 June 2024 to non-controlling interests by a subsidiary	5	1,500,000	15 May 2024

35. RELATED PARTY DISCLOSURES

(a) Identity related parties

For the purposes of these financial statements, parties are considered to be related to the Group and to the Company if the Group and the Company have the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Group has a related party relationship with Directors' related companies and key management personnel. The Company has related party relationship with its subsidiaries and key management personnel. Directors' related companies refer to companies in which certain Directors of the Company have substantial financial interests and/or are also Directors of the companies. The related party balances of the Group and the Company are disclosed in Notes 19, 20, 22, 29 and 33. The related party transactions of the Group and of the Company are shown below.

(b) Related party transactions

The related party transactions between the Group and the Company and their related parties during the financial year are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Transactions with subsidiaries:				
- Advances from	-	-	125,015,058	98,368,590
- Advances to	-	-	(222,751,018)	(171,085,006)
- Capital contribution	-	-	101,687,248	41,399,000
- Lease of premise	-	-	60,000	418,000
- Investment:				
- Cash consideration	-	-	(200)	(65,000,000)
- Shares consideration	-	-	-	(81,081,081)
- Repayment from	-	-	133,683,510	40,805,792
- Repayment to	-	-	(25,887,010)	(19,139,910)
- Rental income	-	-	-	(410,400)
- Sale of lands	-	-	-	(17,000,000)
- Dividend received	-	-	-	3,500,000

Notes to the Financial Statements (Cont'd)

35. RELATED PARTY DISCLOSURES (CONT'D)

(b) Related party transactions (Cont'd)

The related party transactions between the Group and the Company and their related parties during the financial year are as follows: (Cont'd)

	Group		Company	
	2025 RM	Restated 2024 RM	2025 RM	2024 RM
Transactions with Directors' related companies:				
<i>Operating activities</i>				
- Construction contract progress billing	(2,884,127)	(1,435,196)	-	-
- Construction contract progress billing - retention sum	(150,000)	-	-	-
- Progress billing - release retention	34,127	-	-	-
- Maintenance cost	240,000	8,092	-	-
- Management fee	360,000	-	-	-
- Sales of materials	-	(148,768)	-	-
- Purchase of material	13,317	-	-	-
- Lease of machinery	24,480,764	18,857,099	-	-
- Lease of premise	-	38,000	-	3,800
- Rental income	(100,000)	-	-	-
- Refundable deposit	(150,000)	-	-	-
- Repayment to	(22,437,753)	(26,227,014)	-	(3,800)
<i>Financing activities</i>				
- Repayment to	-	(38,121)	-	-
Transactions with Directors				
- Advances from	9,494,946	7,926,431	-	6,500,000
- Repayment to	(19,095,820)	-	(6,500,000)	-
- Lease of premise	42,900	-	-	-

Notes to the Financial Statements (Cont'd)

35. RELATED PARTY DISCLOSURES (CONT'D)

(c) Compensation of key management personnel

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly, including any Directors of the Company and its subsidiaries.

The remunerations paid by the Group and the Company to key management personnel during the financial year were as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors				
Fees	450,443	469,000	152,800	192,000
Salaries, bonus and other emoluments	5,525,951	4,883,026	4,500	9,600
Contributions to defined contribution plan	621,015	566,672	-	-
Social security contribution	19,957	15,791	-	-
	6,617,366	5,934,489	157,300	201,600
Estimated money value of benefits-in-kind ("BIK")	113,677	76,091	-	-
Total including estimated money value of BIK	6,731,043	6,010,580	157,300	201,600
Key management personnel:				
Salaries, bonus and other emoluments	821,600	719,318	-	-
Contributions to defined contribution plan	103,657	79,122	-	-
Social security contribution	4,061	1,660	-	-
	929,318	800,100	-	-
Estimated money value of benefits-in-kind ("BIK")	28,125	10,392	-	-
Total including estimated money value of BIK	957,443	810,492	-	-
Total remuneration	7,395,697	6,355,840	157,300	201,600

Notes to the Financial Statements (Cont'd)

36. CAPITAL COMMITMENT

The future capital commitment payable at the reporting date but not recognised as payable is as follows: -

	2025 RM	Group Restated 2024 RM
Approved and contracted for: -		
Acquisition of industrial machinery	6,845,853	-
Acquisition of double storey detached factory	-	4,663,355
Acquisition of semi-detached factories	2,199,776	-
Acquisition of ten individual land plots	7,848,642	15,697,282
Ongoing development of an industrial warehouse	178,805,029	-
	195,699,300	20,360,637

37. SEGMENTAL INFORMATION

Segment information is presented in respect of the Group's business segments. Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

For management purposes, the Group is organised into the following four (4) continuing operating segments:

- | | | |
|----------------------------------------------------------|---|---------------------------------------------------------|
| (i) Property development
- Continuing operations | - | Property development |
| (ii) Construction
- Continuing operations | - | Building and civil contractors |
| (iii) Warehouse and logistics
- Continuing operations | - | Warehouse and logistics |
| (iv) Trading - Discontinued operation | - | Trading and supply of hardware and all related products |
| (v) Others - Continuing operations | - | Investment and dormant company |

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

37. SEGMENTAL INFORMATION (CONT'D)

Segment revenue and results

Segment results represent profit or loss before finance costs and tax of the segment. Inter-segment transactions are entered in the ordinary course of business based on terms mutually agreed upon by the parties concerned.

(a) Reporting format

Segment assets and segment liabilities

The total of segment assets and segment liabilities are measured based on all assets and liabilities of a segment, as included in the internal management reports that are reviewed by the Chief Operating Decision Maker ("CODM").

(b) Allocation basis and transfers

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, liabilities and expenses.

Segment revenue, expenses and results include transfers between business segments. These transfers are eliminated on consolidation.

(c) Geographical information

No other segmental information such as geographical segment is presented as the Group is principally involved in the investment holding, property development, construction, trading of building materials and hardware and warehouse and logistics activities and operate from Malaysia only.

(d) Major customer information

The Group has 10 customers (2024: 10 customers) which contributed approximately RM243.85 million (2024: RM242.61 million) or 78% (2024: 75%) of the Group revenue during the financial year.

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below:

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
2025									
Revenue									
Sales to external customers	2,107,614	253,232,021	-	1,440,617	54,566,920	311,347,172		311,347,172	
Inter-segment sales	106,553,124	26,448,057	107,488,436	1,200,000	462,971	242,152,588	(242,152,588)	-	
Total revenue	108,660,738	279,680,078	107,488,436	2,640,617	55,029,891	553,499,760		311,347,172	
Segment (loss)/ profit before tax	(249,291)	20,656,463	(1,292,584)	74,738,367	(12,426,176)	81,426,779	(19,961,060)	61,465,719	
<i>Included in the measure of segment (loss)/ profit are:</i>									
Accretion of transaction costs	-	-	1,105,383	34,332	-	1,139,715		1,139,715	
Bad debt recovered	-	-	-	(351)	-	(351)		(351)	
Cost of sales (exclude depreciation)	97,241,634	202,480,287	105,295,753	774,780	44,818,896	450,611,350	(219,936,380)	230,674,970	

Notes to the Financial Statements
(Cont'd)**37. SEGMENTAL INFORMATION (CONT'D)**

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
2025									
Segment (loss)/ profit before tax (Cont'd)									
<i>Included in the measure of segment (loss)/ profit are:</i>									
<i>(Cont'd)</i>									
Depreciation of property, plant and equipment	-	18,476,798	-	-	-	-	18,476,798		18,476,798
- Cost of sales									
- Administrative expenses	766,269	3,005,592	38,111	59,083	760,491		4,629,546	(279,010)	4,350,536
Fair value adjustment on investment properties	-	-	-	(67,416,590)	-	-	(67,416,590)	1,531,259	(65,885,331)
Fair value adjustment on other investments	-	(15,465)	(15,188)	(75,615)	-	-	(106,268)		(106,268)
Forfeiture of deposit	-	-	-	(12,000)	-	-	(12,000)		(12,000)

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
2025									
Segment (loss)/ profit before tax (Cont'd)									
<i>Included in the measure of segment (loss)/ profit are: (Cont'd)</i>									
Gain on disposal of property, plant and equipment	-	(486,341)	-	-	-	(486,341)			(486,341)
Gain on disposal of investment properties	-	-	-	(3,000,000)	-	(3,000,000)			(3,000,000)
Gain on remeasurement of deferred other payables	(138,688)	-	-	-	-	(138,688)			(138,688)
Gain on sub-lease	-	-	(897,539)	-	-	(897,539)			(897,539)

Notes to the Financial Statements
(Cont'd)**37. SEGMENTAL INFORMATION (CONT'D)**

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
2025									
Segment (loss)/profit before tax (Cont'd)									
<i>Included in the measure of segment (loss)/profit are:</i>									
<i>(Cont'd)</i>									
Gain on termination of lease	-	-	-	-	293,034	-	293,034	-	293,034
- derecognition of right-of-use assets	-	-	-	-	(305,139)	-	(305,139)	-	(305,139)
- derecognition of lease liabilities	-	-	-	-	738,507	-	738,507	-	738,507
Impairment loss on trade receivables	-	-	-	-	-	-	-	-	-
Impairment loss on contract assets	(58,947)	858,912	(614,120)	(32,267)	(68,525)	-	858,912	858,912	858,912
Interest income	6,462,603	(802,172)	979,796	6,010,647	207,956	(1,576,031)	27,968,719	(1,576,031)	27,881,817
Interest expenses		14,307,717						(86,902)	

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
2025									
Segment (loss)/ profit before tax (Cont'd)									
<i>Included in the measure of segment (loss)/ profit are: (Cont'd)</i>									
Lease interest income	-	-	(1,739)	-	-	(1,739)			(1,739)
Loss on disposal of discontinued operation	-	-	-	-	15,361,815	15,361,815			15,361,815
Loss on remeasurement of deferred trade payables	434,870	-	-	-	-	434,870			434,870
Property, plant and equipment written off	-	662	-	-	-	662			662
Realised gain on foreign exchange	-	-	-	-	(2,016)	(2,016)			(2,016)

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
2025									
Segment (loss)/profit before tax (Cont'd)									
Included in the measure of segment (loss)/profit are:									
Reversal of Impairment losses on trade receivables	-	-	-	-	(900,661)	(900,661)			(900,661)
Tax expenses	(2,563,255)	7,330,274	27,393	2,416,306	754,131	7,964,849	(2,741,149)		5,223,700

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations			Discontinued operation		Total reportable segments RM	Adjustments and elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Trading RM	Others RM			
2025								
Segment assets	289,841,518	520,812,464	702,944,604	66,660,382	734,863,077	2,315,122,045	(803,822,447)	1,511,299,598
<i>Included in the measure of segment assets are:</i>								
Additions to non-current assets other than financial instruments and deferred tax assets	149,202,994	10,391,998	348,324,519	83,997	48,453,074	556,456,582	(102,996,833)	453,459,749
Segment liabilities	300,209,995	371,395,350	622,762,739	24,904,604	345,184,497	1,664,457,185	(442,391,065)	1,222,066,120

Notes to the Financial Statements
(Cont'd)**37. SEGMENTAL INFORMATION (CONT'D)**

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
Restated 2024 Revenue									
Sales to external customers	-	266,388,552	-	1,447,645	57,269,399	325,105,596			325,105,596
Inter-segment sales	33,586,804	38,323,047	13,012,109	21,218,000	723,652	106,863,612	(106,863,612)		-
Total revenue	33,586,804	304,711,599	13,012,109	22,665,645	57,993,051	431,969,208			325,105,596
Segment (loss)/ profit before tax	(1,771,757)	28,798,459	(793,524)	21,305,295	3,110,773	50,649,246	(18,323,840)		32,325,406
<i>Included in the measure of segment (loss)/ profit are:</i>									
Accretion of transaction costs	-	-	15,412	38,048	-	53,460			53,460
Bad debt written off	-	-	-	-	4,431	4,431	(4,431)		-
Cost of sales (exclude depreciation)	30,382,103	225,260,577	12,887,203	10,199,625	48,045,163	326,774,671	(86,031,905)		240,742,766

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
Restated 2024 Segment (loss)/ profit before tax (Cont'd)									
<i>Included in the measure of segment (loss)/ profit are:</i>									
Depreciation of property, plant and equipment	-	16,849,162	-	-	-	16,849,162			16,849,162
- Cost of sales									
- Administrative expenses	471,160	2,413,481	143	45,899	926,392	3,857,075	(646,233)		3,210,842
Fair value adjustment on investment properties	-	-	-	(18,961,595)	(10,000)	(18,971,595)			(18,971,595)
Fair value adjustment on other investments	-	(14,901)	-	(54,141)	-	(69,042)			(69,042)

Notes to the Financial Statements
(Cont'd)**37. SEGMENTAL INFORMATION (CONT'D)**

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
Restated 2024 Segment (loss)/ profit before tax (Cont'd)									
<i>Included in the measure of segment (loss)/ profit are: (Cont'd)</i>									
Gain on disposal of property, plant and equipment	(3,500)	(1,129,949)	-	-	(9,999)	(1,143,448)			(1,143,448)
Gain on disposal of investment properties	-	-	-	(1,200,000)	-	(1,200,000)			(1,200,000)
Gain on remeasurement of deferred other payables	(2,185,372)	-	-	-	-	(2,185,372)			(2,185,372)

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
Restated 2024 Segment (loss)/ profit before tax (Cont'd)									
<i>Included in the measure of segment (loss)/ profit are: (Cont'd)</i>									
Gain on termination of lease	-	-	-	-	223,534	223,534	223,534		223,534
- derecognition of right-of-use assets	-	-	-	-	(223,534)	(223,534)	(223,534)		(223,534)
- derecognition of lease liabilities	-	-	-	-	1,608,060	1,608,060	2,486,880		2,486,880
Impairment loss on trade receivables	(51,479)	(486,478)	-	878,820	(146,203)	(684,160)	(684,160)		(684,160)
Interest income	4,031,096	13,488,407	157,515	4,963,218	242,977	22,883,213	(71,019)		22,812,194
Interest expenses	-	-	-	-	(662)	(662)	(662)		(662)
Realised gain on foreign exchange	-	-	-	-	-	-	-		-

Notes to the Financial Statements
(Cont'd)**37. SEGMENTAL INFORMATION (CONT'D)**

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Total reportable segments RM	Adjustments and Elimination RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
Restated 2024 Segment (loss)/profit before tax (Cont'd)									
Included in the measure of segment (loss)/profit are:									
(Cont'd)									
Reversal of impairment losses on trade receivables	-	-	-	-	(2,259,825)	(2,259,825)			(2,259,825)
Reversal of impairment losses on investments in subsidiaries	-	-	-	(6,046,686)	-	(6,046,686)	6,046,686		-
Tax expenses	-	10,065,230	-	1,611,064	608,485	12,284,779	(1,188,274)		11,096,505

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation		Adjustments and Elimination RM	Total reportable segments RM	Group RM
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM				
Restated 2024									
Segment assets	241,103,783	554,550,647	200,954,609	569,573,531	63,035,697	1,629,218,267	(549,903,267)	1,079,315,000	
<i>Included in the measure of segment assets are:</i>									
Additions to non-current assets other than financial instruments and deferred tax assets	32,045,284	39,909,856	180,241,461	45,201,304	1,365,704	298,763,609	(107,454,408)	191,309,201	
Segment liabilities	253,786,224	492,361,979	171,319,930	233,037,548	23,461,427	1,173,967,108	(349,368,358)	824,598,750	

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Reconciliations of Group's reportable segment profit or loss, assets and liabilities are presented as below:

	2025 RM	Group 2024 RM
Segment profit	81,426,779	50,649,246
Dividend income	–	(3,500,000)
Inter-segment profit	(21,629,361)	(16,810,347)
Amortisation of contract cost	–	(521,360)
Depreciation of property, plant and equipment	279,010	646,233
Fair value adjustment on investment properties	(1,531,259)	–
Gain on disposal of land held for future development	–	7,811,595
Gain on derecognition of lease upon acquisition of a subsidiary	–	25,706
Interest expenses	86,902	71,019
Reversal of impairment loss on investment in subsidiaries	–	(6,046,686)
Group adjustment on loss on disposal of discontinued operation	2,833,648	–
Profit before tax	61,465,719	32,325,406
	2025 RM	Group 2024 RM
Segment assets	2,315,122,045	1,629,218,267
Investments in subsidiaries	(336,061,228)	(236,745,698)
Goodwill on consolidation	42,394,987	43,527,757
Inter-segment balances	(357,589,271)	(277,449,170)
Property, plant and equipment	13,235,216	(1,335,548)
Investment properties	(66,960,840)	(49,379,189)
Inventories	(9,375,953)	(26,142,497)
Contract assets	(13,153)	(1,872,507)
Other receivables	(1,561,592)	(488,500)
Tax recoverable	(1,874,835)	(17,915)
Non-current assets held for sale	(19,355,396)	–
Disposal of discontinued operation	(66,660,382)	–
Total assets	1,511,299,598	1,079,315,000

Notes to the Financial Statements (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

Reconciliations of Group's reportable segment profit or loss, assets and liabilities are presented as below: (Cont'd)

	2025 RM	Group 2024 RM
Segment liabilities	1,664,457,185	1,173,967,108
Inter-segment balances	(357,589,271)	(277,449,170)
Lease liabilities	(847,408)	(1,360,506)
Contract liabilities	(53,124,527)	(69,061,401)
Other payables	(488,499)	(488,498)
Deferred tax liabilities	(3,561,921)	(990,868)
Tax payable	(1,874,835)	(17,915)
Disposal of discontinued operation	(24,904,604)	-
Total liabilities	1,222,066,120	824,598,750

38. FINANCIAL INSTRUMENTS

Categories of financial instruments

The Group's and the Company's financial assets (excluding prepayments) and financial liabilities are all categorised as amortised costs respectively, except for other investments which is categorised as fair value through profit or loss as disclosed in Note 15.

Financial risk management objectives and policies

The Group's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's operations whilst managing the financial risks, including credit risk, interest risk, foreign currency risk and liquidity risk. The Group operates within clearly defined guidelines that are approved by the Board and the Group's policy is not to engage in speculative transactions.

The following sections provide details regarding the Group's and the Company's exposure to the abovementioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables (which consist of trade and other receivables) and contract assets. The Company's exposure to credit risk arises principally from loans and advances to subsidiaries and financial guarantees given to banks for credit facilities granted to subsidiaries. For other financial assets (including bank balances), the Group and the Company minimise credit risk by dealing cohesively with high credit rating counterparties. There are no significant changes as compared to prior year.

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit risk is minimised and monitored via strictly limiting the Group's associations to business partners with good credit rating. Credit evaluations are performed on all customers requiring credit over a certain amount. Normally financial guarantees given by shareholders or Directors of customers are obtained, and credit valuations are performed on customers requiring credit over a certain amount.

At each reporting date, the Group assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired receivables are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to write-off. Nevertheless, receivables that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous year.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from receivables is represented by the carrying amounts in the statements of financial position.

The Group receives personal guarantees from shareholders or Directors of customers in managing the exposure to credit risk. At the end of the reporting period, personal guarantees received by the Group amounted to RM6,024,140 (2024: RM13,734,140) in respect of RM3,423,177 (2024: RM7,534,771) trade receivables.

In addition, the Group's credit risk exposure in respect of trade receivables under leasing arrangements amounted to RM510,686 (2024: RM92,545). These receivables are collateralised by security deposits received from lessees or tenants amounting to RM1,198,544 (2024: RM180,380), which serve as security in the event of default in payment.

The remaining balance of trade receivables are not secured by any collateral or supported by any other credit enhancement.

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Concentration of credit risk

The Group determines concentration of credit risk by monitoring the profiles of its receivables on an ongoing basis.

As at 30 June 2025, total amount due from the top ten trade debtors represents approximately 91% (2024: 64%) of the total net trade receivables of the Group.

Recognition and measurement of impairment loss

Trade receivables and contract assets from property development segment ("collateralised receivables")

The Group recognises a loss allowance for expected credit losses on a financial asset that is measured as receivable and a contract asset if the credit risk on that financial instrument has increased significantly since initial recognition. The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition as the trade receivables and contract assets are determined to have low credit risk at the reporting date.

For the purposes of measuring expected credit losses, the estimate of expected cash shortfalls shall reflect the cash flows expected from collateral and other credit enhancements that are part of the contractual terms and are not recognised separately by the Group. The estimate of expected cash shortfalls on a collateralised financial instrument reflects the amount and timing of cash flows that are expected from foreclosure on the collateral less the costs of obtaining and selling the collateral, irrespective of whether foreclosure is probable (i.e. the estimate of expected cash flows considers the probability of a foreclosure and the cash flows that would result from it).

The Group has possession of the legal rights to the properties sold and lands developed by its subsidiary and this is deemed serve as a collateral and in the event of defaults by the purchaser, the expected cash shortfall from selling the collateral less the cost of obtaining and selling the collateral is immaterial.

Trade receivables and contract assets from construction contract segment ("non-collateralised receivables")

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances and to ensure that receivables that are neither past due nor impaired are stated at their realisable values. Any receivables having significant balances past due more than 180 days, which are deemed to have higher credit risk, are monitored individually.

In determining the recoverability of these receivables, the Group considers any change in the credit quality of the receivables from the date the credit was initially granted up to the reporting date. Receivables are monitored on a going concern basis via Group's management reporting procedures and action will be taken for long outstanding debt.

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Recognition and measurement of impairment loss (Cont'd)

Trade receivables from trading segment ("non-collateralised receivables")

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances and to ensure that receivables that are neither past due nor impaired are stated at their realisable values.

The Group has applied the simplified approach in MFRS 9 to measure the loss allowance at lifetime expected credit losses. The Group assesses impairment of trade receivables on individual and collective basis.

For individual assessment, it is due to different credit risk characteristics and these debtors can be individually managed by the Group in an effective and efficient manner. The Group has reasonable and supportable information available to assess the impairment individually.

For collective assessment, the Group determines the expected credit losses by using a provision matrix for collective assessed receivables which are grouped together based on shared credit risk characteristics and similar types of contracts which have similar risk characteristics.

Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency.

Loss rates are based on actual credit loss experienced over the prior years and are adjusted to reflect the alternative forward-looking information. The Group also considers differences between (a) economic conditions during the period over which the historic data has been collected, (b) current conditions and (c) the Group's view of economic conditions over the expected lives of the receivables.

Any receivables having significant balances past due more than 300 days from different customer profiles are deemed to have higher credit risk. The Group has subsequently recognised a loss allowance of 100% against all receivables after 300 days (credit-impaired) because historical experience has indicated that these receivables are generally not recoverable.

The Group will initiate appropriate debt recovery procedures on past due balances which are monitored by the management team. Where necessary, the Group will also commence legal proceeding against the customers.

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Impairment losses

The following table provides information about the exposure to credit risk and ECL for trade receivables and contract assets as at the reporting date which are grouped together as they are expected to have similar risk nature.

	Gross RM	Loss Allowances RM	Net RM
2025			
Trade receivables Not past due	40,457,852	–	40,457,852
Past due:			
Less than 30 days	6,459,895	–	6,459,895
31 to 60 days	1,389,366	–	1,389,366
61 to 90 days	18,177,105	–	18,177,105
91 to 120 days	1,676,678	–	1,676,678
More than 120 days	8,120,802	–	8,120,802
	35,823,846	–	35,823,846
Credit impaired: More than 120 days	878,820	(878,820)	–
Trade receivables, net	77,160,518	(878,820)	76,281,698
Retention sum held by contract customers	47,766,754	–	47,766,754
Contract assets	199,892,478	(858,912)	199,033,566
	324,819,750	(1,737,732)	323,082,018

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Impairment losses (Cont'd)

The following table provides information about the exposure to credit risk and ECL for trade receivables and contract assets as at the reporting date which are grouped together as they are expected to have similar risk nature. (Cont'd)

	Gross RM	Loss Allowances RM	Net RM
2024			
Trade receivables			
Not past due	11,558,064	(4,088)	11,553,976
Past due:			
Less than 30 days	7,878,723	(4,765)	7,873,958
31 to 60 days	5,437,575	(4,701)	5,432,874
61 to 90 days	3,460,135	(39,772)	3,420,363
91 to 120 days	3,564,442	(46,287)	3,518,155
More than 120 days	12,221,255	(174,161)	12,047,094
	32,562,130	(269,686)	32,292,444
Credit impaired:			
More than 120 days	4,801,876	(4,801,876)	-
Trade receivables, net	48,922,070	(5,075,650)	43,846,420
Retention sum held by contract customers	38,550,669	-	38,550,669
Contract assets	239,012,460	-	239,012,460
	326,485,199	(5,075,650)	321,409,549

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Credit impaired

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that are in significant financial difficulties and have defaulted on payments, the assessment of which commences from debts past due more than 300 days, depending on the risk profiles of the respective debtors. These receivables are not secured by any collateral or credit enhancements.

Receivables for which an impairment provision was recognised were written off against the provision when there was no expectation of recovering additional cash.

In the previous financial year, there were eight debtors of the Group with credit impaired risk on total debt outstanding amounted to RM588,604 have been renegotiated with the Group by way of 3 to 12-month repayment plan respectively, within the next financial year end. The Group has assessed one debtor individually and recognised a loss allowance of RM158,250 or 50% against its total outstanding of RM316,500, whilst the remaining seven debtors are assessed collectively and recognised a loss allowance of RM136,053 or 50% against its total outstanding of RM272,104.

As at 30 June 2025, the Group recognised impairment loss of RM858,912 (2024: RM Nil) due to prolonged certificate payment holds by the customers.

The movements in the allowance of impairment loss in respect of trade receivables and contract assets during the financial year are shown in Notes 20 and 21.

Receivables that are not past due nor impaired

Property development segment

Trade receivables that are neither past due nor impaired comprise property purchasers mostly are with end financing facilities from reputable end-financiers whilst the others are creditworthy debtors with good payment records.

Construction contract and trading segment

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records and mostly are regular customers that have been transacting with the Group.

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Receivables that are past due but not impaired

Property development segment

Trade receivables that are past due but not impaired are secured in nature and comprise property purchasers mostly are with end financing facilities from reputable end-financiers whilst the others are creditworthy debtors with good payment records. The Directors are of the opinion that these debts should be realisable in full without material losses in the ordinary course of business.

Construction contract and trading segment

These trade receivables relate mostly to customers with slower repayment patterns, for whom there is no history of default. The Group has not provided for impairment for these trade receivables as there has been no significant changes in their credit quality and the amounts are still considered recoverable.

As at 30 June 2025, a debtor of the Group with total debt outstanding amounted to RM15,308,014 (2024: RM4,579,106) has been renegotiated with the Group by way of 4 months (2024: 12 months) repayment plan within the next financial year end. Subsequent to the financial year end, the outstanding amount has been fully collected up to the date of approval of these financial statements.

Cash and cash equivalents

The cash and cash equivalents are held with banks and financial institutions. As at the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position. These banks and financial institutions have low credit risks. Hence, a loss allowance is not necessary.

Other receivables and deposits

Other receivables are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month expected credit losses which reflects the low credit risk of the exposures. As at the end of the reporting period, the Group and the Company did not recognise any allowance for impairment losses.

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Financial guarantees

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured financial guarantees to financial institutions and third-party suppliers in respect of banking facilities and credit limit granted. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries to financial institution and suppliers.

Exposure to credit risk, credit quality and collateral

The maximum exposure to credit risk of the Company amounted to RM557,177,384 (2024: RM320,176,355) representing the outstanding banking facilities of the subsidiaries and suppliers' balances as at the end of the reporting period.

The financial guarantees are provided as credit enhancements to the subsidiaries' secured loans.

Recognition and measurement of impairment loss

The Company assumes that there is a significant increase in credit risk when the subsidiary's financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when:

- The subsidiaries are unlikely to repay its credit obligations to the bank in full; or
- The subsidiaries are continuously loss making and is having a deficit in shareholders' fund.

The Company determines the probability of default of the guaranteed loans individually using internal information available. As at the end of the reporting period, there was no indication that the subsidiaries which were granted the loan facilities (Note 31) would default on repayment. Hence, the financial guarantee granted by the Company has not been recognised since the fair value on initial recognition was not material.

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Amounts due from subsidiaries

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured loans and advances to its subsidiaries. The Company monitors the ability of the subsidiaries to repay the loans and advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position. Loans and advances provided are not secured by any collateral.

Recognition and measurement of impairment loss

Intercompany loans between entities within the Group are repayable on demand. For loans that are repayable on demand, expected credit losses are assessed based on the assumption that repayment of the loans is demanded at the reporting date.

The Company assumes that there is a significant increase in credit risk when subsidiaries' financial positions deteriorate significantly. As the Company is able to determine the timing of payments of the subsidiaries' loans and advances when they are payable, the Company considers subsidiaries loans or advances to be credit impaired when the subsidiaries are unlikely to repay the loans or advances to the Company in full given insufficient highly liquid resources when the loans are demanded.

The Company determines the probability of default for these loans and advances individually using internal information available.

As at the reporting date, there were no indications of impairment loss in respect of amounts due from subsidiaries.

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises mainly from interest-bearing financial liabilities.

In respect of interest-earning financial liabilities, the effective interest rates at the reporting date, in which they reprice or mature, whichever is earlier are disclosed in Note 31.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Floating rate instruments:				
Financial liabilities:				
Bank overdrafts	(16,063,844)	(1,820,048)	-	(367,313)
Bankers' acceptance	-	(840,630)	-	-
Domestic recourse factoring and invoice financing	(95,583,381)	(71,530,891)	-	-
Revolving credit	(7,875,000)	(3,000,000)	-	-
Short-term loan	(40,000,000)	-	-	-
Term loans	(391,770,366)	(271,774,878)	(61,403,766)	(71,605,955)
	(551,292,591)	(348,966,447)	(61,403,766)	(71,973,268)

Interest rate risk sensitivity analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates as at the end of the reporting period, with all other variables held constant.

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Effects on profit after tax/equity				
Increase of 100 basis points	(4,189,824)	(2,652,145)	(466,669)	(546,997)
Decrease of 100 basis points	4,189,824	2,652,145	466,669	546,997

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value of cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

In the previous financial year, the Group was exposed to foreign currency risk on purchases that are denominated in a currency other than functional currency of the Group. The currency giving rise to this risk is primarily Renminbi ("RMB") and United States Dollar ("USD").

Foreign exchange exposures in transactional currency other than functional currency of the Group is kept to an acceptable level.

The Group's significant exposure to foreign currency (a currency which is other than functional currency of the Group) risk, based on carrying amounts as at end of the reporting period was: -

	2025 RM	Group	2024 RM
Denominated in RMB			
Trade payable	-		61,916
Denominated in USD			
Trade payable	-		17,003

However, the Group does not have significant exposure to foreign currency (a currency which is other than functional currency of the Group) risk.

(d) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations associated with financial liabilities. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through use of stand-by credit facilities and perpetual securities.

The unutilised credit facilities made available to the Group and the Company as at 30 June 2025 amounting to RM545,179,125 and RM2,000,000 (2024: RM202,936,849 and RM1,632,687) respectively. In addition, the Group has available room for additional equity funding of RM495,000,000 through perpetual securities programme.

The Group's and the Company's liquidity risk management policy is to manage their debt maturity profile, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. In addition, the Group and the Company maintain sufficient levels of cash and available banking facilities at a reasonable level to their overall debt position to meet their working capital requirement.

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(d) Liquidity risk (Cont'd)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the financial year based on contractual undiscounted repayment obligations:

	Carrying amount RM	Contractual cash flows RM	Contractual Cash Flows			
			On demand or within 1 year RM	Between 1 to 2 years RM	Between 2 to 5 years RM	More than 5 years RM
Group 2025						
Trade payables	329,415,369	350,101,934	140,961,103	97,421,776	111,719,055	-
Other payables	252,461,254	110,418,364	62,871,336	1,002,164	8,332,000	38,212,864
Amounts due to Directors	520,557	520,557	520,557	-	-	-
Borrowings:						
- Bank overdrafts	16,063,844	16,063,844	16,063,844	-	-	-
- Domestic recourse factoring and invoice financing	95,583,381	96,456,004	96,456,004	-	-	-
- Revolving credit	7,875,000	7,875,000	7,875,000	-	-	-
- Short-term loan	40,000,000	44,002,192	44,002,192	-	-	-
- Term loans	391,770,366	576,053,852	40,670,776	44,413,729	122,583,653	368,385,694
Lease liabilities	73,515,458	80,085,696	36,111,265	24,030,944	19,288,553	654,934
	1,207,205,229	1,281,577,443	445,532,077	166,868,613	261,923,261	407,253,492

Notes to the Financial Statements
(Cont'd)**38. FINANCIAL INSTRUMENTS (CONT'D)****Financial risk management objectives and policies (Cont'd)****(d) Liquidity risk (Cont'd)**

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the financial year based on contractual undiscounted repayment obligations: (Cont'd)

Group	Carrying amount	Contractual cash flows	Contractual Cash Flows			
			On demand or within 1 year	Between 1 to 2 years	Between 2 to 5 years	More than 5 years
Restated 2024	RM	RM	RM	RM	RM	RM
Trade payables	318,077,875	343,338,490	172,257,657	37,238,989	133,841,844	-
Other payables	29,093,347	30,646,206	20,639,342	1,000,000	8,000,000	1,006,864
Amounts due to Directors	11,621,431	11,621,431	11,621,431	-	-	-
Borrowings:						
- Bank overdrafts	1,820,048	1,820,048	1,820,048	-	-	-
- Bankers' acceptance	840,630	883,922	883,922	-	-	-
- Domestic recourse factoring and invoice financing	71,530,891	72,331,428	72,331,428	-	-	-
- Revolving credit	3,000,000	3,000,000	3,000,000	-	-	-
- Term loans	271,774,878	399,064,583	31,708,795	36,748,147	127,717,537	202,890,104
Lease liabilities	98,426,280	108,803,752	39,485,888	32,894,451	36,359,837	63,576
	806,185,380	971,509,860	353,748,511	107,881,587	305,919,218	203,960,544

Notes to the Financial Statements (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(d) Liquidity risk (Cont'd)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the financial year based on contractual undiscounted repayment obligations: (Cont'd)

	Carrying amount RM	Contractual cash flows RM	Contractual Cash Flows			
			On demand or within 1 year RM	Between 1 to 2 years RM	Between 2 to 5 years RM	More than 5 years RM
Company						
2025						
Other payables	1,298,680	1,298,680	1,298,680	-	-	-
Amounts due to subsidiaries	172,674,492	172,674,492	172,674,492	-	-	-
Borrowings:						
- Term loans	61,403,766	71,587,697	17,301,734	17,287,584	36,998,379	-
Financial guarantee *	557,177,384	566,968,019	538,386,154	1,848,581	5,385,947	21,347,337
	792,554,322	812,528,888	729,661,060	19,136,165	42,384,326	21,347,337
2024						
Other payables	453,853	453,853	453,853	-	-	-
Amounts due to Directors	6,500,000	6,500,000	6,500,000	-	-	-
Amounts due to subsidiaries	79,228,680	79,228,680	79,228,680	-	-	-
Borrowings:						
- Bank overdrafts	367,313	367,313	367,313	-	-	-
- Term loans	71,605,955	87,291,836	15,430,229	17,399,159	51,809,793	2,652,655
Financial guarantee *	320,176,355	327,808,025	304,702,517	1,527,453	5,242,643	16,335,412
	478,332,156	501,649,707	406,682,592	18,926,612	57,052,436	18,988,067

* This liquidity risk exposure is included for illustration purpose only as the related financial guarantees have not crystallised.

39. FAIR VALUE INFORMATION

Assets and liabilities carried at fair value

The fair value measurement hierarchies used to measure non-financial assets and financial assets at fair values in the statements of financial position are disclosed in Notes 12 and 15.

There were no material transfers between Level 1, Level 2 and Level 3 during the financial year.

Financial instrument other than those carried at fair value

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of financial assets and financial liabilities approximate their fair values due to relatively short-term nature of these financial instruments and insignificant impact of discounting.

The carrying amount of long-term floating rate loans approximates its fair value as the loans will be repriced to market interest rate on or near reporting date.

40. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a healthy capital ratio in order to support its business and maximise shareholders' value.

The Group manages its capital structure to safeguard its ability to continue as a going concern in order to maintain investor, creditors and market confidence and to sustain future business development. The Group's overall strategy remains unchanged from the previous financial year.

The Group monitors capital using debt-to-equity ratio which is the debt divided by total equity. Debt includes borrowings whilst total equity is equity attributable to Owners of the Company.

Under the terms of the major borrowing facilities, the Group is required to comply with the following financial covenant: -

- (i) Gearing ratio (Borrowings divided by Equity attributable to the Owners of the Company) of the Group to be capped at 2.0 times.

The Group is in compliance with all externally imposed capital requirements as mentioned above. As at 30 June 2025, the gearing ratio of the Group was at 1.94 times (2024: 1.44 times).

The Company is not subject to any externally imposed capital requirements.

Notes to the Financial Statements (Cont'd)

40. CAPITAL MANAGEMENT (CONT'D)

The debt-to-equity ratio as at the end of the reporting period was as follows:

	2025 RM	Group 2024 RM
Borrowings (Note 31)	551,292,591	348,966,447
Equity attributable to the Owners of the Company, representing total capital	284,119,546	242,975,058
Debt-to-equity ratio (%)	194%	144%

41. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with current year's presentation:

	As previously reported RM	As reclassified RM
Group		
Statements of Comprehensive Income		
Impairment loss on financial assets and contract assets	-	878,820
Other expenses	3,491,263	2,612,443
Statements of Financial Position		
Non-current liabilities		
Other payables	7,447,141	8,454,005
Lease liabilities	62,810,625	63,721,319
Current liabilities		
Other payables	21,646,206	20,639,342
Lease liabilities	35,615,655	34,704,961

Notes to the Financial Statements (Cont'd)

41. COMPARATIVE FIGURES (CONT'D)

Certain comparative figures have been reclassified to conform with current year's presentation:
(Cont'd)

	As previously reported RM	As reclassified RM
Group (Cont'd)		
Statements of Cash Flows		
Cash Flows from Operating Activities		
Adjustments for:-		
Fair value adjustments on other investments	(14,901)	(69,042)
<hr/>		
Changes in working capital		
Payables	1,175,270	(1,043,730)
<hr/>		
Cash Flows from Investing Activities		
Placement of pledged deposits	(5,436,215)	-
Investment in unquoted instruments	(2,474,381)	(2,420,240)
Purchase of property, plant and equipment	(4,624,969)	(2,405,969)
<hr/>		
Cash Flows from Financing Activities		
Placement of pledged deposits	-	(5,436,215)
<hr/>		
Company		
Statement of Cash Flows		
Cash Flows from Operating Activities		
Adjustments for:-		
Fair value adjustments on other investments	-	(54,141)
<hr/>		
Cash Flows from Investing Activities		
Investment in unquoted instruments	(1,486,310)	(1,432,169)
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Notes to the Financial Statements (Cont'd)

42. EVENTS SUBSEQUENT TO THE END OF FINANCIAL YEAR

Proposed acquisition of freehold land

On 18 July 2025, the Group via its direct wholly-owned subsidiary HUB 2 entered into eight (8) separate Sale and Purchase Agreements with Koperasi Kakitangan Bank Rakyat Berhad for the acquisition of eight (8) parcels of freehold land for a total cash consideration of RM60 million.

Incorporation of a subsidiary

On 4 September 2025, the Company incorporated a new wholly-owned subsidiary in Malaysia with the name of PTT Synexis Sdn. Bhd. comprising 2 ordinary shares for a cash consideration of RM2.

Framework Agreement

On 22 September 2025, the Company entered into a Framework Agreement with OMH (Shandong) Co., Ltd. and AUBO (Shandong) Robotics Technology Co., Ltd. to formally express their respective willingness to cooperate and to establish a cooperative framework for the development of an automated warehousing facility of approximately two (2) million pallet positions in Malaysia.

On 23 September 2025, the Company entered into a Framework Agreement with China Shandong International Malaysia Sdn. Bhd. ("CSI") to formally express their respective intentions and to establish a framework for cooperation and collaboration for the development of approximately two (2) million pallet positions of automated warehousing facilities in Malaysia and appointment of CSI as the Engineering, Procurement, Construction and Commissioning contractor to undertake the complete construction solution for the automated warehouses.

GROUP'S MATERIAL PROPERTIES

AS AT 30 JUNE 2025

Title/Location	Description	Tenure	Age of Building	Land Area/ Built Up Area	Net Book/ Fair Value (RM'000)	Existing Use	Date of Revaluation/ Acquisition
PTT SYNERGY GROUP BERHAD							
No. 63-1A, 1B & 1C, Jalan Anggerik Vanilla T31/T, Kota Kemuning, Section 31, 40460 Shah Alam, Selangor Darul Ehsan	1st Floor of a Six Storey Shop-office	Freehold	25	6,287 sq ft	2,190	Vacant	Revalued on 31-12-2020 Updated valuation on 30-06-2025
No. 63-G, Jalan Anggerik Vanilla T31/T, Kota Kemuning, Section 31, 40460 Shah Alam, Selangor Darul Ehsan	Ground Floor of a Six Storey Shop-office	Freehold	25	6,358 sq ft	4,000	Vacant	Revalued on 31-12-2020 Updated valuation on 30-06-2025
PTT PROPERTY SDN. BHD.							
Unit No: 1C, Lot 15, No. 8, Jalan Cipta Serenia 8, Pusat Perindustrian Serenia, Bandar Serenia, 43900 Sepang, Selangor Darul Ehsan H.S.(D). No. 59968, P.T. No. 72265, Mukim of Dengkil, District of Sepang, Selangor Darul Ehsan * The property acquisition price was RM10.999 million, and as capital work in progress as at 30 June 2025.	Semi- detached factory	Freehold	-	2,633.40 sq metres/ 17,608 sq ft	8,229	Vacant	Acquired on 20-09-2024
Unit No: 1C, Lot 16, No. 10, Jalan Cipta Serenia 8, Pusat Perindustrian Serenia, Bandar Serenia, 43900 Sepang, Selangor Darul Ehsan H.S.(D). No. 59969, P.T. No. 72266, Mukim of Dengkil, District of Sepang, Selangor Darul Ehsan * The property acquisition price was RM10.999 million, and as capital work in progress as at 30 June 2025.	Semi- detached factory	Freehold	-	2,633.40 sq metres/ 17,608 sq ft	8,207	Vacant	Acquired on 11-11-2024
Ten (10) individual plots comprised in a freehold land held under H.S.(D). 13683, PTD 14020, Mukim Jeram Batu, Daerah Pontian, Johor Darul Ta'zim * The property acquisition price was RM43.6 million (land cost), of which the developer's obligation has yet to be satisfied as at 30 June 2025.	Converted Vacant Land	Freehold	-	20.2 Acres	64,179	Vacant	Acquired on 29-10-2021

Group's Material Properties (Cont'd)

Title/Location	Description	Tenure	Age of Building	Land Area/ Built Up Area	Net Book/ Fair Value (RM'000)	Existing Use	Date of Revaluation/ Acquisition
PTT ASSETS SDN. BHD.							
H.S.(D). No. 165674, P.T. No. 84376, Mukim of Kapar, District of Klang, Selangor Darul Ehsan 16, Jalan Inai 2D/KU5, Bandar Bukit Raja, Klang, Selangor Darul Ehsan	Double storey detached factory	Freehold	0.5	20,197 sq ft	14,000	Tenanted	Acquired on 15-04-2022 Revalued on 17-03-2025
H.S.(D). No. 165675, P.T. No. 84377, Mukim of Kapar, District of Klang, Selangor Darul Ehsan 16, Jalan Inai 2D/KU5, Bandar Bukit Raja, Klang, Selangor Darul Ehsan	Double storey detached factory	Freehold	0.5	20,197 sq ft	15,000	Tenanted	Acquired on 29-12-2022 Revalued on 06-02-2025
Geran 202693 to Geran 202870 (inclusive), Geran 202928 to Geran 202945 (inclusive), Geran 203002 to Geran 203176 (inclusive), Geran 203205 to Geran 203851 (inclusive), and Geran 203955 to Geran 203967 (inclusive), Lot 1777 to Lot 1954 (inclusive), Lot 211 to Lot 2028 (inclusive), Lot 2085 to Lot 2258 (inclusive), Lot 2287 to Lot 2933 (inclusive), and Lot 3037 to Lot 3049 (inclusive) respectively town of Kulim, District of Kulim, Kedah Darul Aman	Converted Vacant Land	Freehold	-	125 Acres	42,000	Vacant	Acquired on 07-05-2003 Revalued on 06-02-2025
PROTT SDN. BHD. (FORMERLY KNOWN AS PROJEK TETAP TEGUH SDN. BHD.)							
Title No. GRN 40425, Lot 386 & GM 223, Lot 481, Locality of Sg. Bakap, Mukim 12, District Seberang Perai Selatan, Pulau Pinang - Title No. GRN 40425, Lot 386 - Title No. GM 223, Lot 481 * The land acquisition price was RM70.56 million, and as capital work in progress as at 30 June 2025.	Land	Freehold	-	65,287.1185 sq meters 7,544.149 sq meters	312,229	Tenanted	Acquired on 10-10-2023

Group's Material Properties (Cont'd)

Title/Location	Description	Tenure	Age of Building	Land Area/ Built Up Area	Net Book/ Fair Value (RM'000)	Existing Use	Date of Revaluation/ Acquisition
PEMBINAAN TETAP TEGUH SDN. BHD.							
Lot 848, 849, 851, Mukim Hulu Berang, Daerah Hulu Terengganu, Bukit Pa'Rahmat, Terengganu Darul Iman	Agriculture land	Freehold	-	3,6725 hectares	3,250	Vacant	Acquired on 30-03-2016 Updated valuation on 30-06-2025
Geran Mukim 70, Lot 848, Mukim Hulu Berang, Terengganu Darul Iman				3,7332 hectares			
Geran Mukim 71, Lot 849, Mukim Hulu Berang, Terengganu Darul Iman				3,885 hectares			
Geran Mukim 72, Lot 851, Mukim Hulu Berang, Terengganu Darul Iman							
Block 1A, Space U8 - Blok 1A-1(G-2), Space U8, No. 6 Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan - Blok 1A-1-3, Space U8, No. 6 Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan	Shoplot	Freehold	14	5,494 sq metres 2,058 sq metres	55,000	Main parcel - tenanted Part accessory - tenanted	Acquired on 07-09-2020 Revalued on 30-06-2025
Block 2A, Space U8 No. 6 Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan	Shoplot	Freehold	14	4,444 sq metres 3,539 sq metres	20,320 7,231	Part - tenanted Corporate Office	Acquired on 07-09-2020 Revalued on 30-06-2025
Car Park Space U8 Basement and Sub-Basement, Space U8, No. 6 Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan	Parking Bay	Freehold	14	30,335 sq metres	21,000	Common parking	Acquired on 07-09-2020 Revalued on 30-6-2025

Group's Material Properties (Cont'd)

Title/Location	Description	Tenure	Age of Building	Land Area/ Built Up Area	Net Book/ Fair Value (RM'000)	Existing Use	Date of Revaluation/ Acquisition
PEMBINAAN TETAP TEGUH SDN. BHD. (CONT'D)							
Unit SC-CU-1(c)/13, No. 2A, Jalan Cipta Serenia 8, Pusat Perindustrian Serenia, Bandar Serenia, 43900 Sepang, Selangor Darul Ehsan H.S.(D). No. 59966, P.T. No. 72263, Mukim of Dengkil, District of Sepang, Selangor Darul Ehsan	Semi-detached factory	Freehold	-	2,633.40 sq metres/ 17,608 sq ft	8,213	Vacant	Acquired on 17-07-2024
* The property acquisition price was RM10.999 million, and as capital work in progress as at 30 June 2025.							
Unit SC-CU-1(c)/14, No. 6, Jalan Cipta Serenia 8, Pusat Perindustrian Serenia, Bandar Serenia, 43900 Sepang, Selangor Darul Ehsan H.S.(D). No. 59967, P.T. No. 72264, Mukim of Dengkil, District of Sepang, Selangor Darul Ehsan	Semi-detached factory	Freehold	-	2,633.40 sq metres/ 17,608 sq ft	8,214	Vacant	Acquired on 17-07-2024
* The property acquisition price was RM10.999 million, and as capital work in progress as at 30 June 2025.							

ANALYSIS OF SHAREHOLDINGS

AS AT 2 OCTOBER 2025

Class of Securities	:	Ordinary Shares
Total Number of Holders	:	1,458
Voting Rights	:	One (1) vote per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares Held	%
1 – 99	287	19.68	15,615	0.00
100 – 1,000	219	15.02	68,415	0.02
1,001 – 10,000	610	41.84	2,409,948	0.56
10,001 – 100,000	197	13.51	6,610,228	1.53
100,001 – 21,608,107 (*)	142	9.74	242,825,858	56.19
21,608,108 and above (**)	3	0.21	180,232,098	41.70
TOTAL	1,458	100.00	432,162,162	100.00

Remarks: * Less than 5% of Issued Shares
 ** 5% and above of Issued Shares

DIRECTORS' SHAREHOLDINGS

The Directors' Shareholdings of PTT Synergy Group Berhad based on the Register of Directors' Shareholdings of the Company as at 2 October 2025 are as follows:

Directors	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Dato' Abd Rahim bin Jaafar	–	–	194,632,098 ⁽¹⁾	45.04
Teo Swee Leng	9,049,240	2.09	194,632,098 ⁽¹⁾	45.04
Teo Swee Phin	64,990,624	15.04	194,632,098 ⁽¹⁾	45.04
Tang Choi Peng	1,500,000	0.35	–	–
Datin Ng Fong Shiang	–	–	–	–
Dato' Mahamed bin Hussain	–	–	–	–
Datuk Ir. Ruslan bin Abdul Aziz	–	–	–	–
Toh Seng Thong	–	–	–	–

Note:

⁽¹⁾ Deemed interested by virtue of his interests in Aim Tetap Teguh Group Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

Analysis of Shareholdings (Cont'd)

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

The names of the substantial shareholders of PTT Synergy Group Berhad and their respective shareholdings based on the Register of Substantial Shareholders of the Company as at 2 October 2025 are as follows:

Substantial Shareholders	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Aim Tetap Teguh Group Sdn. Bhd.	194,632,098	45.04	–	–
Dato' Abd Rahim bin Jaafar	–	–	194,632,098 ⁽¹⁾	45.04
Teo Swee Leng	9,049,240	2.09	194,632,098 ⁽¹⁾	45.04
Teo Swee Phin	64,990,624	15.04	194,632,098 ⁽¹⁾	45.04

Note:

⁽¹⁾ Deemed interested by virtue of his interests in Aim Tetap Teguh Group Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS

No.	Name of Shareholders	No. of Shares	%
1.	RHB NOMINEES (TEMPATAN) SDN. BHD. OSK CAPITAL SDN. BHD. FOR AIM TETAP TEGUH GROUP SDN. BHD.	85,000,000	19.67
2.	AIM TETAP TEGUH GROUP SDN. BHD.	62,480,098	14.46
3.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR AIM TETAP TEGUH GROUP SDN. BHD.	32,752,000	7.58
4.	AMANAH RAYA BERHAD	20,000,000	4.63
5.	MBSB INVESTMENT NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	17,411,152	4.03
6.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	14,276,972	3.30
7.	NG CHIN HOE	11,648,428	2.70
8.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	10,200,000	2.36

Analysis of Shareholdings (Cont'd)

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS (CONT'D)

No.	Name of Shareholders	No. of Shares	%
9.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	9,225,000	2.13
10.	TEO SWEE LENG	9,049,240	2.09
11.	NG HUEY HIAN	8,796,066	2.04
12.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	6,900,000	1.60
13.	TA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	6,500,000	1.50
14.	DATO' PAUL LIM TAU ERN	6,226,800	1.44
15.	NG HUEY KUN	4,923,200	1.14
16.	PHILLIP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ENRICH SIGNATURE SDN. BHD.	4,869,700	1.13
17.	TAN AH MOI	4,803,600	1.11
18.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KHOR KEN YEON	4,506,000	1.04
19.	PHILLIP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR FRAZEL GROUP SDN. BHD.	4,300,000	1.00
20.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR CHIAU HAW CHOON	4,025,800	0.93
21.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIANG TIAN KIAT	3,803,000	0.88
22.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM KIAN HIN	3,662,800	0.85
23.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHENG HOCK KIONG	3,306,300	0.77
24.	PHILLIP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR DATO' YAP FOOK CHOY	3,300,000	0.76

Analysis of Shareholdings (Cont'd)

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS (CONT'D)

No.	Name of Shareholders	No. of Shares	%
25.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR OOI CHEN SENG	3,187,800	0.74
26.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIAU HAW CHOON	3,117,400	0.72
27.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR DATO' PAUL LIM TAU ERN	3,000,000	0.69
28.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP PROPERTY BERHAD	2,644,200	0.61
29.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR LEE HAI PENG	2,560,000	0.59
30.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR FRAZEL GROUP SDN. BHD.	2,228,400	0.52
	TOTAL	358,703,956	83.00



PTT SYNERGY GROUP BERHAD
[Registration No. 197101000134 (10493-P)]
(Incorporated in Malaysia)

FORM OF PROXY

CDS Account No.:	
Contact No.:	
No. of Shares Held:	

*I/We, (full name in capital letters) _____

*NRIC No./Passport No./Registration No. _____ of (full address) _____

being a *member/members of **PTT SYNERGY GROUP BERHAD** ("the Company"), hereby appoint: -

Full Name and Address (in Block Letters) (First Proxy)		NRIC/Passport No.	No. of Shares	% of Shareholding
Email:	Contact No.:			

*and/or

Full Name and Address (in Block Letters) (Second Proxy)		NRIC/Passport No.	No. of Shares	% of Shareholding
Email:	Contact No.:			

to put on a separate sheet where there are more than two (2) proxies

or failing *him/her, the *CHAIRMAN OF THE MEETING as *my/our proxy to vote for *me/us and on *my/our behalf at the Fifty-Fourth Annual General Meeting of the Company ("AGM") ("Meeting") to be held at 2A-1-1(B), Space U8, No. 6, Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan on Wednesday, 26 November 2025 at 10:30 a.m. and any adjournment thereof.

Please indicate with an "X" in the spaces provided below how you wish your votes to be cast. If no specific direction for voting is given, the proxy will vote or abstain from voting at *his/her discretion.

ORDINARY RESOLUTIONS		FOR	AGAINST
1.	To approve the payment of Directors' fees and benefits payable to the Directors up to an aggregate amount of RM250,000/- for the period from 27 November 2025 until the next AGM of the Company to be held in year 2026.		
2.	To re-elect Datuk Ir. Ruslan bin Abdul Aziz who is due to retire in accordance with Clause 88 of the Company's Constitution.		
3.	To re-elect Datin Ng Fong Shiang who is due to retire in accordance with Clause 88 of the Company's Constitution.		
4.	To re-elect Mr. Teo Swee Leng who is due to retire in accordance with Clause 88 of the Company's Constitution.		
5.	To re-appoint Moore Stephens Associates PLT as the Company's Auditors for the ensuing year, and to authorise the Directors to fix their remuneration.		
6.	Authority to Issue Shares pursuant to the Companies Act 2016.		
7.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		
8.	Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature.		
9.	Proposed Share Buy-Back Authority for the Company to Purchase its own Ordinary Shares up to 10% of the Total Number of Issued Shares of the Company.		

* Strike out whichever is not applicable

As witness my/our hand(s) this _____ day of _____, 2025

* Signature/Common Seal of Member



NOTES:

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 19 November 2025 shall be eligible to attend, participate, speak and vote at the Meeting or appoint proxy(ies) to attend, participate, speak and vote in his stead at the Meeting.
2. A member entitled to attend and vote at the Meeting may appoint more than one (1) proxy to attend, participate, speak and vote in his stead. Where a member appoints more than one (1) proxy to attend, participate, speak and vote at the same Meeting, the appointments shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to attend, participate, speak and vote at the Meeting.
3. The instrument appointing a proxy shall be in writing under the hand of the member or of his attorney duly authorised in writing, or if the member is a corporation, shall either be executed under the corporation's common seal or under the hand of an officer or attorney duly authorised.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**") as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy and the power of attorney or other authority (if any), under which it is signed or a duly notarised certified copy of that power or authority, must be deposited at the Registered Office of the Company at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan not less than forty-eight (48) hours before the time set for holding the Meeting or any adjournment thereof. All resolutions set out in the notice of the Meeting are to be voted by poll.
6. Any notice of termination of authority to act as proxy must be received by the Company before the commencement of the Meeting or at any adjournment thereof, failing which, the termination of the authority of a person to act as proxy will not affect the following in accordance with Section 338 of the Companies Act 2016:-
 - (i) the constitution of the quorum at such meeting;
 - (ii) the validity of anything he did as chairman of such meeting;
 - (iii) the validity of a poll demanded by him at such meeting; or
 - (iv) the validity of the vote exercised by him at such meeting.

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AFFIX
STAMP

The Registrar
PTT Synergy Group Berhad
c/o Securities Services (Holdings) Sdn. Bhd.
Level 7, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan.

2nd Fold Here

Fold This Flap For Sealing



TOGETHER
WE MAKE IT
HAPPEN

PTT SYNERGY GROUP BERHAD
197101000134 (10493-P)

*2A-1-1(B), Space UB,
No.6, Persiaran Pasak Bumi,
Taman Bukit Jelutong,
Seksyen U8, 40150 Shah Alam,
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