PTT SYNERGY GROUP

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PTT SYNERGY GROUP BERHAD

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2026 Annual Report

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55th ANNUAL GENERAL MEETING

25 November 2026

10.00 a.m.

**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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Form of Proxy

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Fifty-Fifth 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, 25 November 2026 at 10:00 a.m. for the following purposes: -

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 30 June 2026 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 26 November 2026 until the next AGM of the Company to be held in year 2027. ***(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) Mr. Teo Swee Phin; and ***(Ordinary Resolution 2)***
   (b) Ms. Tang Choi Peng. ***(Ordinary Resolution 3)***

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 4)***

AS SPECIAL BUSINESS

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

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

   "**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** ***(Ordinary Resolution 6)***
PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED RENEWAL OF SHAREHOLDERS' RRPT MANDATE")

"**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 to Shareholders dated 27 October 2026 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** ***(Ordinary Resolution 7)***
PROPOSED NEW SHAREHOLDERS' MANDATE FOR ADDITIONAL RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED NEW SHAREHOLDERS' RRPT MANDATE")

"**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 to Shareholders dated 27 October 2026 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."

8. 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: 27 October 2026

NOTES:

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 19 November 2026 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 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.

Notice of Annual General Meeting (Cont'd)

Explanatory Notes to Ordinary and Special Businesses: -

(i) Audited Financial Statements for the financial year ended 30 June 2026

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-Fifth 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 26 November 2026 until the next AGM of the Company to be held in the year 2027.

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.

(iii) Ordinary Resolutions 2 to 3 – Re-election of Directors

In determining the eligibility of the Directors to stand for re-election at the Fifty-Fifth 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 2026. 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 their proposed re-election at the Fifty-Fifth AGM under Ordinary Resolutions 2 to 3: -

(i) Mr. Teo Swee Phin; and
(ii) Ms. Tang Choi Peng.

The profiles of the Retiring Directors are set out in the Annual Report in respect of the financial year ended 30 June 2026.

Mr. Toh Seng Thong who is due to retire in accordance with Clause 88 of the Company's Constitution, has expressed his intention not to seek re-election. Hence, he will hold office as an Independent Non-Executive Director of the Company until the conclusion of the Fifty-Fifth AGM.

(iv) Ordinary Resolution 5 – Authority to Issue Shares pursuant to the Act

The Company had been granted a general mandate on the authority to issue shares pursuant to the Act by its shareholders at the Fifty-Fourth AGM held on 26 November 2025 ("**Previous Mandate**").

Notice of Annual General Meeting
(Cont'd)

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

(iv) Ordinary Resolution 5 – Authority to Issue Shares pursuant to the Act (Cont'd)

As of to date, the Company had utilised the Previous Mandate by issuing 43,216,216 new ordinary shares (equivalent to approximately 10% of total number of issued shares) with the total proceeds raised of RM59,839,036.16 via Private Placement. The details of the total proceeds raised from the Private Placement and its utilisation are disclosed in the Annual Report in respect of the financial year ended 30 June 2026.

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 5, 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.

(v) Ordinary Resolutions 6 and 7 - Proposed Renewal of and New Shareholders' Mandates for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolutions 6 and 7, 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 27 October 2026.

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 to Shareholders dated 27 October 2026.

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-Fifth Annual General Meeting of the Company.

CORPORATE INFORMATION

BOARD OF DIRECTORS

DATO' Ts. HJ. ABD RAHIM BIN HJ. JAAFAR
Executive Chairman

DATO' TEO SWEE LENG
Deputy Chairman

TEO SWEE PHIN
Managing Director

TANG CHOI PENG
Group Chief Strategy 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
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
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
Level 3, Surian Tower,
No. 1, Jalan PJU 7/3,
Mutiara Damansara,
47810 Petaling Jaya,
Selangor Darul Ehsan

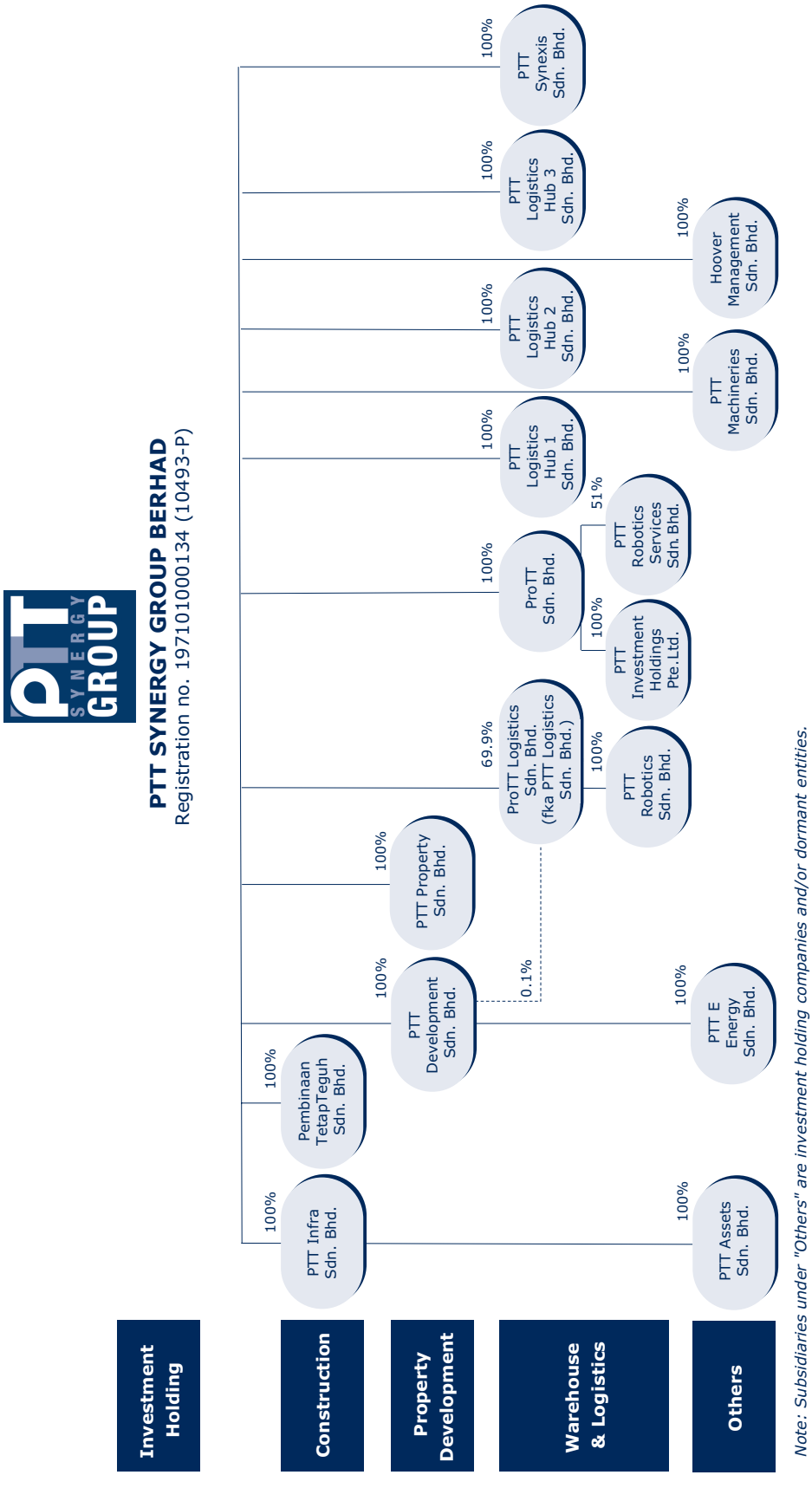
PRINCIPAL BANKERS

Ambank (M) Berhad
Bank Kerjasama Rakyat Malaysia Berhad
Bank of China (Malaysia) 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 2026



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

PROFILE OF **DIRECTORS**

DATO' Ts. HJ. ABD RAHIM BIN HJ. JAAFAR

Executive Chairman

Aged **59**

Gender **Male**

Nationality **Malaysian**

Dato' Ts. Hj. Abd Rahim bin Hj. Jaafar ("**Dato' Ts. Hj. 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' Ts. Hj. 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. Dato' attended all 6 Board meetings held in the financial year.

Dato' Ts. Hj. 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, Dato' has accumulated over 29 years of experience in project management and construction.

Dato' 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. Dato' oversees the implementation of all construction projects undertaken by ACSB. Dato's 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' Ts. Hj. Abd Rahim had undertaken construction contracts totaling approximately RM1.0 billion in value over 13 years.

Dato' Ts. Hj. 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' Ts. Hj. 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 27 October 2026, Dato' Ts. Hj. 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)

DATO' TEO SWEE LENG

Deputy Chairman,
Executive Director

Aged **62**

Gender **Male**

Nationality **Malaysian**

Dato' Teo Swee Leng ("**Dato' Teo**") was appointed to the Board of the Company as the Deputy Chairman on 18 March 2021. Dato' Teo was re-appointed as a Director of the Company following his retirement pursuant to Clause 88 of the Company's Constitution on 26 November 2025. Dato' attended all 6 Board meetings held in the financial year.

Dato' Teo holds a Diploma in Civil Engineering from the Federal Institute of Technology, Kuala Lumpur, and has accumulated over 40 years of experience in the construction sector and 17 years of experience in the property development sector.

Dato' Teo is currently a shareholder and Director of several private limited companies.

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

Dato' Teo was conferred the Darjah Kebesaran Dato' Paduka Mahkota Terengganu (D.P.M.T.) by Kebawah Duli Yang Maha Mulia Sultan of Terengganu Al-Wathiqu Billah Sultan Mizan Zainal Abidin in conjunction with His Royal Highness' 64th Birthday.

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

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

Dato' Teo 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 27 October 2026, Dato' Teo 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 **48**

Gender **Male**

Nationality **Malaysian**

Mr. Teo Swee Phin ("**Mr. Teo**") was appointed to the Board of the Company as the Managing Director on 18 March 2021. Mr. Teo 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 6 Board meetings held in the financial year.

Mr. Teo 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 25 years and 18 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 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 27 April 2025. Mr. Teo 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 Dato' Teo Swee Leng, the Deputy Chairman and major shareholder of PTT.

Mr. Teo 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 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 27 October 2026, Mr. Teo 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 Strategy Officer cum Executive Director

Aged **55**

Gender **Female**

Nationality **Malaysian**

Ms. Tang Choi Peng, Tracy ("**Ms. Tracy**") was appointed to the Board of the Company as the Group Chief Executive Officer cum Executive Director on 1 March 2024 and was subsequently re-designated as the Group Chief Strategy Officer cum Executive Director on 2 March 2026. 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 6 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 30 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 the position as the Group Chief Executive Officer cum Executive Director in 2024.

In line with the Group's evolving strategic direction, she was subsequently re-designated as the Group Chief Strategy Officer cum Executive Director in 2026, a role that leverages her extensive leadership experience to drive the Group's long-term strategic growth and business transformation initiatives.

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 **47**

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 88 of the Company's Constitution on 26 November 2025. She attended all 6 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 brings over 23 years of experience in finance, accounting, corporate finance, financial advisory, internal controls, and corporate governance, with extensive exposure across the banking, construction, property development and manufacturing sectors.

Datin began her career with Hong Leong Bank Berhad, where she served from June 2002 to April 2009, with her last position as Branch Manager of the Shah Alam branch. From April 2009 to January 2011, Datin served as Section Head of the Transformation Office of RHB Capital Berhad, overseeing project management and mergers and acquisitions initiatives. Datin subsequently held various senior roles with RHB Bank Berhad from February 2011 to August 2014 with Business Banking Group.

From September 2014 to November 2016, Datin Angie Ng provided financial advisory services to companies in the construction and property development sectors. Datin then served as Chief Financial Officer of a steel manufacturing company, from December 2016 to November 2022, where she was responsible for the company's overall financial management.

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 **71**

Gender **Male**

Nationality **Malaysian**

Dato' Mahamed bin Hussain ("**Dato' Mahamed**") was appointed to the Board of the Company as the Independent Non-Executive Director on 18 March 2021. Dato' Mahamed 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. Dato' Mahamed is the Chairman of the Audit Committee, Remuneration Committee and Nomination Committee. Dato' Mahamed attended 5 out of 6 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 **65**

Gender **Male**

Nationality **Malaysian**

Datuk Ir. Ruslan bin Abdul Aziz ("**Datuk Ir. Ruslan**") was appointed to the Board of the Company as the Independent Non-Executive Director on 18 March 2021. Datuk Ir. Ruslan was re-appointed as a Director of the Company following his retirement pursuant to Clause 88 of the Company's Constitution on 26 November 2025. Datuk Ir. Ruslan is a member of the Audit Committee, Remuneration Committee and Nomination Committee. Datuk Ir. Ruslan attended 5 out of 6 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 has more than 4 decades of extensive experience in the planning, development and delivery of building and infrastructure projects locally and internationally. Datuk Ir. Ruslan served in various capacities with the Jabatan Kerja Raya ("**JKR**") Malaysia at its Headquarters in Kuala Lumpur and in several states since 1984. His senior leadership positions included JKR State Director for Malacca and Selangor, as well as Senior Director of the Road Division and Building Division of JKR Malaysia. Datuk Ir. Ruslan retired from JKR on 6 February 2021.

Throughout his career, Datuk Ir. Ruslan has gained extensive expertise in project planning and development, project implementation, construction management, contract administration, procurement and stakeholder coordination, including collaboration with government agencies and other key stakeholders.

Datuk Ir. Ruslan currently serves as the General Manager of the Special Project Department at Menteri Besar Incorporated (MBI) Selangor, where he provides strategic leadership in the development and implementation of a significant development initiative. His current role further complements his extensive experience in infrastructure and development, particularly in project management, technical oversight, stakeholder engagement and strategic project delivery.

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 **68**

Gender **Male**

Nationality **Malaysian**

Mr. Toh Seng Thong ("**Mr. Toh**") was appointed to the Board of the Company 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 6 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 36 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.

Mr. Toh who is due to retire at the forthcoming Annual General Meeting of the Company in accordance with Clause 88 of the Company's Constitution, has expressed his intention not to seek re-election. Hence, he will hold office as Director until the conclusion of the Fifty-Fifth Annual General Meeting of the Company.

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**

THEN IKH CHOO, DAN

Group Chief Executive Officer

Aged **47**

Gender **Male**

Nationality **Malaysian**

Mr. Then Ikh Choo, Dan ("**Mr. Dan Then**") was appointed as the Group Chief Executive Officer of PTT Synergy Group Berhad ("**the Company**") on 2 March 2026.

He holds a Bachelor of Engineering (Honours) degree in Electrical and Electronics Engineering, majoring in Control Systems, from Universiti Tenaga Nasional (UNITEN).

Mr. Dan Then has more than 20 years of experience in intralogistics, warehouse automation, supply-chain technology and logistics operations. His expertise includes the planning, design and implementation of conventional and automated warehouses, distribution centres, spare-parts centres and e-commerce fulfilment hubs.

He has developed integrated logistics and automation solutions for industries including fast-moving consumer goods, pharmaceuticals, automotive, retail, semiconductors and third-party logistics. His experience covers automated storage and retrieval systems, robotics, warehouse management systems, systems integration and technology-enabled warehouse operations.

As Group Chief Executive Officer, he leads the Company and its subsidiaries' ("**Group**") overall strategy, business transformation and regional expansion. He is also driving the development of Solaas—Solutions and Logistics Automation as a Service, which combines automation, software, systems integration, engineering maintenance and warehouse operations under long-term service arrangements.

His vision is to position the Group as a leading regional smart-logistics and intralogistics solutions provider, supported by scalable technology, recurring income and long-term customer partnerships.

Mr. Dan Then holds a 862,847 ordinary shares in the Company, as well as 30% direct equity interest in PTT Logistics Sdn. Bhd., a subsidiary of the Company.

He 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)

LEONG KAM LAN, MICHELLE

Group Chief Financial Officer

Aged **59**

Gender **Female**

Nationality **Malaysian**

Ms. Leong Kam Lan, Michelle ("**Ms. Michelle**") was appointed as the Group Chief Financial Officer of the Company on 1 July 2026.

She is a Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom, and a member of the Malaysian Institute of Accountants (MIA). Prior to her appointment as Group Chief Financial Officer, she successfully drove the financial operations and strategic accounts portfolio as Head of Finance and Accounts.

With over 3 decades of distinguished experience in audit, accounting, and financial management, she has played pivotal roles in leading organisations across the construction, property development, and information technology sectors, including Glenmarie Properties Sdn. Bhd., IOI Properties Berhad, and Dataprep Holdings Berhad. Her career demonstrates a proven record of financial leadership, corporate governance, and strategic management, underscoring her ability to drive sustainable growth and organisational excellence.

She 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)

Ir. PUA AIK HONG
Group Chief Operating Officer

Aged **51**

Gender **Male**

Nationality **Malaysian**

Ir. Pua Aik Hong ("**Ir. Pua**") was appointed as the Group Chief Operating Officer of the Company 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 27 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 Precint, 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)

FADDLY BIN NORDIN

Director of Pembinaan Tetap Teguh Sdn. Bhd.

Aged **53**

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 23 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 Precint, 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 **AND ANALYSIS**

FY2026 at a glance

FY2026 reflected the strength of PTT Synergy Group Berhad ("**PTT**" or "**the Company**")'s people and execution capabilities. Improved team efficiency, coordinated project delivery and a high-performance culture supported higher construction activity and revenue despite elevated oil prices. At the same time, the Company and its subsidiaries ("**Group**") continued its evolution from a construction-led business into an integrated industrial infrastructure, warehouse and technology-enabled logistics platform, with a long-term focus on sustainable recurring income.

Key metric	FY2026	FY2025	Change
Revenue	RM330.2m	RM256.8m	+28.6%
EBITDA	RM132.8m	RM106.8m	+24.4%
Profit before tax	RM78.0m	RM58.5m	+33.3%
Profit attributable to owners	RM80.2m	RM54.1m	+48.2%
Total assets	RM1,896.0m	RM1,511.3m	+25.5%
Equity attributable to owners	RM421.6m	RM284.1m	+48.4%

The reported results included a fair value gain relating to PTT Semicon Logistics Hub 1, following achievement of its early completion milestone. This gain contributed materially to reported profitability and should be considered separately from operating cash generation and recurring services income when assessing performance.

Financial performance and earnings quality

Revenue increased by RM73.4 million to RM330.2 million, driven mainly by stronger construction output, improved team efficiency and high-performance project delivery despite higher oil prices. Gross profit nevertheless declined to RM47.8 million from RM52.4 million, while gross margin narrowed from 20.4% to 14.5%. Higher oil prices increased fuel-related costs for construction activities and compressed margins even as the team delivered greater revenue. Management remains focused on preserving operational productivity while strengthening fuel-cost monitoring, procurement discipline and project pricing.

EBITDA increased to RM132.8 million from RM106.8 million and profit before tax rose to RM78.0 million from RM58.5 million. Profit attributable to owners increased to RM80.2 million from RM54.1 million. While these improvements strengthened the Group's reported earnings, the results must be read alongside the fair value contribution recognised in the Warehouse and Logistics segment. The Group's strategic focus remains the conversion of completed logistics assets and technology capabilities into operating revenue and repeatable cash flows.

Financial position and funding discipline

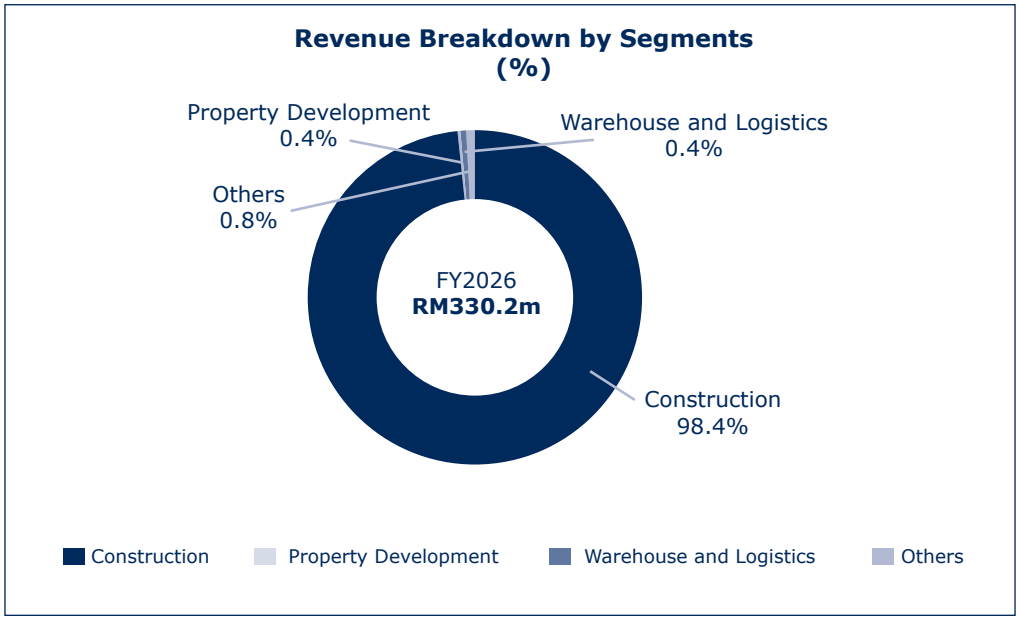
Total assets grew to RM1.90 billion as the Group expanded its industrial and logistics asset base. At year end, cash and equivalents stood at RM103.3 million and borrowings at RM837.4 million, compared with RM74.0 million and RM551.3 million respectively in FY2025. Net gearing, excluding lease liabilities, increased to 2.0 times from 1.9 times; the current ratio remained at 1.3 times.

Net cash generated from operating activities was RM4.2 million, compared with RM139.5 million in FY2025, while investing activities used RM277.7 million. Financing activities generated RM285.5 million. These movements underline the funding intensity of the Group's expansion programme. Management will continue to prioritise liquidity, careful phasing of capital expenditure, asset-level funding structures and appropriate opportunities to recycle capital, while balancing growth against financial resilience.

Management Discussion and Analysis
(Cont'd)

Business review

The Group operates through 3 reported business segments: Construction, Property Development, and Warehouse and Logistics. Together they provide an integrated foundation for developing, delivering and operating industrial and logistics infrastructure.



Segment (RM million)	FY2026 revenue	FY2025 revenue	FY2026 PBT	FY2025 PBT
Construction	324.790	253.232	6,917	20,656
Property Development	1.352	2.108	(15,578)	(0.249)
Warehouse and Logistics	1.318	–	104,408	(1,292)

Construction — execution and order book visibility

Construction delivered revenue of RM324.8 million, up from RM253.2 million. The increase reflects the dedication and efficiency of project teams, effective coordination and high-performance delivery of earthworks and related projects despite a challenging cost environment. Segment profit before tax declined to RM6.9 million from RM20.7 million, principally because higher oil prices raised fuel-related operating costs and compressed project margins. The combination of stronger output and lower profitability underscores both the team's execution strengths and the importance of managing external input-cost volatility. Management will continue to strengthen cost monitoring, fleet utilisation, procurement discipline and the assessment of fuel-price exposure when pricing and executing projects.

The segment ended FY2026 with an unbilled order book of RM307.4 million. This provides a base of contracted work, although timing and margins remain dependent on project execution. The Group will pursue suitable external opportunities while supporting its own industrial and logistics developments.

Management Discussion and Analysis
(Cont'd)

Property Development — creating the asset platform

Property Development recorded revenue of RM1.4 million and a loss before tax of RM15.6 million, compared with RM2.1 million and a loss of RM0.2 million in FY2025. The segment continued to incur early-stage expenditure as it advanced the Group's pipeline of industrial parks, logistics hubs and build-to-suit facilities.

The development model seeks to create value through site selection, infrastructure delivery and facilities tailored to customers' operating requirements. Capital commitment and project phasing will continue to be assessed against market demand, funding availability and long-term operating potential.

Warehouse and Logistics — moving toward recurring earnings

Warehouse and Logistics reported revenue of RM1.3 million, principally from rental of equipment and machinery, and profit before tax of RM104.4 million. The profit reflected a fair value gain associated with PTT Semicon Logistics Hub 1 following its early completion milestone. The distinction between recognised valuation gains and cash earnings from ongoing warehouse, logistics and technology services is important as the segment transitions into a larger operating business.

The FY2026 portfolio includes PTT Logistics Hub 1 in Elmina, Selangor (31,360 pallet positions), and PTT Semicon Logistics Hub 1 in Valdor, Penang (52,200 pallet positions). Rising demand from fast-moving consumer goods ("**FMCG**"), pharmaceutical and semiconductor customers has strengthened the Group's FY2027–FY2028 logistics pipeline. The priority is to convert opportunities into contracts, facility utilisation and recurring income.

Strategy: integrated infrastructure and intelligent logistics

PTT's strategy connects the physical assets required by industrial customers with the technologies and services that enable efficient movement, storage and fulfilment. The Group intends to participate across the lifecycle of a facility—from development and construction to operations, automation, maintenance and upgrades—rather than relying solely on one-off construction contracts.

PTT Space and ProTT

PTT Space is the Group's integrated offering for industrial facilities, warehouse operations and logistics solutions. ProTT (Productivity Through Technology) complements this platform with automation, robotics, software and systems integration capabilities. The strategic proposition is to bring together infrastructure and technology in a coordinated solution tailored to customer needs.

Technology areas under development include automated storage and retrieval systems, mobile robotics, conveyor and sortation systems, warehouse management and control software, and data analytics. Management aims to expand recurring revenue opportunities from operations, service and maintenance, upgrades, software and Solution-as-a-Service offerings. These are strategic objectives, not a representation that all such revenue streams have reached scale in FY2026.

Customer markets and diversification

Customer demand across FMCG, pharmaceuticals and semiconductor manufacturing has reinforced the Group's FY2027–FY2028 logistics opportunity pipeline. These industries require dependable warehousing, inventory visibility, efficient distribution and, where appropriate, automation-enabled operations. The Group aims to address these requirements through the combined capabilities of PTT Space and ProTT, while continuing to pursue opportunities in retail distribution and omnichannel fulfilment. Pipeline opportunities remain subject to customer decisions, commercial negotiations and contract awards.

Management Discussion and Analysis
(Cont'd)

Capital recycling and disciplined expansion

The Group's development approach is to originate and deliver selected facilities, establish operating readiness, build recurring income and evaluate opportunities to release capital for further investments. The conditional sale-and-leaseback arrangement for PTT Logistics Hub 1 is part of this capital recycling approach; its completion remains subject to the applicable transaction conditions.

As the platform expands, management recognises the importance of matching long-term assets with suitable funding structures, retaining sufficient liquidity and applying disciplined investment criteria. A measured approach is particularly important against the backdrop of increased borrowings and the funding demands evident in FY2026 cash flows.

FY2027 priorities and outlook

The Group enters FY2027 with RM307.4 million of unbilled construction orders and an active tender pipeline of RM343.0 million. The former represents contracted workload; the latter comprises opportunities that remain subject to successful awards and should not be treated as secured revenue. Management's priorities are to execute the existing construction portfolio with improved margin discipline, advance selected industrial developments, and capitalise on the stronger FY2027–FY2028 logistics pipeline from FMCG, pharmaceutical and semiconductor customers. Focus will remain on securing commercial commitments, operationalising logistics capacity and developing recurring income from warehousing, automation, software and related services. The Group remains cautiously optimistic, with emphasis on reliable execution, customer partnerships, cash conversion and disciplined capital deployment.

Principal risks and management priorities

Area	Key consideration and management response
Project delivery and margins	Manage contract selection, procurement, subcontractor performance, productivity and execution costs.
Funding and liquidity	Phase investment, monitor cash conversion and funding maturities, and evaluate appropriate capital recycling.
Asset monetisation	Focus on customer commitments, operational readiness and utilisation of logistics facilities.
Technology adoption	Integrate solutions progressively; maintain reliability, support capability and adaptability to customer needs.
Market concentration and demand	Pursue opportunities across multiple industrial and consumer supply-chain sectors.

Sustainability and governance

Responsible industrial development, energy-efficient warehouse design, workplace safety and sound corporate governance remain relevant considerations in the Group's investment and operating decisions. Management will continue to incorporate these principles into project delivery, facilities development and logistics operations.

Shareholder returns

On 31 December 2025, the Board declared an interim single-tier dividend of 0.80 sen per ordinary share for FY2026, amounting to RM3,504,313. The dividend was paid on 9 February 2026. The Board does not recommend a final dividend for the financial year. This approach is consistent with the need to balance shareholder distributions against the Group's ongoing investment and funding requirements.

Management Discussion and Analysis
(Cont'd)

Appreciation

On behalf of the Board, I extend my appreciation to our shareholders, customers, business partners, financiers, consultants and regulators for their continued confidence and support. I also thank our management team and employees for their dedication throughout a year of substantial development and change.

As the Group enters its next phase, our commitment is to translate the Group's infrastructure and technology investments into a resilient, high-quality operating platform that creates sustainable long-term value for shareholders.

TEO SWEE PHIN
Managing Director
15 October 2026

Five-year financial highlights

RM'000 unless otherwise stated.

Income statement

	FY2022	FY2023	FY2024[1]	FY2025[1]	FY2026
Revenue	125,555	163,415	267,836	256,780	330,191
Gross Profit	24,657	31,469	57,566	52,447	47,788
Results From Operating Activities	12,258	13,888	51,784	86,204	112,115
EBITDA	14,241	19,083	70,380	106,762	132,800
Profit/(Loss) Before Tax	11,701	9,051	29,215	58,530	78,019
Profit/(Loss) For The Year	9,405	2,201	18,727	54,361	79,792
Profit/(Loss) attributable to owners of the Company (PATAMI)	8,416	1,592	18,866	54,115	80,216

Financial position

	FY2022	FY2023	FY2024[1]	FY2025[1]	FY2026
Total Assets	157,604	416,424	1,079,315	1,511,300	1,896,008
Cash And Equivalents	1,834	988	51,889	2,038	14,124
Total Liabilities	66,952	314,350	824,599	1,222,066	1,469,678
Borrowings	12,985	48,232	348,966	551,293	837,395
Total Equities attributable to owners of the Company	78,473	89,557	242,975	284,120	421,640

Management Discussion and Analysis
(Cont'd)

Cash flow statement

	FY2022	FY2023	FY2024[1]	FY2025[1]	FY2026
Net cash (used in)/from operating activities	(18,712)	(26,274)	(59,179)	139,519	4,225
Net cash (used in)/from investing activities	(8,391)	(13,544)	(135,279)	(311,566)	(277,678)
Net cash from financing activities	33,197	38,971	245,360	126,958	285,540

[1] FY2024 and FY2025 financial figures and ratios relate to continuing operations, excluding the trading segment discontinued in March 2025.

Financial ratios

	FY2022	FY2023	FY2024[1]	FY2025[1]	FY2026
Gross margin	19.6%	19.3%	21.5%	20.4%	14.5%
Operating margin	9.8%	8.5%	19.3%	33.6%	34.0%
Net margin	7.5%	1.3%	7.0%	21.2%	24.2%
EBITDA margin	11.3%	11.7%	26.3%	41.6%	40.2%
PATAMI margin	6.7%	1.0%	7.0%	21.1%	24.3%
Return on equity	12.0%	2.5%	7.7%	19.1%	18.9%
Current ratio (times)	1.8	2.6	1.6	1.1	1.3
Net gearing ratio[2] (times)	0.1	0.5	1.2	1.9	2.0

[1] FY2024 and FY2025 figures and ratios relate to continuing operations.
[2] Net gearing excludes lease liabilities.

SUSTAINABILITY **STATEMENT**

Company Description

Building on more than 25 years of experience in earthworks, roadworks and related infrastructure and structural works, PTT Synergy Group Berhad ("**PTT**" or "**the Group**") has expanded its capabilities from its established infrastructure foundations into an integrated industrial infrastructure and logistics solutions platform.

Construction and earthworks remain an integral part of the Group's operations and continue to contribute significantly to its business. During the financial year ended 30 June 2026 ("**FY2026**"), PTT secured a contract for earthworks and ancillary works at Bandar Bukit Raja Business Park in Klang, further extending its longstanding involvement in the development of the township. The Group's experience in delivering multi-year and complex infrastructure projects provides a strong foundation for its continued participation in industrial development and supports the delivery of its Warehouse and Logistics segment.

The Warehouse and Logistics segment ("**PTT Space**") is an important long-term growth platform for the Group, supported by the increasing adoption of automation, artificial intelligence ("**AI**"), robotics and digital supply-chain technologies. Through PTT Space, the Group is advancing beyond conventional warehousing towards an integrated smart warehouse and logistics ecosystem. PTT Space brings together the Group's capabilities in land, development, construction, automated warehousing, logistics operations and technology integration to provide customers with integrated, end-to-end solutions.

The Group's smart warehousing capabilities include Automated Storage and Retrieval Systems ("**ASRS**"), supported by Automated Guided Vehicles and Autonomous Mobile Robots ("**AGV/AMR**"), together with Warehouse Management Systems ("**WMS**"), Warehouse Control Systems ("**WCS**") and Internet of Things ("**IoT**") technologies. These integrated technologies enable greater automation, operational visibility, storage density and scalability across the Group's smart logistics facilities.

The launch of PTT Logistics Hub 1 at Elmina Business Park in July 2025 marked an important milestone in the Group's development of an integrated smart logistics platform. This was further reinforced by the development of PTT Logistics Hub 2 and the launch of the PTT Semicon Logistics Hub in July 2026, marking the Group's expansion into semiconductor supply-chain logistics. Collectively, these developments strengthen the Group's platform for progressively expanding its capabilities across the smart logistics ecosystem.

As PTT continues to develop its integrated industrial infrastructure and smart logistics platform, construction and infrastructure capabilities remain fundamental to the Group's business and continue to constitute its primary revenue stream. Concurrently, the Group is progressively building new capabilities in automated warehousing, logistics operations and technology-enabled solutions to support more diversified and recurring sources of income over the longer term.

Against this backdrop, the following Sustainability Statement ("**Statement**") sets out the Group's approach, progress and priorities in managing its environmental, social and governance ("**ESG**") matters, as PTT continues to strengthen its business resilience and create sustainable long-term value for its stakeholders.

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

1.1. About this Statement

PTT presents its Statement for FY2026, outlining the Group's ESG performance. FY2026 marks further progress in the Group's ESG development, with enhancements to data collection, sustainability initiatives and the overall reporting structure to support consistent, transparent and meaningful disclosures.

1.2. Scope and Boundaries

Unless otherwise stated, social and governance material topics are reported at the Group level, as all relevant policies, governance practices and human capital management approaches are applied across the Group.

Environmental material topics are limited to the construction segment, comprising Pembinaan Tetap Teguh Sdn. Bhd. ("**PTTSB**") and PTT Infra Sdn. Bhd. ("**PTTI**"). This focus reflects the construction segment's position as the Group's primary revenue stream in FY2026, with construction activities accounting for the majority of the Group's material environmental impacts. Environmental material topics cover the Group's headquarters ("**HQ**") and its top six construction projects by revenue, which collectively contributed more than 70.00% of the Group's total revenue. The HQ is included within this boundary as it provides management and support functions to the construction segment.

Given the project-based nature of the construction segment, environmental performance can vary with project initiation, phase and completion. Where feasible, the Group presents metrics normalised against revenue and the number of operating locations to facilitate reasonable comparisons. Year-on-year performance should nevertheless be interpreted with caution, as the project portfolio and project phases may differ between reporting periods.

1.3. Period and Cycle

This Statement covers FY2026, from 1 July 2025 to 30 June 2026. Where information is available, data from the two preceding financial years, being the financial years ended 30 June 2024 ("**FY2024**") and 30 June 2025 ("**FY2025**"), are included to provide context and illustrate year-on-year movements.

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Sustainability Statement
(Cont'd)

1. INTRODUCTION (GRI 2-2, 2-3) (CONT'D)

1.4. Terminologies, Frameworks and Standards

As this Statement references a broader range of ESG frameworks and guidelines than in prior years, the Group defines the following commonly used terminologies to support clear disclosure. At a high level, ESG is used as the overarching term that covers all sustainability-related matters ("**SRMs**") and climate-related matters ("**CRMs**") of the Group.

Together, SRMs and CRMs cover the 14 material topics identified by the Group. The SRMs encompass the Group's 13 non-climate material topics, together with all the sustainability-related risks and opportunities ("**SRRs**", "**SROs**", or collectively as "**SRROs**"), the relevant metrics, targets and initiatives adopted by PTT. Similarly, CRMs focus on the one climate-related material topic. The CRMs cover all climate-related risks and opportunities ("**CRRs**", "**CROs**", or collectively as "**CRROs**"), the climate-related metrics, targets, and initiatives.

SRROs and CRROs comprise the current or anticipated risks and opportunities identified by PTT. The resilience of the Group's strategy to these risks and opportunities is considered through scenario analysis, together with current and anticipated financial effects where information is available.

Metrics, targets, and initiatives are used by the Group to assess its ESG progress. Metrics are qualitative or quantitative indicators used to monitor the Group's ESG performance. Building on the metrics are targets, which describe the Group's intended performance against a stated baseline and within a stated timeframe. Initiatives are the actions undertaken to achieve targets and improve performance against metrics, and may incorporate mitigation and adaptation measures as the Group's practices mature.

The Group continued to enhance its practices and disclosure to support progressive alignment. In FY2026, the Group focused on alignment with the National Sustainability Reporting Framework ("**NSRF**"). The Group advanced its incorporation of the International Financial Reporting Standards ("**IFRS**") Sustainability Disclosure Standards, particularly IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) into this Statement. This progressive alignment positions the Group to respond to emerging ESG requirements and stakeholder expectations. More details on the ESG frameworks referenced by the Group are set out below:

FY2026 Status	Framework	Benefits
In-progress	IFRS International Financial Reporting Standards **IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information** IFRS S1 establishes a global baseline for sustainability disclosures, requiring companies to report on material SRROs that could influence enterprise value. It covers governance, strategy, risk management, and metrics and targets, ensuring ESG factors are presented alongside financial statements in a consistent and decision-useful way.	• Provide a consistent framework for presenting ESG information alongside financial reporting, improving transparency for investors. • Enhance competitiveness by demonstrating accountability and alignment with global sustainability disclosure practices.

1. INTRODUCTION (GRI 2-2, 2-3) (CONT'D)

1.4. Terminologies, Frameworks and Standards (Cont'd)

FY2026 Status	Framework	Benefits
In-progress	**IFRS S2: Climate-related Disclosures** IFRS S2 focuses specifically on CRROs. It requires disclosures on transition and physical risks, climate resilience, greenhouse gas ("**GHG**") 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.	• Support structured and investor-relevant disclosure of climate risks, including flooding, carbon tax, and policy shifts. • Strengthen readiness for local and global regulatory expectations while addressing the information needs of climate-conscious investors and customers.
Active	**Bursa Malaysia Sustainability Reporting Guide (3rd Edition)** Bursa Malaysia, Malaysia's stock exchange, requires listed issuers to disclose 11 common indicators, spanning environmental, social and governance topics.	• Ensure compliance with Bursa Malaysia's 3rd Edition requirements, strengthening the Group's ESG credibility with regulators and investors. • Support tender competitiveness by addressing material topics expected in government-linked and private projects.
Active, integrated with IFRS S2	**Task Force on Climate-related Financial Disclosures ("TCFD")** 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, risks and opportunities, and metrics and targets. The TCFD recommendations are formally incorporated into IFRS S2.	• 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 investors and customers prioritising climate-resilient partners.

Sustainability Statement
(Cont'd)

1. INTRODUCTION (GRI 2-2, 2-3) (CONT'D)

1.4. Terminologies, Frameworks and Standards (Cont'd)

FY2026 Status	Framework	Benefits
Active	**Global Reporting Initiative ("GRI")** 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.	• Improve comparability of the Group's disclosures against peers in the construction sector. • Strengthen accountability for workforce training, diversity, and community engagement, which remain key focus areas in the Group's sustainability approach.
Active	**United Nations Sustainable Development Goals ("UN SDGs")** 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.	• Link PTT's projects to UN SDGs relevant to construction. • Strengthen engagement with government and international stakeholders by demonstrating alignment with global sustainability priorities.
Active	**GHG Protocol** The GHG Protocol provides widely used standards 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.	• Provide PTT with a standardised method to measure Scope 1, 2, and 3 emissions across diverse project sites. • Strengthen the credibility of PTT's carbon reporting, aligning with international best practices and investor expectations.

1. INTRODUCTION (GRI 2-2, 2-3) (CONT'D)

1.4. Terminologies, Frameworks and Standards (Cont'd)

FY2026 Status	Framework	Benefits
Under evaluation	**Science-Based Targets initiative ("SBTi")** A global corporate climate organisation that defines and independently validates GHG reduction targets for businesses and financial institutions to ensure they align with the Paris Agreement's 1.5°C warming limit.	• Guide PTT in setting emission reduction targets consistent with recognised construction sector decarbonisation benchmarks. • Enhance PTT's readiness for regulatory shifts and investor scrutiny by aligning climate targets with Paris Agreement goals.

Beyond the reporting frameworks above, the Group's construction segment maintains certified management systems. PTTSB holds certification to the International Organization for Standardization ("**ISO**") 9001:2015 Quality Management Systems ("**QMS**"), ISO 14001:2015 Environmental Management Systems ("**EMS**"), and ISO 45001:2018 Occupational Health and Safety Management Systems ("**OHSMS**").

At a high level, ISO 9001:2015 QMS supports the Group's consistent project delivery through documented procedures, quality control, management of customer and regulatory requirements, corrective action, and continual improvement across building, civil and infrastructure works.



Figure 1.4a PTTSB's ISO 9001:2015 QMS, ISO 14001:2015 EMS and ISO 45001:2018 OHSMS certificates.

Sustainability Statement
(Cont'd)

1. INTRODUCTION (GRI 2-2, 2-3) (CONT'D)

1.5. Assurance Readiness (GRI 2-5)

All information presented in this Statement has been internally reviewed by the Group's management and approved by the Board of Directors ("**BOD**"), with external ESG advisory support in its preparation. At present, this Statement has not been subjected to assurance by the internal audit function or independent external assurance providers. The Group is progressively strengthening its data collection and internal review processes to support future assurance readiness.

1.6. Feedback

PTT continues to integrate ESG considerations into the development of a resilient and forward-looking business. Constructive feedback, comments, and suggestions on this Statement are welcomed to further improve the relevance, transparency, and accountability of the Group's disclosures. Stakeholders may contact PTT through the following channels:

	ESG Person-in-charge ("**PIC**") PTT Synergy Group Berhad
	Address : 2A-1-1(B), Space U8, No. 6, Persiaran Pasak Bumi, Taman Bukit Jelutong, Seksyen U8, 40150 Shah Alam, Selangor Darul Ehsan Email : esg@ptt.com.my

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2. ABOUT PTT'S SUSTAINABILITY JOURNEY

2.1. Sustainability Highlights

UN SDG	UN SDG Target	FY2026 Achievement
	**Target 3.9** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.	PTT recorded no work-related fatalities, recordable work-related injuries, or cases of recordable work-related ill health in FY2026. All new hires completed pre-employment health screening, while periodic health checks and wellness activities continued alongside site-level safety supervision at all six projects.
	**Target 4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.	PTT trained 277 employees across climate-related, technical, compliance, safety, leadership, and digital-transformation topics in FY2026.
	**Target 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.	Female representation on the BOD stood at 25% in FY2026, while PTT continued to uphold merit-based recruitment and career progression practices.
	**Target 6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.	PTT reused water from sediment basins and silt traps and applied wash-through systems and road spraying to manage water across project activities. See Section 6.1.1 for further details.
	**Target 7.3** By 2030, double the global rate of improvement in energy efficiency.	PTT operated 10 electric vehicles ("**EVs**") and two electric prime movers and maintained 13 solar-powered lighting poles at one of its projects located in Selangor, while tracking and analysing electricity usage from its newly installed charging point at the HQ.

Sustainability Statement
(Cont'd)

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.1. Sustainability Highlights (Cont'd)

UN SDG	UN SDG Target	FY2026 Achievement
	**Target 8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises.	PTT's construction segment directed 100% of its FY2026 procurement spending to Malaysian suppliers, supporting local economic participation, enterprise and income opportunities within its supply chain.
	**Target 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	PTT maintained project-level safety committees, site safety personnel, and safety reporting channels to promote a safe and secure working environment for all its employees. See Section 6.2.3 for further details.
	**Target 9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	PTT reused construction materials and repurposed used water tanks as water bowsers, extending material lifespan, reducing waste and supporting dust control at project sites.
	**Target 10.2** By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	PTT continued merit-based recruitment and career progression, considered candidates across a broader age range during pre-screening interviews, and monitored workforce representation to support inclusion.

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.1. Sustainability Highlights (Cont'd)

UN SDG	UN SDG Target	FY2026 Achievement
	**Target 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	PTT maintained dust-suppression controls and completed air-quality assessments at five project sites, with the remaining project scheduled for air-quality assessment in FY2027. All major pollutants assessed were within national safety limits.
	**Target 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.	PTT diverted 3,261.57 metric tonnes ("**MT**") of waste from disposal in FY2026, supported by improved tracking, reuse, and recycling, and the inclusion of organic waste from site clearing in the initial project phase. See Section 6.1.2 for further details.
	**Target 13.2** Integrate climate change measures into national policies, strategies, and planning.	PTT advanced climate scenario analysis and assessed CRROs across its geographical area, value chain, operations, facilities and assets. See Section 4 for further details.
	**Target 14.1** By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.	PTT continued sediment and runoff controls, including sediment basins, silt traps, temporary slope protection, and silt fences at project sites to prevent water pollution.
	**Target 15.5** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.	PTT refreshed its biodiversity desktop screening across its seven operating locations to provide biodiversity-risk context for project planning and environmental management. See Section 6.1.5 for further details.

Sustainability Statement
(Cont'd)

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.1. Sustainability Highlights (Cont'd)

UN SDG	UN SDG Target	FY2026 Achievement
	**Target 16.5** Substantially reduce corruption and bribery in all their forms.	No confirmed corruption incidents were recorded in FY2026. Externally appointed internal auditors assessed six departments and one project for corruption-related risks, covering 50.00% of the total 14 operations within FY2026 scope.
	**Target 16.10** Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.	PTT kept its whistleblowing channels accessible to all employees and external parties and published key governance policies on its corporate website.
	**Target 17.16** Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the SDGs in all countries, in particular developing countries.	PTT's total community investment grew more than fourfold, and the number of individual beneficiaries increased around fivefold in FY2026. Additionally, PTT collaborated with local stakeholders, public institutions and partner organisations across community initiatives spanning Education; Community, Welfare and Health; Culture and Religion; Industry and Professional Programmes; and Sports and Recreation.

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Sustainability Statement
(Cont'd)

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.2. Statement of Leadership

Dear Stakeholders,

As the Group continues its business transformation, FY2026 marked another significant step in PTT's sustainability journey. Building on our established foundation in infrastructure, earthworks and construction, we are progressively transforming our capabilities into an integrated industrial infrastructure and smart logistics platform. Throughout the year, we continued to strengthen accountability, data quality and the consistent implementation of practical measures across our operations and project sites.

Strengthening Our Sustainability Governance Structure

One of the key developments during the year was the strengthening of our sustainability governance structure to provide more effective oversight of SRMs and CRMs across the Group. Oversight previously carried by the Sustainability Working Committee was consolidated under the ESG Steering Committee ("**ESG SC**"), supported by a designated ESG PIC and cross-functional working groups comprising representatives from relevant departments. This structure strengthens the flow of information from our project sites and business functions to Management, the ESG SC and ultimately the BOD, while ensuring that strategic direction is communicated back to the relevant functions for implementation. In practical terms, material sustainability considerations can be identified and escalated earlier, enabling more informed decisions on priorities, resources and targets.

Deepening Our Alignment with the NSRF

We continued to strengthen our alignment with the NSRF, including deepening our application of IFRS S1 and IFRS S2. During the year, we enhanced our climate scenario analysis and broadened the assessment of CRROs across our geographical footprint, value chain, operations, facilities and assets. These assessments are increasingly informing our consideration of business strategy, resource allocation and the resilience of our operations under different climate scenarios.

As our business transformation progresses into the Warehouse and Logistics segment, including smart warehousing and technology-enabled solutions, we recognise the importance of ensuring that our sustainability considerations transform alongside our business strategy and operating model.

Managing Our Environmental Footprint

Our environmental priorities remained closely connected to the nature of our operations, particularly our construction and infrastructure activities. During the year, we strengthened the collection and monitoring of environmental data and continued to enhance our practices relating to water, waste, energy, GHG emissions, air quality, biodiversity and land remediation.

Practical initiatives such as material reuse and recycling, electric mobility, renewable-energy lighting, dust and sediment controls, and biodiversity screening continued to be implemented across our operations and project sites.

Improved data tracking has also provided greater visibility over our environmental performance, enabling us to better identify areas for improvement, monitor progress and strengthen the basis for future target-setting.

Sustainability Statement
(Cont'd)

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.2. Statement of Leadership (Cont'd)

Investing in Our People

Our people remain central to how we operate and to the successful delivery of our business. During FY2026, we continued to invest in workplace safety, health and well-being, structured training and development, fair and inclusive employment practices, and respect for human rights across our workforce.

As our capabilities transform into automated warehousing, logistics operations and technology-enabled solutions, we recognise the importance of developing the skills and capabilities required to support this transformation.

We also continued to extend our sustainability expectations beyond our own operations by giving greater consideration to sustainability factors in the selection, engagement and management of our suppliers and business partners.

Contributing to Our Communities

We adopted a more deliberate approach to our Corporate Social Responsibility ("**CSR**") programme by strengthening the selection, thematic structuring and tracking of our initiatives, enabling our contributions to be directed towards areas where support is most meaningful.

In FY2026, our contributions were organised across Education; Community, Welfare and Health; Culture and Religion; Industry and Professional Programmes; and Sports and Recreation. We were also encouraged by the growing participation of our employees in volunteering activities, reflecting our belief that meaningful community engagement extends beyond financial contributions.

The commemoration of the Group's 25th anniversary during the year provided an additional opportunity to bring our employees, business partners and wider stakeholders together in recognition of the relationships that have contributed to PTT's journey.

Upholding Ethical Conduct

Strong governance and ethical conduct remain fundamental to the way we conduct our business. During the year, we continued to reinforce our anti-bribery and anti-corruption ("**ABAC**") controls, risk assessment practices, whistleblowing arrangements and data protection measures, supported by digital systems that enhance process consistency and information security.

Looking ahead, we plan to adopt an Anti-Bribery Management System ("**ABMS**") aligned with ISO 37001:2025, providing a structured framework to reinforce accountability, consistent decision-making and responsible conduct across our operations and business relationships.

As we continue our business transformation and expand our activities and stakeholder relationships, maintaining high standards of integrity, transparency and accountability will remain essential to building trust and supporting sustainable growth.

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.2. Statement of Leadership (Cont'd)

Looking Ahead

The direction we have set is practical, disciplined and aligned with our business transformation: to govern sustainability rigorously, measure what is material, and drive continuous improvement in areas where we can exercise meaningful influence.

As we progress, we will continue to strengthen the quality, depth and reliability of our sustainability data, enhance our assessment of SRROs and CRROs, and further integrate sustainability considerations into our business planning and decision-making.

At the same time, as our established infrastructure and construction capabilities continue to support the Group's operations, we are transforming and expanding our capabilities in smart warehousing, automation, robotics and technology-enabled logistics solutions. We recognise that this transformation brings both opportunities and new sustainability considerations, and we will continue to develop our approach accordingly.

To our employees, customers, business partners, suppliers, communities, regulators and shareholders, thank you for your continued trust, support and constructive engagement. Your perspectives help us identify where we can improve and strengthen the way we create value.

We look forward to continuing this journey together, building on our foundations, driving our transformation, and creating sustainable long-term value for our stakeholders.

Teo Swee Phin
Managing Director

Sustainability Statement
(Cont'd)

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.3. Stakeholder Engagement (GRI 2-29, 3-1, 3-2, 3-3)

Stakeholder engagement remains a core input to PTT's sustainability approach. PTT continues to engage its stakeholders through multiple communication channels (outlined below in Table 2.3a) to understand their areas of interest and concern in the context of rising ESG expectations. The stakeholder mapping workshop conducted in the prior reporting period continues to guide sustainability decision-making, helping the Group align its ESG priorities with stakeholder expectations.

Among the eight stakeholder groups PTT engages (Table 2.3a), the workshop identified Shareholders and Investors, Employees, and Government and Regulatory Authorities as the most significant, based on their respective levels of impact and dependency on the Group. The stakeholder mapping results are subsequently incorporated as weighted stakeholder input into the materiality assessment set out in Section 2.4, helping to ensure that the perspectives of these stakeholder groups are appropriately reflected in the Group's decision-making and sustainability strategies.

Table 2.3a The Group's stakeholder groups, areas of interest or concern, responses and frequency of engagement.

Stakeholder Group	Areas of interest or concerns	PTT's Response	Frequency of Engagement
Business Partners 	• Financial performance and stability • Integrity in business relationships • Alignment with sustainability goals and values	• Meetings and discussions • Regular communications	• Ad hoc • Ongoing
Customers 	• Construction quality and safety • Product innovation • Availability of sustainable and energy-efficient features in projects and solutions • Customer satisfaction	• Customer service and support • Customer surveys	• Ongoing

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.3. Stakeholder Engagement (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)

Stakeholder Group	Areas of interest or concerns	PTT's Response	Frequency of Engagement
Employees 	• Workplace health and safety • Diversity and equal employment opportunity • Training and career development • Human rights • Employee welfare	• Employee surveys and feedback channels • Team meetings with management • Annual appraisal and performance review • Job-related training and workshops • Employee engagement activities	• Annually • Ongoing
Government and Regulatory Authorities 	• Regulatory compliance • Ethical and responsible business practices • Contribution to the local economy • Public health and safety • Environmental and social impacts of construction and development	• Regulatory reporting and compliance submissions • Announcements • Participation in programmes organised by regulatory bodies	• Ongoing • Annually
Local Communities, Public and Non-Governmental Organisations 	• Environmental and social impacts of construction and development activities • Contribution to the local community • Job creation and economic contribution	• Community programmes and events • CSR initiatives	• Ad hoc

Sustainability Statement
(Cont'd)

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

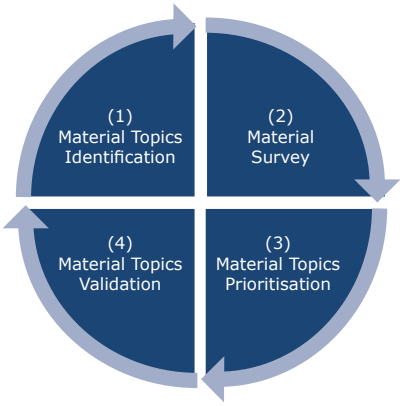
2.3. Stakeholder Engagement (GRI 2-29, 3-1, 3-2, 3-3) (Cont'd)

Stakeholder Group	Areas of interest or concerns	PTT's Response	Frequency of Engagement
Media 	• Accuracy and transparency in public communication • Timely responses to inquiries and concerns	• Newspaper and social media • Press releases • Direct engagement	• Ongoing
Shareholders and Investors 	• Financial performance • Long-term growth and resilience • Ethical business practices • Timely and accurate announcements • Transparency in financial reporting	• Annual general meetings • Earnings reports and financial disclosures • Sustainability reports and updates • Investor relations website and contact • Analyst briefings and meetings • Press releases • Site visits • Audits	• Ongoing • Quarterly • Annually
Suppliers 	• Fair procurement practices • Responsible sourcing • Supply chain sustainability	• Supplier assessments and audits • Supplier meetings and discussions • Regular communications	• Ongoing • Annually

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.4. Materiality Assessment

PTT continues to use the materiality matrix developed in FY2025 as a practical reference point for its ESG direction in FY2026. The materiality assessment incorporated peer industry standards, regulatory requirements, and stakeholder feedback. With external ESG advisory support, PTT reviewed existing topics, assessed ESG topics that may affect its business, distributed the materiality survey, compiled the stakeholders' feedback, and produced its materiality matrix. Following a review in FY2026, the Group determined that the existing 14 material topics remain relevant and important to its operations, and no new material topics were identified.



Step	Description
(1)	With external ESG advisory support, the Group held a workshop to identify material ESG topics, drawing on industry standards, regulatory requirements and stakeholder expectations.
(2)	The materia topics were compiled a materiality survey and distributed to the Group's internal and external stakeholders. Response were analysed and weighted using the stakeholders's knowledge, awereness and concern regarding the Group's actions on each topic. This gives a fair and accurate representation of stakeholder importance scores for every material topic.
(3)	The identified topics were ranked and plotted on a materiality matrix.
(4)	The board reviewd and endorsed the final list of ranked material topics to ensure aligment with the Group's strategic direction.

Figure 2.4a PTT's materiality assessment process for identifying its material topics.

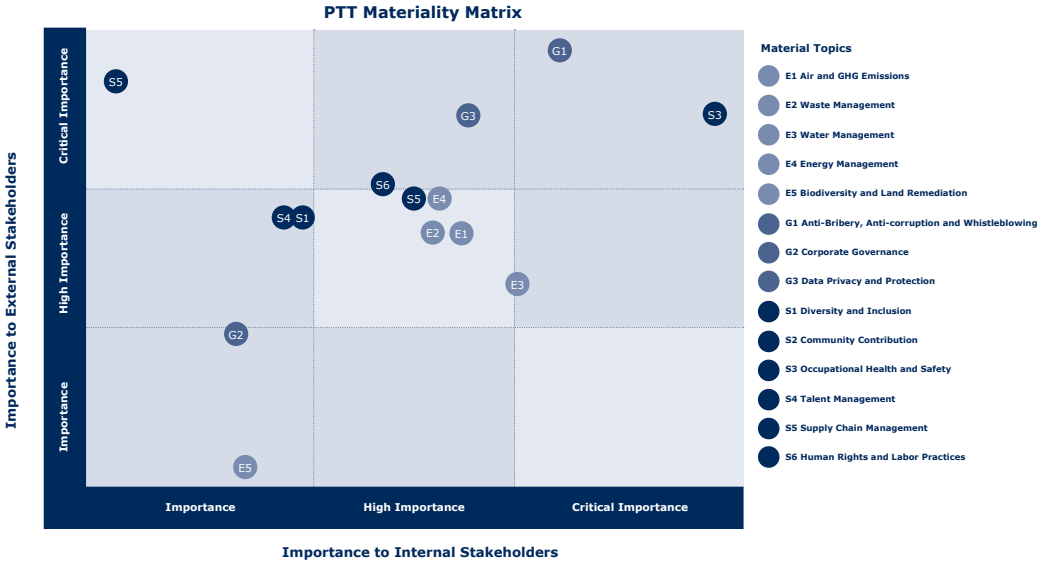


Figure 2.4b PTT's materiality matrix, comprising its 14 material topics that remained relevant in FY2026.

Sustainability Statement
(Cont'd)

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.4. Materiality Assessment (Cont'd)

Based on the FY2025 assessment, three material topics emerged as the Group's highest priorities. Among the 14 material topics, "Anti-Bribery, Anti-Corruption and Whistleblowing" was considered critically important to the Group. This was followed by "Occupational Health and Safety" and "Data Privacy and Protection". In FY2026, these three material topics continue to shape the Group's ESG priorities, resource planning, and initiatives, with oversight by Senior Management, the ESG SC and the BOD.

Table 2.4a The definitions of the 14 material topics relevant to PTT's operations.

ESG Pillars	Material Topics	Definition
Environment	Air and GHG Emissions	Covers the release of GHGs and other pollutants into the atmosphere, typically measured to manage environmental impact and support alignment with reduction targets and regulatory standards.
	Waste Management	Covers the generation and handling of non-scheduled and scheduled waste with a focus on reducing environmental impact through appropriate management, treatment, and disposal practices.
	Water Management	Efficient use, conservation, and treatment of water resources to minimise consumption, reduce pollution, and support access to clean water for stakeholders.
	Energy Management	Systematic monitoring, control, and optimisation of energy use to reduce environmental impact, improve efficiency, and support long-term sustainability objectives.
	Biodiversity and Land Remediation	Protection of ecosystems and restoration of land disturbed by construction activities. PTT addresses soil erosion, vegetation loss, and habitat disruption through site-specific mitigation and remediation measures that support long-term environmental stewardship.

2. ABOUT PTT'S SUSTAINABILITY JOURNEY (CONT'D)

2.4. Materiality Assessment (Cont'd)

ESG Pillars	Material Topics	Definition
Social	Diversity and Inclusion	Promotion of workforce diversity and inclusive practices to support equal opportunity, representation, and a supportive environment for employees regardless of gender, ethnicity, age, or other characteristics.
	Community Contribution	PTT's initiatives and contributions to social well-being, including local community support, stakeholder engagement, and efforts to promote social equity, economic development, and positive societal outcomes.
	Occupational Health and Safety	Policies, practices, and measures implemented to protect employee health, safety, and well-being, with the aim of preventing workplace incidents, injuries, and illnesses at PTT.
	Talent Management	Development and retention of a skilled workforce to meet changing business needs. For PTT, this includes training for traditional construction roles and reskilling employees in IoT, automation, and digital technologies to prepare for future industry demands.
	Supply Chain Management	Oversight and integration of sustainable practices across the supply chain, with a focus on ethical sourcing and social responsibility throughout procurement, production, and distribution.
	Human Rights and Labour Practices	PTT's commitment to respecting and upholding fundamental human rights across operations and the supply chain, including preventing abuses, ensuring fair labour practices, and promoting equality and dignity.
Governance	Anti-Bribery, Anti-Corruption and Whistleblowing	Policies, controls, and practices adopted by PTT to address, detect and prevent bribery and corruption, supporting 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 the BOD, Senior Management and ESG SC oversight of ESG, integration of sustainability into management practices, and adherence to Bursa Malaysia's reporting requirements.
	Data Privacy and Protection	Policies, controls and practices adopted by PTT to safeguard personal and sensitive data, support regulatory compliance, and maintain stakeholder privacy, security, and trust.

Sustainability Statement
(Cont'd)

3. GOVERNANCE

A clear sustainability governance structure supports PTT's ability to oversee ESG performance effectively, advance ESG practices and respond to stakeholder expectations. Building on its existing governance structure, the Group has further enhanced its sustainability governance structure across its business operations. The enhanced structure comprises the BOD, the ESG SC, a designated ESG PIC, and cross-functional working groups involving relevant departments and Heads of Departments ("**HODs**").

ESG Governance & Reporting Structure

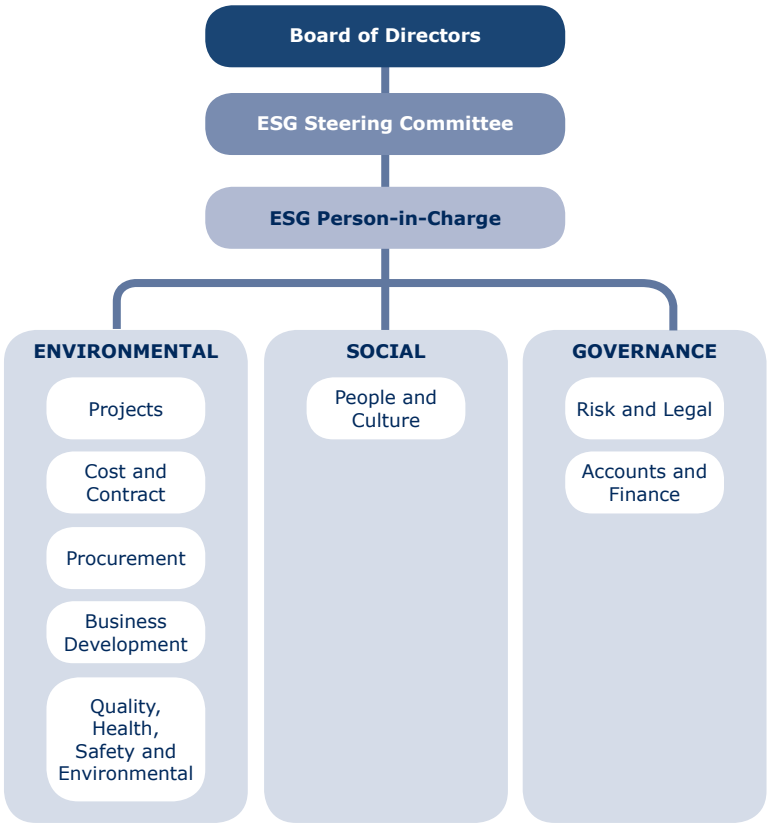


Figure 3a Sustainability governance structure at PTT to support top-down and bottom-up sustainability alignment across the Group.

The BOD provides oversight of SRMs and CRMs by reviewing and approving the Group's ESG strategy, policies, key targets and annual sustainability disclosures. The BOD reviews reports submitted by the ESG SC, monitors the Group's progress in addressing material topics, SRROs and CRROs, and retains final approval authority over decisions that may affect the Group's overall strategic direction. The enhanced reporting channel flows from the cross-functional working groups to the ESG PIC, followed by the ESG SC and ultimately the BOD.

Sustainability Statement
(Cont'd)

3. GOVERNANCE (CONT'D)

As part of the Group's continued enhancement of its sustainability governance, the responsibilities previously undertaken by the Sustainability Working Committee have been transferred to the ESG SC. This change reflects the ESG SC's broader responsibilities for ESG governance, strategic coordination, risk oversight and BOD reporting. The ESG SC oversees the identification and management of material SRROs and CRROs, monitors progress against ESG metrics and targets, assesses the adequacy of resources allocated to ESG implementation, and considers operational ESG-related matters within its delegated authority. Significant matters arising from ESG SC meetings are tabled to the BOD for noting, while matters requiring BOD deliberation or approval are escalated accordingly.

Supporting the ESG SC, the ESG PIC coordinates data collection and data quality checks, monitors implementation progress, and consolidates information from the cross-functional working groups. The ESG SC meets at least twice yearly, while ESG information is consolidated and reviewed quarterly to support timely monitoring and decision-making. Each meeting is supported by an agenda and relevant meeting papers, with the minutes, decisions and agreed follow-up actions documented and maintained.

At the operational level, the cross-functional working groups bring together relevant departments and HODs responsible for their respective ESG reporting areas. HODs and designated departmental representatives are responsible for implementing ESG initiatives within their respective functions, maintaining ESG data collection, monitoring performance, identifying emerging SRROs and CRROs, and reporting progress to the ESG SC through the ESG PIC. This bottom-up participation enables operational information and implementation challenges to be communicated to the ESG SC and, where required, escalated to the BOD.

Overall, the Group's top-down governance approach provides strategic direction, while bottom-up participation supports practical implementation across the Group. Together, these governance arrangements strengthen accountability, support informed decision-making and facilitate the consistent integration of ESG into PTT's operations and strategic direction.

While this section focuses on how ESG matters are governed, corporate governance underpins how the Group is directed and managed as a whole. Reflecting this, Corporate Governance is one of the 14 material topics identified through PTT's materiality assessment (Section 2.4). The Group's broader corporate governance framework and practices are discussed in further detail in the Corporate Governance Overview Statement of this Annual Report.

4. STRATEGY

In FY2026, the Group advanced its integration of IFRS S1 and IFRS S2 under Malaysia's NSRF. This integration supports PTT in identifying material SRROs and CRROs that could affect its prospects, including the current and anticipated financial effects, to inform strategy, resource allocation and business resilience. The analysis presented in this section reflects the skills, capabilities, resources and information currently available to the Group, facilitated through external ESG advisory support. Potential mitigation and adaptation responses remain under discussion and are intended to be included in future reporting cycles. PTT focused on CRROs during the year and is planning future capability-building on broader SRROs.

Sustainability Statement
(Cont'd)

4. STRATEGY (CONT'D)

4.1. Skills and Capacity Building

Building on the scenario analysis workshop conducted in FY2025, PTT advanced its assessment of CRROs and their potential effects on the Group. With external ESG advisory support, the Group conducted two programmes with relevant departments, each over two days, on 14 and 15 April 2026 and on 7 and 8 May 2026. The programmes recorded a combined 800.00 training hours.

The FY2026 analysis extended the earlier work by examining how CRROs could affect PTT's geographical areas of operation, value chain, operations, facilities and assets. Under each future climate scenario, CROs were assessed alongside the corresponding CRRs. This enabled participants to consider potential exposure and strategic responses, as well as opportunities that may arise under a range of possible future conditions.



Figure 4.1a Departmental participants at one of PTT's two-day CRRO training programmes, facilitated with external ESG advisory support.

4.2. Scenario Analysis Framework

The FY2026 analysis builds on the mitigation-pathway categories considered by the Intergovernmental Panel on Climate Change ("**IPCC**") Working Group III ("**WGIII**"), alongside Shared Socioeconomic Pathways ("**SSPs**") and Representative Concentration Pathways ("**RCPs**"). Together, these internationally recognised frameworks provide complementary views of socioeconomic development, climate policy, emissions trajectories and potential warming outcomes, supporting PTT's consideration of resilience under different climate futures.

4. STRATEGY (CONT'D)

4.2. Scenario Analysis Framework (Cont'd)

Table 4.2a Climate projections for Southeast Asia under different SSPs, showing projected changes in mean temperature, total precipitation and sea level rise across three IPCC time horizons. PTT selected SSP1-2.6, SSP2-4.5 and SSP5-8.5 to represent favourable, intermediate and least favourable climate scenarios, respectively (highlighted in light blue) (IPCC, 2023a; IPCC, 2023b).

SSP	Category in WGIII	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 2.0°C
	C5		Limit warming to 2.5°C
SSP2-4.5	C6	RCP4.5	Limit warming to 3.0°C
SSP3-7.0	C7	RCP7.0	Limit warming to 4.0°C
SSP5-8.5	C8	RCP8.5	Exceed warming of 4.0°C

IPCC Time Horizon	Scenario	Mean Temperature (°C)	Total Precipitation (%)	Sea Level Rise (m)
2021-2040	SSP1-2.6 (C3 and C4)	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 (C8)	1.1 to 1.8	-4.4 to 4.3	0.0 to 0.2
2041-2060	SSP1-2.6 (C3 and C4)	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 (C8)	1.7 to 2.7	-3.1 to 5.9	0.1 to 0.4
2081-2100	SSP1-2.6 (C3 and C4)	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 (C8)	2.9 to 5.2	-5.7 to 10.1	0.4 to 1.1

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4. STRATEGY (CONT'D)

4.2. Scenario Analysis Framework (Cont'd)

PTT selected three relevant scenarios to support preparation for future climate-related impacts: SSP1-2.6, SSP2-4.5, and SSP5-8.5. These scenarios were selected because they project favourable, intermediate and least favourable climate outcomes respectively, offering a balanced range of possible futures relevant to the Group's industry.

1. SSP1-2.6 represents a more sustainability-focused future, where sustainability is strongly prioritised globally, even where short-term economic growth may be constrained.

2. SSP2-4.5 reflects a pathway broadly similar to current conditions, with moderate and incremental progress in sustainability awareness and practice.

3. SSP5-8.5, by contrast, describes a fossil-fuel-driven, high-growth future where sustainability transitions are delayed until more abrupt and costly adjustments are required.

Considering these scenarios strengthens PTT's ability to remain prepared under different global climate outcomes and supports strategic planning for sustainability and resilience.

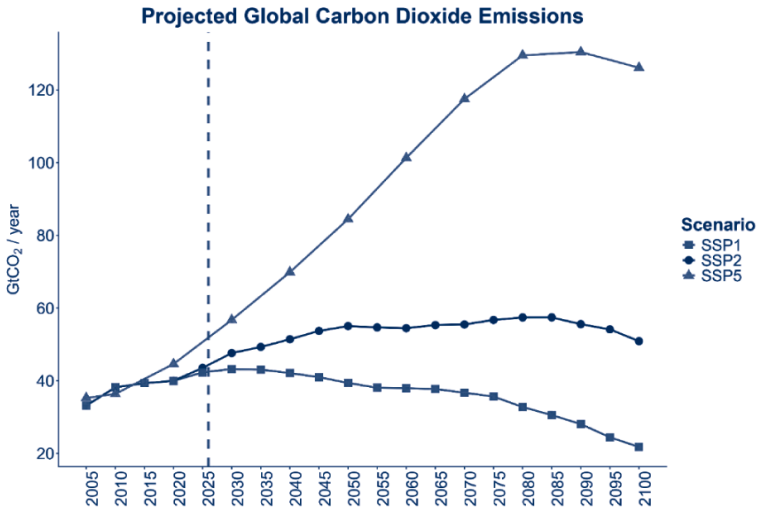


Figure 4.2a The projected amount of carbon dioxide released annually under the three scenarios considered by PTT. The graph is plotted from the IPCC Sixth Assessment Report ("**AR6**") Scenarios Database, using IMAGE 3.2 (for SSP1 and SSP2) and REMIND-MAgPIE 1.5 (for SSP5) (Byers et al., 2022).

4. STRATEGY (CONT'D)

4.2. Scenario Analysis Framework (Cont'd)

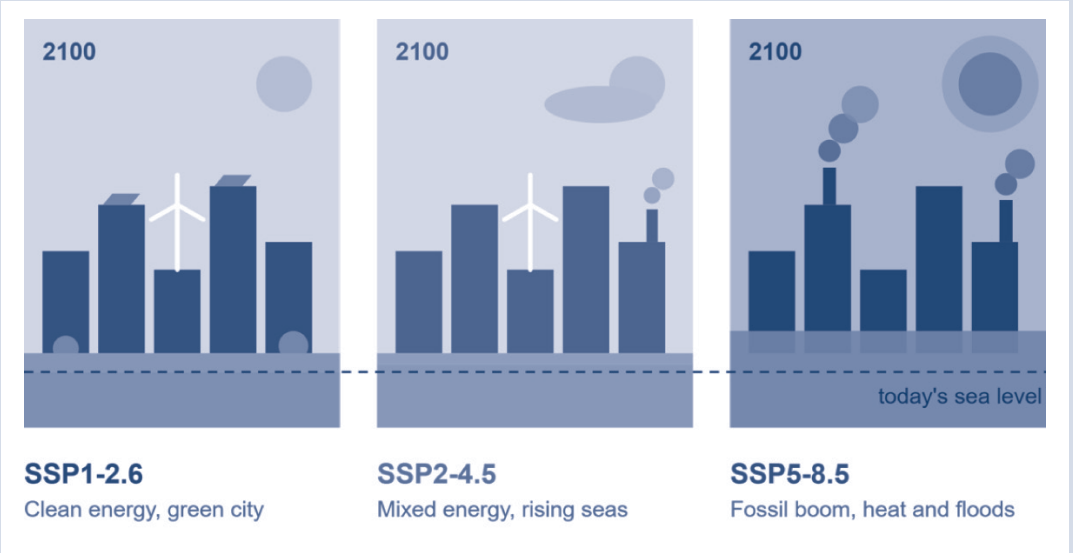
Box 4.2 Additional details on the scenario analysis framework

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

1. 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, 2022; O'Neill et al., 2017).
2. WGIII Categories: Developed under the IPCC, these categories classify mitigation pathways according to how effectively they can limit global warming to specified temperature thresholds.
3. RCPs: These pathways project GHG concentration levels in the atmosphere over time, measured in radiative forcing, watt per meter square ("**W/m²**"). Higher radiative forcing values indicate more severe warming outcomes.

The SSP framework is the most commonly referenced of the three, as it links socioeconomic narratives with emissions trajectories. The following provides an overview of the characteristics and assumptions underlying SSP1-2.6, SSP2-4.5 and SSP5-8.5.

1. **SSP1-2.6 (C3 and C4): Sustainability (low challenges to mitigation and adaptation).**
   A favourable outcome, with radiative forcing at 2.6 W/m² and temperature increase limited to 2.0°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/m² and warming to about 3.0°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/m² and temperature rises above 4.0°C. It assumes rapid economic growth, delayed climate action, and severe environmental consequences, far exceeding Paris Agreement thresholds.



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4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities

As climate change progresses, physical and transition risks may affect PTT across different time horizons. To structure its analysis, the Group adopted three planning periods: short-term (2026-2030), medium-term (2031-2040) and long-term (2041-2050). The climate projections presented in Section 4.2 extend beyond these planning periods to provide longer-term context. These horizons were structured with reference to Malaysia's national climate milestones, including Malaysia's 2030 target to reduce GHG emissions intensity per unit of gross domestic product by 45% against a 2005 baseline, the 2035 absolute-emissions target in Nationally Determined Contribution ("**NDC**") 3.0 and the national aspiration to achieve net-zero GHG emissions by 2050. Referencing these, the Group subsequently identified and evaluated its CRROs across the scenarios considered.

While Table 4.3a to Table 4.3c highlight the key CRROs relevant to PTT, the list presented is not exhaustive. Each CRRO is assigned a combined Likelihood and Impact score out of a total of 25, with likelihood and impact ratings defined according to PTT's internal criteria. PTT continues to identify and revise its CRROs over time where necessary and appropriate. The Group intends to strengthen the quantification of selected financial effects in future reporting cycles as data and internal capability mature. Collectively, the assessment supports PTT's preparedness for climate futures with differing socioeconomic and policy conditions.

SSP2-4.5: Middle of the Road

Under SSP2, the Group highlighted acute physical, chronic physical and transition reputation risks as the most likely and impactful exposures from the scenario analysis workshop. The physical risks are highlighted under SSP2 because SSP2 offers the most realistic representation of the weather conditions PTT presently works in. These risks include flash flooding, which halts site progress and shortens machinery life, while increasingly unpredictable rainfall delays concreting, earthwork and general operations. Where such events occur, a delay of up to three working days per extreme weather-related event is estimated to incur an incremental cost of between RM100,000.00 and RM300,000.00 per project.

Alongside these, the Group recognises a potential reputational exposure should its climate strategies be regarded as insufficient. Should this risk materialise, stakeholder confidence in PTT may be affected, impacting the Group's project tendering. Other risks remain present under SSP2, but these three risks carry the most direct consequences for project delivery, cost recovery, and the Group's standing with stakeholders.

While these risks may affect project delivery and stakeholder confidence, they also present opportunities for the Group to strengthen operational resilience. Since flooding and rainfall disruption are recurring, strengthened temporary flood protection at project sites can reduce rectification costs and limit stoppages that interrupt progress billings, converting an unpredictable cost into a planned one. Similarly, enhanced scheduling against weather forecasts, with closer coordination between project teams, subcontractors and suppliers, allows labour and plant to be deployed during dry periods, protecting project progress and efficiency. On the reputational side, PTT's on-site environmental practices can be presented and communicated further across reporting, business development, and stakeholder engagement to continue to support stakeholder confidence in the Group.

4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP2-4.5: Middle of the Road (Cont'd)

Table 4.3a In SSP2, the CRROs under acute physical, chronic physical, and transition reputation are the most impactful to the Group. The following highlights their description, potential value chain, and financial impact.

Acute Physical Risk	
Risk description: Flash flood slowing project progress and increasing cost to rectify damage.	**Effect status:** Current **Likelihood and Impact:** 15
Value chain impacted: • Direct operation in Southeast Asia • Business activity at project sites	**Financial impacts:** • Reduce lifespan of machinery at project sites, increasing capital expenditure ("**CAPEX**") • Delay project milestones, leading to contractual penalties and additional costs
Acute Physical Opportunity	
Opportunity description: Enhanced temporary flood protection measures, including additional erosion and sediment control plans, sediment basins, and surface water runoff controls.	**Effect status:** Current **Likelihood and Impact:** 15
Value chain benefitted: • Direct operation in Southeast Asia • Business activity at project sites	**Financial benefits:** • Reduce rectification cost by preventing damage to machinery and facilities at project sites • Stabilise project cash inflows by limiting flood-related work stoppages and maintaining more predictable progress billings
Chronic Physical Risk	
Risk description: Unpredictable rainfall patterns delaying concreting work, earthwork, and operations.	**Effect status:** Current **Likelihood and Impact:** 12
Value chain impacted: • Direct operation in Southeast Asia • Business activity at project sites	**Financial impacts:** • Impact cash flow by increasing operating expenditure ("**OPEX**") • Reduce revenue from disrupted or decreased operations, or productivity loss • A delay of up to three working days per extreme weather-related event can lead to an estimated impact of RM100,000.00 to RM300,000.00 per project

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4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP2-4.5: Middle of the Road (Cont'd)

Chronic Physical Opportunity	
Opportunity description: Improving coordination between project teams, subcontractors, and suppliers to support more adaptive workforce deployment during periods of unpredictable rainfall.	**Effect status:** Current **Likelihood and Impact:** 16
Value chain benefitted: • Direct operation in Southeast Asia • Business activity at project sites	**Financial benefits:** • Enhance schedule efficiency by adopting weather-responsive planning and sequencing that reduce idle time and rework • Optimise resource utilisation through more flexible deployment of labour and materials during variable rainfall periods
Transition Reputation Risk	
Risk description: Should the Group's climate strategies be perceived as insufficient, stakeholder trust may be affected, which could disadvantage PTT during project tendering processes.	**Effect status:** Anticipated **Anticipated time horizon:** Medium term (2031-2040) **Likelihood and Impact:** 15
Value chain impacted: • Downstream activities in Southeast Asia • Group-wide impact	**Financial impacts:** • Affect cash flow profiles due to slower order intake and potential delays in project conversion • Affect business continuity by increasing exposure to stakeholder actions (e.g., contract non-renewals, tender exclusions) that may constrain long-term operations and strategic growth

4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP2-4.5: Middle of the Road (Cont'd)

Transition Reputation Opportunity	
Opportunity description: PTT can further strengthen the depth and communication of its climate-related information and on-site practices to stakeholders. This can support consistent messaging across reporting, business development, and stakeholder engagement, providing stakeholders a clearer view of the Group's practical actions against climate change.	**Effect status:** Anticipated **Anticipated time horizon:** Medium term (2031-2040) **Likelihood and Impact:** 15
Value chain benefitted: • Upstream and downstream activities in Southeast Asia • Group-wide impact	**Financial benefits:** • Support revenue growth by strengthening stakeholder confidence and brand perception, helping PTT attract climate-conscious customers • Enhance access to capital through better alignment with investor and lender ESG expectations, potentially improving financing terms • Stabilise cash flows by reducing customer churn and reputational disruptions, supporting more predictable sales and project conversion

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4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP1-2.6: Sustainability

Under SSP1, the emphasis shifts away from physical risks and towards the rapid pace of low-carbon transition. While physical risks may still affect PTT in this scenario, they are considered less likely and less impactful in comparison. Instead, the Group highlighted transition technology and transition policy risks as the most likely and impactful exposures in SSP1.

On technology, customers are expected to increasingly request lower-emission site operations and cleaner heavy equipment, which would require PTT to adopt cleaner energy solutions alongside lower-emission equipment and machinery. By estimation, if the Group were to convert its FY2026 electricity consumption entirely to green electricity, procuring green electricity at the new premium Green Electricity Tariff rate of 5.00 sen/kWh would result in an estimated incremental electricity cost of around RM17,000.00.

On transition policy risk, the anticipated introduction of carbon pricing would raise the cost of diesel, electricity, heavy machinery operation and carbon-intensive materials such as cement and steel, feeding directly into cost of sales.

The opportunities arising from these risks lie in a more rapid transition to a sustainable business model, which enhances the Group's operational efficiency. Shifting consumption towards lower-emission energy sources for sites, offices and project operations can reduce exposure to future carbon and energy price increases while positioning the Group to meet emerging policy requirements. Investment in cleaner heavy equipment carries a similar dual return: modern low-emission plant can deliver more output per unit of energy and offer a longer useful life, and the reduced exposure to carbon pricing and energy-cost volatility makes project delivery costs more predictable. Hence, in SSP1 where stakeholders actively reward lower-emission delivery, these opportunities function less as an additional compliance cost than as market differentiation and operational improvement for the Group.

4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP1-2.6: Sustainability

Table 4.3b In SSP1, the CRROs under transition technology and transition policy are the most impactful to the Group. The following highlights their description, potential value chain, and financial impact.

Transition Technology Risk	
Risk description: PTT may be exposed to higher operating and project delivery costs if customers increasingly expect lower-emission site operations and cleaner heavy equipment for projects.	**Effect status:** Anticipated **Anticipated time horizon:** Medium term (2031-2040) **Likelihood and Impact:** 16
Transition Technology Risk	
Value chain impacted: • Direct operation in Southeast Asia • Business activity at project sites	**Financial impacts:** • Increase CAPEX for replacing or retrofitting existing machinery and vehicles to meet customer emission expectations and OPEX for upskilling employees to utilise newer and greener equipment • Affect cash flow timing due to higher upfront capital and operating outlays for lower-emission solutions before recovery through project revenues • Based on its FY2026 electricity consumption, PTT estimated that procuring green electricity at the new premium Green Electricity Tariff rate of 5.00 sen/kWh would result in an incremental electricity cost of around RM17,000.00
Transition Technology Opportunity	
Opportunity description: Explore the use of lower-emission energy sources and cleaner heavy equipment for large infrastructure projects where customers increasingly expect reduced site emissions.	**Effect status:** Anticipated **Anticipated time horizon:** Medium term (2031-2040) **Likelihood and Impact:** 16
Value chain benefitted: • Direct operation in Southeast Asia • Business activity at project sites	**Financial benefits:** • Improve long-term asset productivity by investing in modern low-emission equipment that delivers higher output per unit of energy and extends useful life • Stabilise project cash flows through lower exposure to future carbon pricing and energy-cost volatility, improving predictability of project delivery costs

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4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP1-2.6: Sustainability

Transition Policy Risk	
Risk description: Should carbon pricing be implemented, PTT may experience higher costs from fuel use, heavy machinery, and carbon-intensive materials usage (including cement and steel).	**Effect status:** Anticipated **Anticipated time horizon:** Medium term (2031-2040) **Likelihood and Impact:** 16
Value chain impacted: • Direct operation in Southeast Asia • Group-wide impact	**Financial impacts:** • Increase cost of sales as carbon tax and emission charges are applied to fuel use, heavy machinery operations, and carbon-intensive materials • Increase OPEX where carbon pricing raises the cost of diesel, electricity, and other fossil-based energy used in project delivery • Increase direct tax expenses through carbon tax liabilities linked to PTT's operational emissions and material consumption
Transition Policy Opportunity	
Opportunity description: Use lower-emission energy sources for construction sites, offices or project operations, and review available energy options, project requirements, and customer expectations to determine where lower-emission energy use could support contract opportunities and operational planning.	**Effect status:** Current **Likelihood and Impact:** 20
Value chain benefitted: • Direct operation and downstream activities in Southeast Asia • Group-wide impact	**Financial benefits:** • Reduce exposure to future carbon and energy price increases by progressively shifting consumption towards lower-emission energy sources and materials • Support contract and revenue growth by meeting emerging policy requirements and customer preferences for lower-emission construction solutions

4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP5-8.5: Fossil-Fuelled Development

Under SSP5, where climate action is delayed and later introduced abruptly, the Group highlighted transition market risk as the most significant risk. In this scenario, the Group's broader climate-related investment would be selectively deferred, with only high-priority commitments maintained, and the Group anticipates near-term operational pressure from shifting market demands. Stakeholders are expected to demand faster delivery and tighter cost control regardless of climate-related considerations, which may weigh on PTT's competitiveness where its existing climate-related investments are not reflected in customer priorities. This risk recorded the highest likelihood and impact rating in the scenario analysis workshop, reflecting pressure on revenue, operating costs and, where project outlays run ahead of billing milestones, on liquidity and working capital.

Additionally, the acute and chronic physical risks identified under SSP2 also warrant the Group's attention in SSP5. Flooding and unpredictable rainfall are expected to worsen in both likelihood and impact, compounding the cost and schedule pressure the market risk already creates. Other risks remain relevant under SSP5, but margin compression and intensifying site disruption are expected to be the most significant to PTT. In a market that rewards speed and price ahead of lower-emission delivery, the Group expects to concentrate resources on competitive tender pricing and reliable project delivery, where the commercial consequences are most immediate.

The opportunities arising from these risks therefore centre on protecting margin while maintaining priority climate-related investments to avoid an abrupt and more costly transition in the longer term. Enhanced planning and coordination of heavy equipment usage reduces idle time and fuel wastage at limited cost, supporting both tender competitiveness and delivery reliability. Fuel-efficient and alternative energy-powered equipment may be introduced selectively as part of the Group's scheduled fleet renewal, where commercially viable. This measure moderates exposure to diesel and heavy-equipment costs without diverting capital from delivery. The high-priority climate-related investment retained under this scenario carries a further, longer-term benefit. By preserving a baseline of lower-emission capability, the Group reduces the risk of being required to transition abruptly and at materially greater cost should policy, customer expectations or fuel prices shift more rapidly than the scenario assumes.

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4. STRATEGY (CONT'D)

4.3. Climate-related Risks and Opportunities (Cont'd)

SSP5-8.5: Fossil-Fuelled Development (Cont'd)

Table 4.3c In SSP5, the CRROs under transition market are the most impactful to the Group. The following highlights their description, potential value chain, and financial impact.

Transition Market Risk	
Risk description: The Group may experience changing customer expectations, which increasingly demand faster project delivery and tighter cost control despite rising machinery and fuel expenses. This may place pressure on PTT's ability to maintain competitive tender pricing while managing higher operating costs linked to heavy equipment usage and fuel-dependent construction activities.	**Effect status:** Current **Likelihood and Impact:** 25
Transition Market Risk	
Value chain impacted: • Upstream procurement and construction material sourcing, and direct operations in Southeast Asia • Business activity at project sites and the Group	**Financial impacts:** • Reduce revenue from lower sales or output • Increase OPEX as cost of sales increases from fuel-dependent construction activities and machinery-intensive works • Increase liquidity pressure if upfront project costs rise before billing milestones are collected, increasing working capital needs
Transition Market Opportunity	
Opportunity description: With capital prioritised towards tender competitiveness and project delivery under this scenario, the Group may pursue low-capital operational efficiency measures, principally improved planning and coordination of heavy equipment use. More fuel-efficient or alternative energy-powered equipment may be introduced selectively at natural fleet replacement, where cost-effective. This will support competitive tender pricing and faster delivery expectations, whilst retaining baseline climate-related investment and capability to prepare for abrupt transition should conditions shift faster than expected.	**Effect status:** Current **Likelihood and Impact:** 12
Value chain benefitted: • Direct operation in Southeast Asia • Business activity at project sites	**Financial benefits:** • Stabilise operating costs through improved equipment utilisation and selective fleet replacement, moderating exposure to diesel and fuel price volatility • Enhance project delivery efficiency through better planning and coordination of heavy equipment usage, reducing idle time and fuel wastage

5. RISK MANAGEMENT

The Group is progressively integrating SRROs into its enterprise risk management ("**ERM**") process, with CRROs under consideration for inclusion in FY2027. PTT's Risk Management Framework supports the systematic identification, evaluation, treatment, and monitoring of risks across the Group. The BOD retains overall responsibility for risk management and internal control. The Managing Director ("**GMD**") oversees the risk management process with support from the Group Chief Financial Controller, Senior Risk and Legal Manager, operating-unit managers, the Risk Management Committee and the Audit Committee. Risk profiles, risk owners, existing controls, potential financial and non-financial effects, and action plans are documented, monitored, and reviewed progressively.

PTT's Sustainability and ESG Policy supports the ERM process. The Policy guides the integration of the Group's ESG considerations into risk management, business strategy, BOD oversight, stakeholder engagement, capability development, and decision-making.

Further information about PTT's Risk Management Framework and its Sustainability and ESG Policy is available on its corporate website (https://ptt.com.my/tag/board-charter-and-policies/) and in the Statement on Risk Management and Internal Control in the Group's FY2026 Annual Report.

6. METRICS AND TARGETS

6.1. Environmental Material Topics

Environmental management across PTT's construction operations is guided by applicable Malaysian environmental requirements, including the Environmental Quality Act 1974 ("**EQA**") and its subsidiary regulations, together with relevant permits and approval conditions. To support systematic implementation, PTTSB maintains ISO 14001:2015 EMS certification covering project management for the construction of buildings, civil and infrastructure works.

The EMS provides a structured approach to identifying environmental aspects, establishing controls and objectives, monitoring performance, responding to incidents and driving continual improvement. Across the Group's environmental material topics, this supports the management of water use and discharge; waste generation and disposal; energy consumption and efficiency; air emissions and GHG-related activities; and land disturbance, erosion control, rehabilitation and biodiversity considerations.

6.1.1. Water Management (GRI 303-5)

Why it Matters

Water is integral to construction activities, supporting concrete curing, equipment and vehicle washing, dust suppression, hydro-demolition, landscaping, site hygiene and other operational needs. Responsible water management across these activities supports resource efficiency, site cleanliness, dust and sediment control, and consideration of surrounding communities where water resources may be shared with nearby users.

Values Created

- Sustained construction progress with lower risk of water-related delays
- Responsible environmental performance through efficient water use and on-site water reuse
- Positive community relations through protection of shared water resources

UN SDG



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(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.1.1. Water Management (GRI 303-5) (Cont'd)

The Group's Action

Beyond the requirements of the ISO standards it holds, PTT applies specific water-management practices. These include the reuse of water collected in sediment basins and silt traps; precast wash-through systems for vehicle tyre cleaning; and road spraying. Together, these measures support site cleanliness, dust and sediment control, and reduced reliance on potable water where appropriate.

As an initiative in FY2026, the Group assessed the water-stress exposure of its seven operating locations (HQ and six project sites) using the World Resources Institute ("**WRI**") Aqueduct Water Risk Atlas. The assessment focused on baseline water stress, which measures the level of competition for renewable water resources in a catchment by comparing total water withdrawals with available renewable water supply.

All seven operating locations were classified as having low baseline water stress. This indicates that overall water demand in the relevant catchments is relatively low compared with available renewable water resources. As such, water stress is assessed as a low risk at the Group's present operating locations. Nevertheless, water management remains important, and the Group will continue to monitor its water use and local water-related conditions, such as changes in water availability between dry and wet periods, flooding, and the reliability of water supply, as these conditions may change over time and could affect operations.



Figure 6.1.1a Water stress mapped by the WRI Aqueduct Water Risk Atlas. Blue dots represent the Group's seven operating locations (HQ and six project sites).

6. METRICS AND TARGETS (CONT'D)

6.1.1. Water Management (GRI 303-5) (Cont'd)

The Group's Action (Cont'd)

Going forward, the Group is exploring the implementation of rainwater-harvesting systems at selected facilities to support the use of alternative water sources for suitable non-potable purposes, including cleaning, toilet flushing and landscape irrigation. Relevant departments are currently assessing the feasibility, implementation requirements and appropriate monitoring approach for the initiative.

The Group's Performance

In FY2026, total water consumption increased by 19.79% from FY2025. Potable water (third-party water) and non-potable water (surface water) consumption rose by 49.23% and 18.72%, respectively, while water consumption per operating location increased by 19.79%. The increase was primarily driven by three new projects in their water-intensive earthwork phase, which replaced three completed projects. In addition, one ongoing project progressed to its next project phase and opened additional work areas. These areas increased water demand through more equipment-washing points and employee and contractor wash areas, and required greater deployment of water bowsers (or mobile water tankers), especially during earthworks. To a lesser extent, the HQ also contributed to the increased water demand, with more employees based in the HQ in FY2026 than in FY2025.

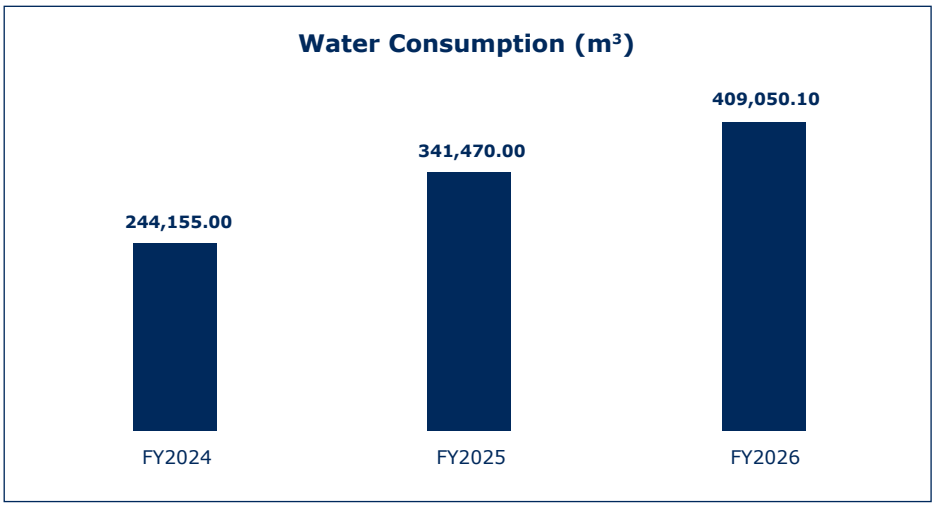


Figure 6.1.1b Water consumption in cubic metres ("**m³**") over time.

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6. METRICS AND TARGETS (CONT'D)

6.1.1. Water Management (GRI 303-5) (Cont'd)

Table 6.1.1 Potable, non-potable and total water consumption of PTT in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Total water consumption	m^3	244,155.00	341,470.00	409,050.10
Total potable water (third-party water[1]) consumption		15,255.00	11,982.00	17,881.00
Total non-potable water (surface water[1]) consumption		228,900.00	329,488.00	391,169.10
Total water consumption per revenue[2]	**m^3 / RM million**	**911.57**	**1,329.82**	**1,238.83**
Total water consumption per operating location[3]	**m^3 / operating location**	**34,879.29**	**48,781.43**	**58,435.73**

Notes:
1 Third-party water refers to water supplied by municipal water networks or other organisations, while surface water refers to water occurring naturally on the Earth's surface.
2 Revenue is in million Ringgit. FY2024 was RM267.84 million, FY2025 was RM256.78 million, and FY2026 was RM330.19 million.
3 Operating locations comprise the HQ and six project sites (seven locations in total) in each financial year.

6.1.2. Waste Management (GRI 306-2, 306-3, 306-4, 306-5)

Why it Matters

Construction activities generate waste, including used construction materials, packaging, and general site waste. If waste is not effectively managed, it may create safety hazards, increase costs, and harm the environment. Effective waste handling is a compliance requirement and a reflection of operational discipline. Structured waste practices across sites help reduce inefficiencies, maintain safer working environments, and support circular economy practices through reuse and recycling where feasible.

Values Created

- Cleaner and safer worksites that support productivity
- Less waste directed to disposal through reuse and recycling
- Stronger credibility with regulators, customers, and communities

UN SDG



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6. METRICS AND TARGETS (CONT'D)

6.1.2. Waste Management (GRI 306-2, 306-3, 306-4, 306-5) (Cont'd)

The Group's Action

PTT continues to strengthen waste-data collection across all project sites. As standard practice, each project site has a designated PIC to record waste quantities monthly, first distinguishing scheduled from non-scheduled waste, then classifying each waste stream as recyclable or non-recyclable, along with the estimated Scope 3 Category 5 GHG emissions (waste generated in operations). This tracking allows project-level analysis and management of waste streams.

Recyclable non-scheduled waste is sent to local recycling vendors, while the non-recyclable waste streams are managed through applicable site procedures. PTT extends the useful life of construction materials where they remain suitable for secondary use. Hoarding panels and metal support sections are reused to build site rest areas and safety information boards. Geotextile sheets (commonly used in construction for soil and erosion control) are also reused as temporary slope coverings and silt fences to help reduce soil erosion and sediment runoff. Additionally, plastic bottles are collected during meetings, walkabouts and audits through designated recycling bins and repurposed into temporary site delineators and safety barriers. These measures reduce material disposal and support safer, more orderly project sites.



Figure 6.1.2a Plastic bottles being collected and repurposed into red and white safety barriers and delineators at project sites.

The management of non-scheduled waste is embedded in PTT's daily operations. At project site offices, PTT has designated locations with recycling bins to collect fabrics and clothing to be recycled or reused in projects. The Group expanded this initiative by organising a 58-day Fabric Recycling Collection Programme from 4 May to 30 June 2026. The programme collected and recycled 1.26 MT of fabrics, which was estimated to avoid 2.82 tonnes of carbon dioxide equivalent ("**tCO_2e**") (based on emission factors provided by the recycling vendor)



Figure 6.1.2b Clothing and textiles collected in designated recycling cages for the fabric recycling programme.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.1.2. Waste Management (GRI 306-2, 306-3, 306-4, 306-5) (Cont'd)

The Group's Action (Cont'd)

Apart from recycling, the Group provided filtered water dispensers at the HQ and project sites. Supported by the provision of jugs and glasses, this initiative discourages the use of single-use 500 mL plastic water bottles. In FY2026, the Group provided filtered water dispensers with a total capacity of 1,817.50 litres per month across its HQ and six project sites. This installed capacity is equivalent to having approximately 3,635 units of 500 mL plastic bottles avoided per month, or 43,620 bottles avoided annually.

Paper is used and reused at PTT. At the HQ and project sites, the blank sides of one-sided printed paper are fully utilised for internal printing, note-taking, sketching and acknowledgement receipts, extending each sheet's useful life before recycling. Although modest in scale, this practice reflects everyday waste-reduction habits across the Group.

Scheduled waste is managed in accordance with the Environmental Quality (Scheduled Wastes) Regulations 2005 and handled offsite by licensed service providers. The key scheduled waste types include SW305 (used engine oil), SW408 (contaminated soil and chemical spills), SW409 (contaminated containers), and SW410 (contaminated filters, rags, and papers). As reflected in Figure 6.1.2c, all scheduled waste was directed to disposal in compliance with regulatory requirements.

Going forward, the Group is exploring the segregation of food waste for on-site composting, with the resulting compost potentially used for landscaping or garden areas. If implemented, this measure could help reduce waste sent to landfill and support more circular use of resources.

The Group's Performance

In FY2026, total waste generated was approximately 7.74 times the FY2025 level, and waste generated per operating location rose in the same proportion. Waste directed to disposal decreased by 75.51%, as completed projects were replaced by new projects in their initial project phase, whereas waste diverted from disposal was approximately 143.68 times the FY2025 level. The increase in total waste diverted from disposal in FY2026 primarily reflected the enhanced tracking system and the inclusion of estimated organic waste (from oil-palm biomass) generated during site clearing in the initial project phase. The organic waste is managed through mulching and incorporation into soil for landscaping, ultimately diverting the waste from disposal. As a result, comparison with FY2024 and FY2025 should be interpreted with caution.

6. METRICS AND TARGETS (CONT'D)

6.1.2. Waste Management (GRI 306-2, 306-3, 306-4, 306-5) (Cont'd)

The Group's Performance (Cont'd)

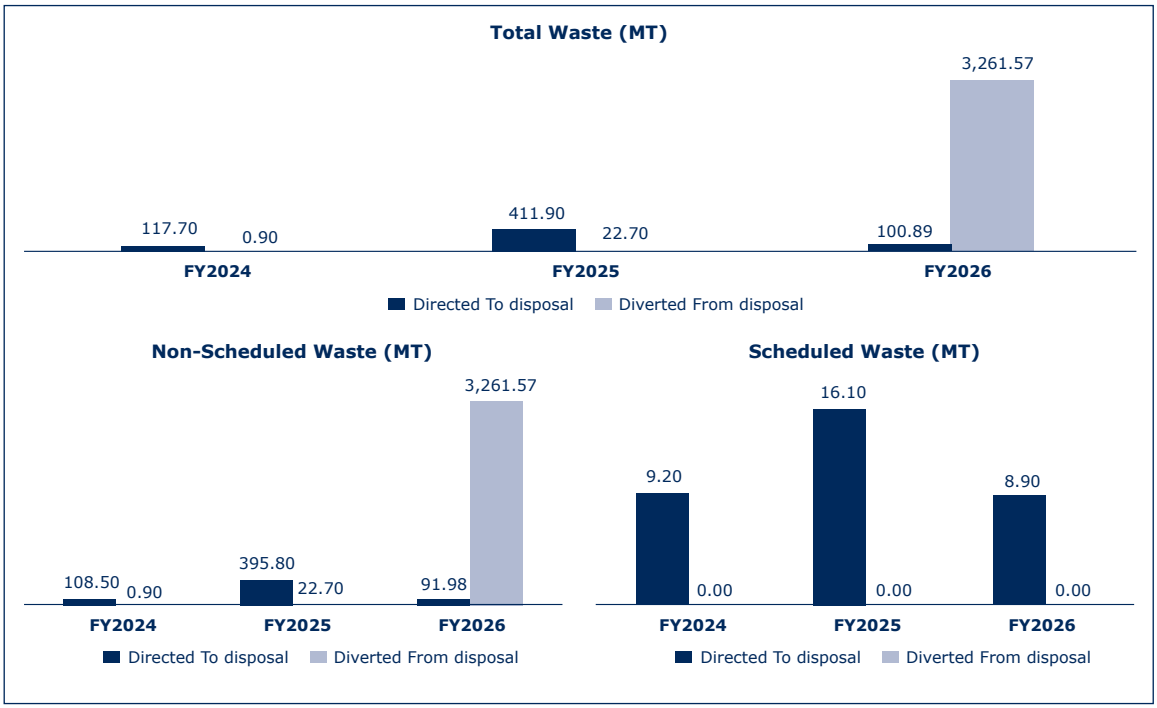


Figure 6.1.2c Waste generated, comprising non-scheduled and scheduled waste directed to disposal and diverted from disposal, in MT over time.

Table 6.1.2 PTT's waste generated by type and disposal route, and per revenue and operating location, in the latest three financial years.

	Disposal method	Unit	FY2024	FY2025	FY2026
Total waste	**Directed to disposal**	MT	**117.70**	**411.90**	**100.89**
	Diverted from disposal		**0.90**	**22.70**	**3,261.57**
• Non-scheduled waste	Directed to disposal		108.50	395.80	91.98
	Diverted from disposal		0.90	22.70	3,261.57
• Scheduled waste	Directed to disposal		9.20	16.10	8.91
	Diverted from disposal		0	0	0
Total waste per revenue[1]	**Directed to and diverted from disposal**	**MT / RM million**	**0.44**	**1.69**	**10.18**
Total waste per operating location[2]	**Directed to and diverted from disposal**	**MT / operating location**	**16.94**	**62.09**	**480.35**

Notes:
1. Revenue is in million Ringgit. FY2024 was RM267.84 million, FY2025 was RM256.78 million, and FY2026 was RM330.19 million.
2. Operating locations comprise the HQ and six project sites (seven locations in total) in each financial year.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.1.3. Energy Management (GRI 302-1, 302-3, 302-4)

Why it Matters

Project sites rely on electricity and fuel to power machinery, support site activities and maintain temporary facilities. Effective energy management is therefore important for managing operating costs, improving resource efficiency and reducing the environmental impact of the Group's construction activities.

Values Created

- Efficient energy use across construction activities and site operations
- Better management of operating costs through optimised energy use
- Stronger resilience and reputation aligned with sustainable practices

UN SDG



The Group's Action

The Group continued to build on its existing practices to enhance its energy management. In FY2026, PTT invested in two additional EVs, with a total of 10 EVs in operation at the end of FY2026. In addition, the Group's two electric prime movers continued to operate alongside the Group's EVs. To promote the use of EVs, the Group installed one 11 kW EV charging point in FY2026 at its HQ. PTT tracked electricity usage from its EV charging point to improve visibility over energy demand. Moreover, at one ongoing project in Selangor, 13 poles fitted with solar panels were installed and continued to provide renewable-energy lighting in FY2026. These initiatives support the Group's gradual adoption of electrified and renewable energy sources, continuing to strengthen its energy management practices.



Figure 6.1.3a EV charging point at PTT's HQ (left) and one of the 13 poles with solar panels installed (right).

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.1.3. Energy Management (GRI 302-1, 302-3, 302-4)

The Group's Performance (Cont'd)

In FY2026, petrol energy consumption decreased by 17.05% while diesel energy consumption increased by 32.08%, resulting in a 30.70% increase in total fuel energy consumption compared with FY2025. In terms of intensity, non-renewable energy consumption per operating location rose by 30.76%, while consumption per revenue rose by 1.69%. This increase mainly reflected the initiation and earthwork phases of three new projects, which demanded sustained use of diesel-powered heavy machinery for site clearing, excavation and material movement.

The new projects used prefabricated vertical drains ("**PVDs**"), which provide shorter drainage pathways that can accelerate soil consolidation and reduce the duration and material movement required compared with conventional surcharge methods. While fuel demand rose in FY2026 as earthworks progressed, the Group expects this method to reduce the machinery hours and material movement otherwise required at these projects as they advance beyond the earthwork phase. Electricity consumption increased by 43.73%, mainly from project needs and partly from the EV charging point newly installed at the HQ.

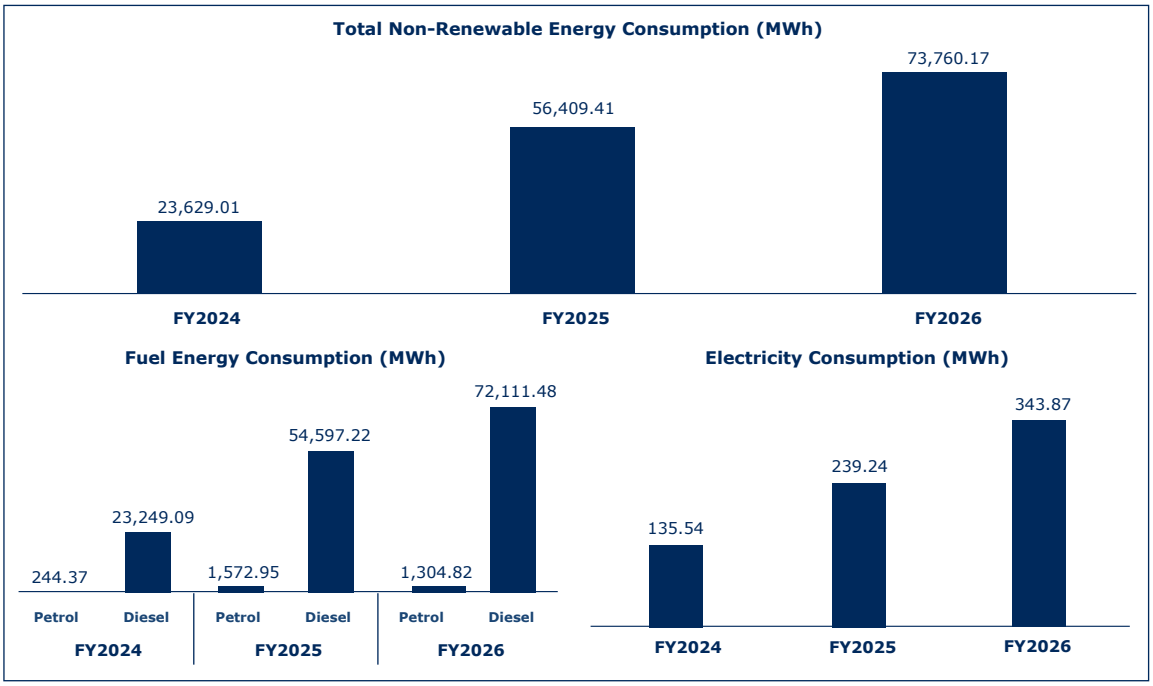


Figure 6.1.3b Total non-renewable energy, fuel, and electricity consumption in megawatt-hours ("**MWh**") over time.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.1.3. Energy Management (GRI 302-1, 302-3, 302-4)

The Group's Performance (Cont'd)

Table 6.1.3 PTT's fuel, electricity, and total non-renewable energy consumption in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Petrol consumption	L	26,433.00	170,955.00	141,153.16
Diesel consumption		2,350,530.00	5,512,087.00	7,277,372.20
Fuel energy consumption[1]	MWh	**23,493.47**	**56,170.18**	**73,416.30**
• Petrol energy consumption		244.37	1,572.95	1,304.82
• Diesel energy consumption		23,249.09	54,597.22	72,111.48
Electricity consumption		**135.54**	**239.24**	**343.87**
Total non-renewable energy consumption		**23,629.01**	**56,409.41**	**73,760.17**
Total non-renewable energy consumption per revenue[2]	**MWh / RM million**	**88.22**	**219.68**	**223.39**
Total non-renewable energy consumption per operating location[3]	**MWh / operating location**	**3,375.57**	**8,058.49**	**10,537.17**

Notes:
1. The net calorific values ("**NCVs**") applied to diesel and petrol were sourced from the annual GHG conversion factors published by the Department for Energy Security and Net Zero ("**DESNZ**"), a conversion factor database from the United Kingdom, recommended by the Bursa Malaysia Sustainability Reporting Guide (3rd Edition). NCVs for diesel were 9.89 kWh/L for FY2024, 9.91 kWh/L for FY2025, and 9.91 kWh/L for FY2026. NCVs for petrol were 9.25 kWh/L for FY2024, 9.20 kWh/L for FY2025, and 9.24 kWh/L for FY2026.
2. Revenue is in million Ringgit. FY2024 was RM267.84 million, FY2025 was RM256.78 million, and FY2026 was RM330.19 million.
3. Operating locations comprise the HQ and six project sites (seven locations in total) in each financial year.

6. METRICS AND TARGETS (CONT'D)

6.1.4. Air and GHG Emissions (GRI 305-1, 305-2, 305-3, 305-4, 305-5)

Why it Matters

Construction-related emissions arise primarily from fuel consumption, machinery use, electricity consumption, logistics and other project activities. Given the scale and nature of PTT's construction operations, effective emissions monitoring and management are important in supporting operational efficiency and environmental responsibility. This also supports the Group's contribution towards Malaysia's climate objectives and strengthens accountability for its environmental performance.

Values Created

- Stronger readiness for evolving climate regulation and disclosure requirements
- Better understanding and management of the operational carbon footprint, in line with national climate ambitions
- Stronger trust among customers, investors, and communities

UN SDG



The Group's Action

PTT monitors developments in Malaysia's emissions trajectory and national climate commitments to inform its carbon-management approach. Malaysia's updated NDC targets a 45% reduction in economy-wide GHG emissions intensity per unit of gross domestic product by 2030, against a 2005 baseline. Malaysia also aspires to achieve net-zero GHG emissions by 2050. Under NDC 3.0 (submitted in October 2025), Malaysia expects emissions to peak between 2029 and 2034. From that peak, it intends to reduce absolute emissions by 15 to 30 million tCO_2e by 2035, subject in part to international support. These national milestones provide context as PTT continues to refine its emissions measurement and management approach.

The Group continues to apply the GHG Protocol Corporate Accounting and Reporting Standard. The Group adopts the operational control consolidation approach to establish its organisational boundary. Under this approach, the Group accounts for 100% of GHG emissions from operations within the reporting boundary set out in Section 1.2 over which PTT or its subsidiaries have full authority to introduce and implement their operating policies. Applying this approach consistently supports emissions tracking and comparison across project sites as data collection continues to mature.

GHG Emission Calculation Methodology

The Group's emissions reporting covers three primary GHGs: carbon dioxide ("**CO_2**"), methane ("**CH_4**") and nitrous oxide ("**N_2O**"). These gases are the focus of the Group's assessment due to their prevalence and significant impact on the atmosphere globally. According to the IPCC (2023a), CO_2 accounted for approximately 75.59% of global GHG emissions in 2019 (the most recent year for which the IPCC published this breakdown), while CH_4 and N_2O contributed 18.64% and 4.58% respectively, with the remainder comprising other gases. Tracking these gases supports a more complete view of the Group's measured carbon footprint and strengthens its ability to monitor and manage relevant emissions sources within the reporting boundary. PTT applies DESNZ's annual GHG conversion factors to support consistent and comparable emissions calculations. Scope 2 GHG emissions are calculated using the grid emission factor published by the Energy Commission of Malaysia.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

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

The Group's Performance: Scope 1 and Scope 2 GHG Emissions

In FY2026, Scope 1 GHG emissions increased by 31.32% from FY2025, driven mainly by a 32.68% rise in diesel-related emissions. Petrol-related emissions decreased by 16.94%, while Scope 2 GHG emissions increased by 37.42%. The higher Scope 1 GHG emissions reflected the initiation and earthwork phases of three new projects, which required sustained use of diesel-powered heavy machinery for site clearing, excavation and material movement. The rise in Scope 2 GHG emissions corresponded with higher electricity consumption during the year, mainly from project needs and partly from the EV charging point newly installed at the HQ.

Although PVDs were used in the new projects, their emissions-reduction benefits are expected to materialise over subsequent project phases. By accelerating soil consolidation, PVDs can reduce the time, machinery use and material movement required for ground treatment, which may lower related emissions over time. The Group will continue to monitor these projects to quantify their impact in future reporting cycles.

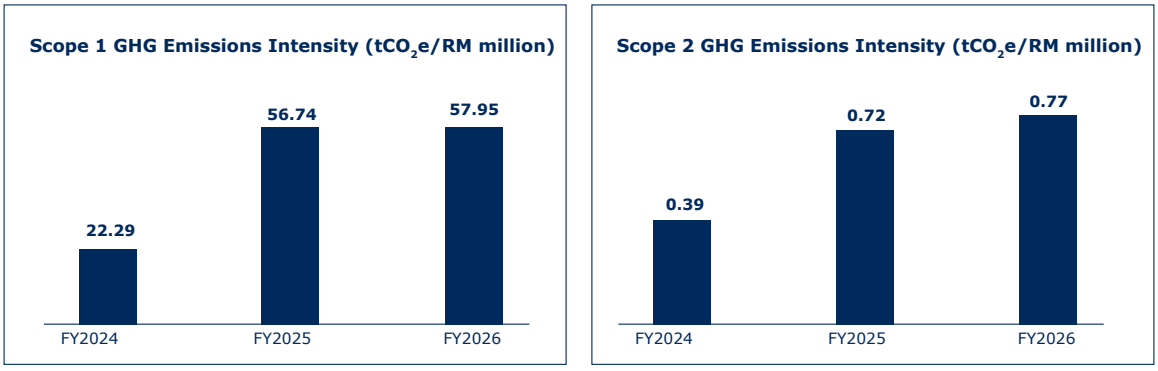


Figure 6.1.4a Scope 1 and Scope 2 GHG emissions intensity in tCO_2e/RM million over time.

Table 6.1.4a Total Scope 1 and Scope 2 GHG emissions by PTT in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Total Scope 1 GHG emissions	tCO_2e	5,968.60	14,570.59	19,133.62
• Petrol		62.22	400.01	332.24
• Diesel		5,906.39	14,170.58	18,801.38
Total Scope 1 GHG emissions per revenue[1]	**tCO_2e / RM million**	**22.29**	**56.74**	**57.95**
Total Scope 2 GHG emissions	tCO_2e	104.91	185.17	254.46
Total Scope 2 GHG emissions per revenue[1]	**tCO_2e / RM million**	**0.39**	**0.72**	**0.77**

Note:
1. Revenue is in million Ringgit. FY2024 was RM267.84 million, FY2025 was RM256.78 million, and FY2026 was RM330.19 million.

6. METRICS AND TARGETS (CONT'D)

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

The Group's Performance: Scope 3 GHG Emissions (Cont'd)

PTT continued to refine its Scope 3 GHG emissions accounting in FY2026. Total Scope 3 GHG emissions decreased by 26.91%, while Scope 3 GHG emissions intensity decreased by 43.16%. This was driven mainly by the 63.16% reduction in Category 5 GHG emissions. GHG emissions from waste directed to disposal fell by 75.67% due to completed projects being replaced by new projects in their initial project phase, which generated less waste requiring disposal. On the other hand, GHG emissions associated with diverted waste increased from a negligible FY2025 base, reflecting the Group's expanded tracking of organic waste in FY2026.

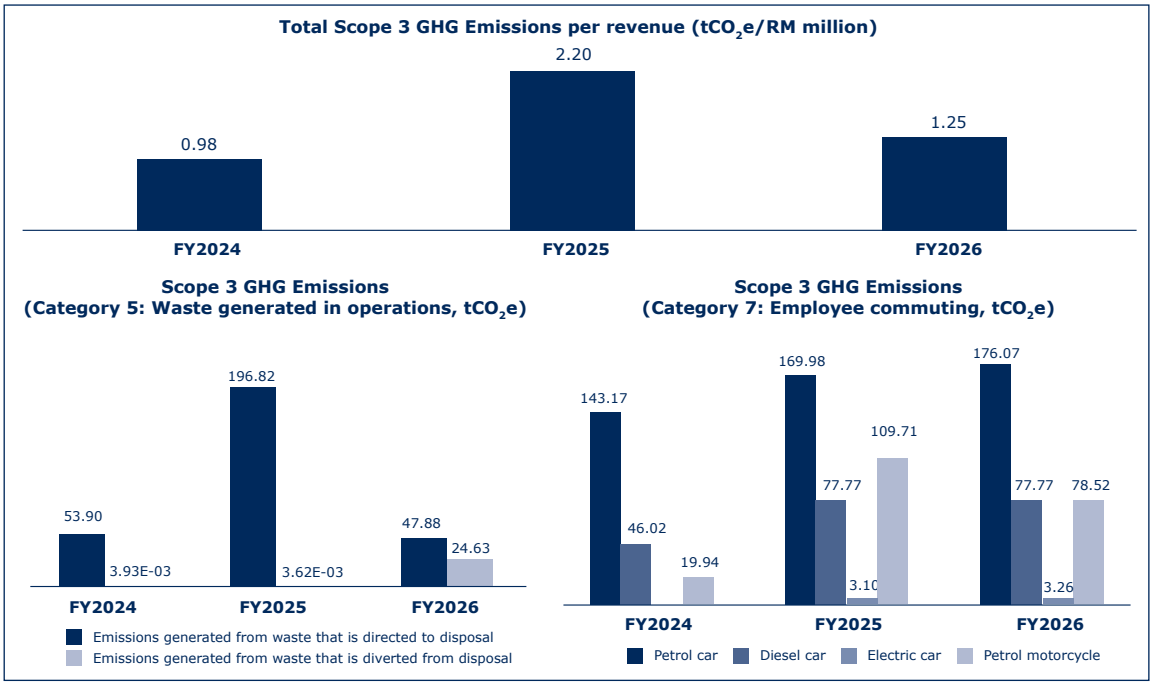


Figure 6.1.4b Scope 3 GHG emissions intensity for Category 5 (waste generated in operations) and Category 7 (employee commuting), in tCO_2e/RM million, over time.

Although more waste was generated and diverted from disposal in FY2026, overall Category 5 GHG emissions remained low, as diverting waste from disposal avoids approximately 98.00% of the emissions per tonne compared with directing waste to disposal, based on the applicable DESNZ conversion factors. As a result, waste directed to disposal accounted for 66.03% of Category 5 GHG emissions in FY2026, compared with nearly all Category 5 GHG emissions in FY2025, while waste diverted from disposal accounted for the remaining 33.97%, reflecting the Group's reusing and recycling efforts at project sites.

Category 6 business-travel and Category 7 employee-commuting GHG emissions also decreased, by 36.93% and 6.91% respectively. For Category 7, GHG emissions from petrol cars and electric cars increased slightly by 3.58% and 5.16% respectively. Diesel-car GHG emissions remained unchanged, while motorcycle GHG emissions decreased by 28.43%. The Group will continue to monitor its Category 6 and Category 7 emissions while working towards extending Category 7 GHG data coverage to all employees in future reporting cycles.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

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

The Group's Performance: Scope 3 GHG Emissions (Cont'd)

Table 6.1.4b PTT's breakdown of Scope 3 GHG emissions in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Total Scope 3 GHG emissions[1]	tCO_2e	263.04	564.61	412.69
Total Scope 3 GHG emissions per revenue[1,2]	**tCO_2e / RM million**	**0.98**	**2.20**	**1.25**
Scope 3 Category 5: Waste generated in operations				
Scope 3 Category 5 GHG emissions	**tCO_2e**	**53.91**	**196.83**	**72.51**
• Emissions generated from waste that is directed to disposal1	tCO_2e	53.90	196.82	47.88
• Emissions generated from waste that is diverted from disposal1	tCO_2e	0.0039	0.0036	24.63
Scope 3 Category 6: Business travel (Land and Air)				
Scope 3 Category 6 GHG emissions	**tCO_2e**	**-**	**7.23**	**4.56**
Scope 3 Category 7: Employee commuting[3]				
Scope 3 Category 7 GHG emissions	**tCO_2e**	**209.13**	**360.55**	**335.62**
Number of employees covered	Number	102	189	189
Petrol car	tCO_2e	143.17	169.98	176.07
Diesel car	tCO_2e	46.02	77.77	77.77
Electric car	tCO_2e	-	3.10	3.26
Petrol motorcycle	tCO_2e	19.94	109.71	78.52

Notes:
1. Restatement of FY2024 and FY2025 emissions from waste generated in operations following a review of the previously reported unit basis.
2. Revenue is in million Ringgit. FY2024 was RM267.84 million, FY2025 was RM256.78 million, and FY2026 was RM330.19 million.
3. Scope 3 Category 7 Employee Commuting was calculated using employees' round-trip distances and primary transport modes, multiplied by annual working days (FY2024: 245 days for all employees; FY2025: 242 days for office employees, 294 for site employees; FY2026: 242 days for office employees, 294 for site employees). The applicable annual DESNZ "Average" emission factors were applied for diesel car, petrol car, electric car, and motorcycle.

6. METRICS AND TARGETS (CONT'D)

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

The Group's Action: Air Pollution

Beyond GHG emissions, controlling air pollutants, particularly dust and particulate matter, remains relevant to PTT's construction activities. Since 2015, PTT has purchased old water tanks suitable for reuse and modified them into water bowsers for deployment across its project sites. The tanks are mounted on lorries and fitted with water outlets to dampen exposed surfaces and haul roads, helping to suppress airborne dust and particulate matter. Dust conditions and watering frequency are monitored, with site observations indicating lower dust generation and improved visibility. Through this approach, PTT supports air-pollution control while extending the usable lifespan of old water tanks through repurposing.

Air-quality parameters monitored vary by project, reflecting the specific environmental monitoring requirements, site conditions, and construction activities. Common air pollutants include particulate matter with a diameter of 10 micrometres or less ("**PM_{10}**"), particulate matter with a diameter of 2.5 micrometres or less ("**$PM_{2.5}$**"), nitrogen oxides ("**NO_x**") and sulphur oxides ("**SO_x**"). For gaseous pollutants, PTT monitors nitrogen dioxide ("**NO_2**") and sulphur dioxide ("**SO_2**"). Total suspended particulates ("**TSP**") are also monitored where relevant as they capture a broader range of airborne particles, including larger construction dust. Licensed laboratories undertake the applicable monitoring monthly or quarterly, depending on project requirements, to help project teams assess control effectiveness and identify follow-up measures.

The Group's Performance: Air Pollution

In FY2026, five project sites completed air-quality monitoring, and all were within the safety limits of the New Malaysia Ambient Air Quality Standard (2020) for the major pollutants assessed. The sixth project commenced in late FY2026, with its planned laboratory assessment in FY2027. Monitoring coverage varied by site, with one project monitoring TSP in line with its project requirements and dust profile, while the other sites monitored finer particulate matter and gaseous air pollutants.

Table 6.1.4c Air-quality monitoring results at PTT's project sites in FY2026, against the applicable national guidelines.

Measurement[1]	Unit	Scope	FY2026	Guideline[2]
PM_{10}	Microgram per cubic metre ("**µg/m³**")	Four projects	25.11	100.00
$PM_{2.5}$		Four projects	7.76	35.00
NO_2		Four projects	1.25	280.00
SO_2		Four projects	1.25	80.00
TSP		One project	119.33	260.00

Notes:
1. For results below the detection limit ("**DL**"), PTT adopted the DL/2 method, using half of the detection limit for calculation purposes. This avoided treating non-detectable concentrations as zero and provided a consistent basis for averaging. The method is commonly used in environmental data analysis where the actual concentration is unknown but confirmed to be below the measurable threshold.
2. The safety guideline is based on the New Malaysia Ambient Air Quality Standard (2020).

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.1.5. Biodiversity and Land Remediation (GRI 304-4)

Why it Matters

PTT's construction project sites interact with land, vegetation, and surrounding ecosystems. Activities such as site clearing, earthworks, and infrastructure development may cause soil disturbance, habitat loss, and runoff affecting nearby waterways. Managing these impacts is vital for supporting regulatory compliance, maintaining positive stakeholder relations and reducing disruption to the areas in which PTT operates. Biodiversity management and land remediation form part of the Group's approach to protecting environmental quality and supporting the long-term sustainability of its project sites and surrounding communities.

Values Created

- Stronger environmental stewardship and compliance with regulatory requirements
- Improved identification of biodiversity considerations around operating locations
- Greater community trust through care for local ecosystems

UN SDG



The Group's Action

The biodiversity training conducted in FY2025 remains an important foundation for PTT's understanding of biodiversity and conservation considerations. In FY2026, alongside the focus on IFRS S1 and IFRS S2 readiness, the Group updated its biodiversity desktop screening and is reviewing the appropriate timing, resources, and scope for future biodiversity initiatives. This measured approach preserves the knowledge gained from the training while ensuring that subsequent actions remain practical, proportionate, and aligned with the Group's broader sustainability priorities.

Going forward, the Group is exploring the development of vegetable plots at selected Group facilities as part of its efforts to make productive use of available green space. Potential measures include providing seeds and basic gardening tools, together with voluntary employee participation in planting and maintenance activities. The initiative could provide access to fresh produce and encourage gardening activities that may contribute to employee well-being.

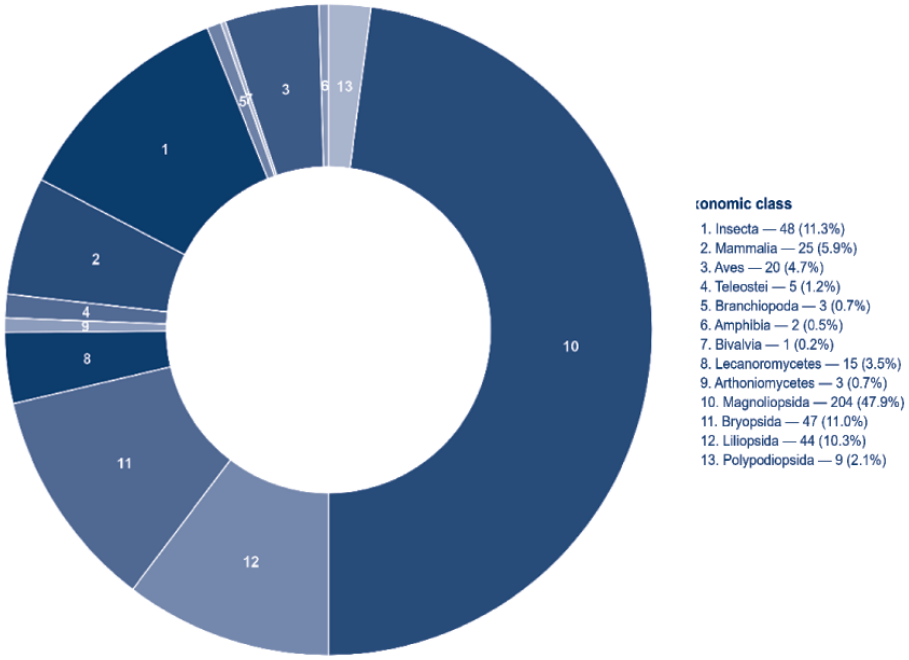
The Group's Performance

Following the replacement of three completed projects with three new projects, PTT updated its biodiversity desktop screening in FY2026 and broadened the range of species groups covered. The screening covered all seven of the Group's operating locations (HQ and six project sites). PTT used Global Biodiversity Information Facility ("**GBIF**") occurrence data, an open-access and internationally recognised database, to identify species recorded within defined screening buffers around each location. Species-level names were then matched, where available, against the Malaysia Red List: Plants of Peninsular Malaysia published by the Forest Research Institute Malaysia ("**FRIM**") and the Red List of Mammals for Peninsular Malaysia, Version 2.0 published by the Department of Wildlife and National Parks Peninsular Malaysia ("**PERHILITAN**").

6. METRICS AND TARGETS (CONT'D)

6.1.5. Biodiversity and Land Remediation (GRI 304-4) (Cont'd)

PTT's Potential Species Occurrences
426 potential species occurances were identified through GBIF desktop screening within defined site buffers



PTT's Potential Species by Conservation Status
Amongst the 426 species occurances, 53 were matched to the FRIM and PERHILITAN Red List Status

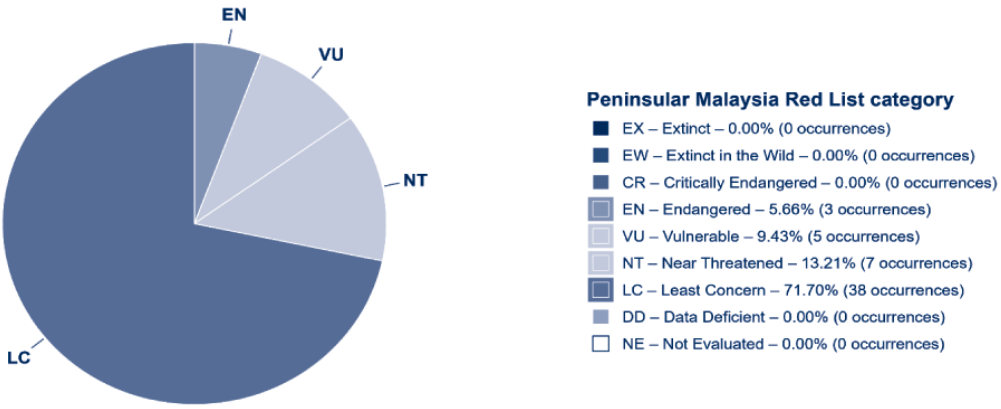


Figure 6.1.5a Potential species occurrences at PTT's seven operating locations by taxonomic class and by Peninsular Malaysia Red List conservation status, based on GBIF occurrence data and the FRIM and PERHILITAN reference lists.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.1.5. Biodiversity and Land Remediation (GRI 304-4) (Cont'd)

The updated screening identified 426 potential species occurrences, representing 196 species, across the seven operating locations. An occurrence refers to a species recorded within the screening buffer of a location, so the same species may be counted at more than one location. Of these, 53 occurrences were matched to a Peninsular Malaysia Red List conservation status, based on species-level records for plants and mammals.

The matched occurrences comprised 38 Least Concern (71.70%), seven Near Threatened (13.21%), five Vulnerable (9.43%) and three Endangered (5.66%) occurrences. No matched occurrences were categorised as Critically Endangered, Extinct in the Wild, Extinct, Data Deficient or Not Evaluated under the two reference lists applied.

Table 6.1.5a Selected species matched to a Peninsular Malaysia Red List conservation status (non-exhaustive). Key: EN = Endangered; VU = Vulnerable; NT = Near Threatened; LC = Least Concern.

Kingdom	Class	Family	Species	Status
Plantae	Magnoliopsida	Symplocaceae	*Symplocos nivea*	EN
Animalia	Mammalia	Muridae	*Maxomys whiteheadi*	VU
Plantae	Magnoliopsida	Convolvulaceae	*Erycibe leucoxyloides*	VU
Animalia	Mammalia	Pteropodidae	*Pteropus vampyrus*	NT
Plantae	Magnoliopsida	Apocynaceae	*Strophanthus caudatus*	NT
Plantae	Magnoliopsida	Meliaceae	*Dysoxylum macrocarpum*	NT
Animalia	Mammalia	Cercopithecidae	*Macaca fascicularis*	LC
Animalia	Mammalia	Muridae	*Lenothrix canus*	LC
Animalia	Mammalia	Mustelidae	*Martes flavigula*	LC
Animalia	Mammalia	Pteropodidae	*Cynopterus brachyotis*	LC

The desktop screening conducted should be interpreted as an indication of potential species occurrence around the Group's operating locations, rather than confirmation of species presence or absence. This is because GBIF compiles occurrence records contributed by multiple institutions and datasets over time, which may differ in survey date, location accuracy and level of species identification. Similarly, the conservation status assigned to each species reflects the scope and assessment period of the relevant FRIM or PERHILITAN Red List. As the reference lists applied cover plants and mammals, conservation status was not assigned in this screening to other taxonomic groups identified through GBIF (including birds, insects and molluscs).

Nevertheless, the screening provides PTT with an initial view of the biodiversity potentially occurring around its operating locations. This helps the Group identify locations and species that may warrant closer attention and supports decisions on where further biodiversity review may be appropriate. Where relevant, PTT may supplement the screening with habitat reviews, local biodiversity records, consultation with relevant authorities and targeted ecological surveys by qualified specialists.

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics

6.2.1. Community Contribution (GRI 413-1)

Why it Matters

As part of the communities in which it operates, PTT recognises its social responsibility towards the people living and working around its projects. Community support extends beyond philanthropy to the everyday relationships the Group maintains on the ground. Early and constructive engagement builds mutual trust, supports shared value for communities and the Group alike, and reflects PTT's role as a responsible corporate citizen.

Values Created

- Smoother project execution through local stakeholder trust and acceptance
- Stronger reputation as an organisation contributing to social and economic stability
- Improved long-term resilience by embedding community support into business continuity

UN SDG



The Group's Action

PTT's community engagement approach is guided by its Sustainability and ESG Policy, which has been in effect since 12 October 2022. The policy supports business practices that reflect responsibility to communities, the environment, and society. Under this policy, the Group establishes key selection criteria for CSR initiatives. Proposed activities must respond to a material community need, prioritise underserved or vulnerable groups with limited access to essential resources, services, or opportunities, and provide appropriate opportunities for employee participation.

Upon completion, PTT records available programme information, including outputs, budget use, and employee involvement. This practice supports accountability, review, and consistent planning.

The Group's Performance

In FY2026, PTT's total community investment increased by 380.36% from FY2025, while the number of individual beneficiaries was approximately 5.05 times the FY2025 level. The increase primarily reflected an expanded community investment commitment for FY2026, supported by strengthened CSR tracking that captured programme outputs, budget use and employee involvement more comprehensively.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

6.2.1. Community Contribution (GRI 413-1) (Cont'd)

Table 6.2.1 PTT's contributions to the local communities and society in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Total amount contributed to the community	RM	20,000.00	317,661.00	1,525,905.00
Total number of individual beneficiaries from PTT's investment	Number	1,123	1,750	8,836

The Group's Community Contribution

In FY2026, PTT strengthened its CSR initiatives by organising its contributions across five key themes: Education; Community, Welfare and Health; Culture and Religion; Industry and Professional Programmes; and Sports and Recreation. Education received the largest share of the Group's total community contributions at 44.10%, followed by Community, Welfare and Health at 23.50%, Sports and Recreation at 21.40%, Culture and Religion at 7.30% and Industry and Professional Programmes at 3.70%. The following section highlights some key CSR initiatives undertaken under the Group's three largest themes by contribution.

1. Education

Education was the Group's leading CSR theme in FY2026. Through targeted contributions and partnerships with educational institutions, the Group supported initiatives aimed at reducing barriers to education, enhancing learning environments, and creating meaningful value for students, schools, and their wider communities.

As part of this commitment, PTT contributed RM250,000.00 to the Tabung Kebajikan dan Pelajaran Yayasan Pelajaran Johor ("**TKDP YPJ**"), a dedicated fund administered by Yayasan Pelajaran Johor to advance education and student welfare. The contribution is expected to support approximately 30 students through targeted financial assistance, helping to alleviate financial barriers and promote more equitable access to education. The initiative also supports the development of a skilled and future-ready generation.

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

6.2.1. Community Contribution (GRI 413-1) (Cont'd)

1. Education (Cont'd)

Under the Education theme, PTT also supported two school-based initiatives aimed at enhancing learning environments and strengthening community participation. At Sekolah Menengah Kebangsaan Sultan Sulaiman ("**SMKSS**"), PTT contributed RM100,000.00 in conjunction with the school's 100th anniversary, supporting the Kempen Adopsi Pokok (Tree Adoption Campaign) and Majlis Gala Diraja Seabad Gemilang. The initiatives promoted school greening, environmental awareness and community engagement, reaching at least 1,100 people. Similarly, PTT contributed RM15,000.00 to the Parent-Teacher Association of Sekolah Rendah Jenis Kebangsaan Chung Hwa Wei Sin to sponsor a smartboard for classroom use. The initiative supports more interactive and digitally enabled learning and is expected to benefit approximately 50 students and teachers.



Figure 6.2.1a PTT's education-focused CSR initiatives contributing to the TKDP YPJ (left) and support for the 100th-anniversary initiatives of SMKSS (right).

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

6.2.1. Community Contribution (GRI 413-1) (Cont'd)

2. Community, Welfare and Health

As part of its Community, Welfare and Health initiatives, the Group supported flood-mitigation efforts in flood-prone communities, helping to reduce disruption to nearby households. Over four days in April 2026, the Group worked with local stakeholders to clear approximately 410.00 metres of toe drains along the Guthrie Corridor Expressway. Separately, PTT collaborated with three partner organisations to carry out excavation and drainage-improvement works along 200.00 metres of Jalan Ros in Kampung Damai. Together, these initiatives enhanced drainage capacity and water flow in the respective areas and are estimated to benefit at least 800 community members living nearby.

Beyond direct flood-related support, PTT contributed RM250,000.00 to Yayasan DiRaja Sultan Mizan ("**YDSM**"), a royal charitable foundation that undertakes programmes aimed at improving socioeconomic conditions and community well-being through community development, education and training, heritage preservation and environmental conservation. Through this contribution, PTT supported YDSM's broader programme delivery and reinforced the Group's commitment to longer-term community well-being and sustainable community development.





Figure 6.2.1b PTT employees volunteering to clear the toe drain (left) and PTT together with YDSM during the CSR initiative (right).

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6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

6.2.1. Community Contribution (GRI 413-1) (Cont'd)

3. Sports and Recreation

As the third-largest CSR theme by contribution in FY2026, the Group's Sports and Recreation initiatives promoted active lifestyles, sporting participation, and community engagement. Most notably, PTT supported the participation of a Kelantan representative team in the 36th Interstate and 47th National Tenpin Bowling Championships from 27 September to 5 October 2025. The contribution enabled 20 athletes, together with six officials and coaches, to participate in the national-level competition. By supporting the delegation, PTT helped provide athletes with an opportunity to represent Kelantan, gain competitive experience, and further develop teamwork, discipline, and sporting skills.

PTT also supported Sekatarakyat's Mencari Harta Karun (Treasure Hunt), an inter-cooperative, vehicle-based recreational event designed to promote teamwork, camaraderie and engagement among cooperative members, stakeholders, and media representatives. The CSR initiative involved 100 vehicles and an estimated 400 participants, based on four participants per vehicle, from cooperatives across Peninsular Malaysia. Through team-based navigation, problem-solving and route challenges, the programme provided an interactive platform for participants to build relationships and strengthen networks beyond their respective organisations. PTT's support therefore contributed not only to recreational participation, but also to collaboration and social connection within the wider cooperative community.



Figure 6.2.1c PTT's Sports and Recreation CSR initiatives, featuring the Kelantan representative team at the 36th Interstate and 47th National Tenpin Bowling Championships 2025 (left), and the Sekatarakyat Treasure Hunt 2025 (right).

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Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

6.2.2. Diversity and Inclusion (GRI 405-1)

Why it Matters

Diversity and inclusion remain central to PTT by bringing together different perspectives, experiences, and skills that support innovation and decision-making. Diversity across gender, race, religion, age, and nationality helps PTT reflect the communities it serves while broadening access to skills needed for a transforming business model. With its future strategic direction, the Group also increasingly requires talent that combines traditional industry expertise with digital and technical capabilities.

Values Created

- Access to broader skills, from site expertise to digital and automation capabilities
- Stronger capacity for innovation and adaptation in a technology-driven market
- An inclusive and future-ready organisation

UN SDG



The Group's Action

At PTT, diversity and inclusion are embedded into its workplace culture and human capital management. Recruitment and career progression are based on job-related criteria, with selection decisions made without regard to race, gender, age, or religion, subject to applicable legal requirements. This supports the objectives of preventing bias during recruitment and widening the pool of talent available to the Group. PTT also monitors and analyses its recruitment channels, which helps the Group understand the reach and mix of its platforms and look beyond educational institutions when sourcing talent.

Job vacancies are publicised through open and accessible channels. Applications are assessed against predefined criteria, with at least two interviewers evaluating each candidate using the job application form.

In FY2026, PTT considered candidates across a broader age range during pre-screening interviews and monitored workforce representation using a combined view of age group and generational cohort. Age groups indicate life- and career-stage patterns, while cohort analysis tests whether a particular group has had a distinctive employment experience, such as differences in onboarding, exposure to the industry, and training needs when they entered the workforce. This combined view allows more inclusive planning, retention measures and development programmes.

The Employee Share Scheme ("**ESS**") remained an important driver of engagement and retention by encouraging a sense of ownership and aligning employee interests with the Group's long-term success. The scheme supports talent retention and allows growth and rewards to be shared more widely across the workforce.

Workforce diversity and reported discrimination cases are monitored by the People and Culture department, supporting oversight of workforce composition and workplace concerns. By monitoring gender and age representation, the Group seeks to draw on a wider range of perspectives and foster a more inclusive workplace.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

The Group's Action (Cont'd)

To further create an inclusive environment, the Group continues to expand employee awareness training on sexual harassment and workplace bullying. This is supported by internal grievance and whistleblowing channels at PTT. These mechanisms provide employees with avenues to raise concerns and are intended to strengthen confidence in the Group's reporting and resolution processes.

The Group's Performance

In FY2026, new hires and contract employees decreased by 18.39% and 12.01% respectively, while permanent employees increased by 6.72%. Overall workforce size decreased by 6.00%, while the employee turnover rate improved from 18% to 15%. BOD composition by age and gender remained unchanged. Employee composition by age and gender also remained broadly stable, with no year-on-year changes exceeding 10 percentage points. No cases of discrimination were reported in FY2026.

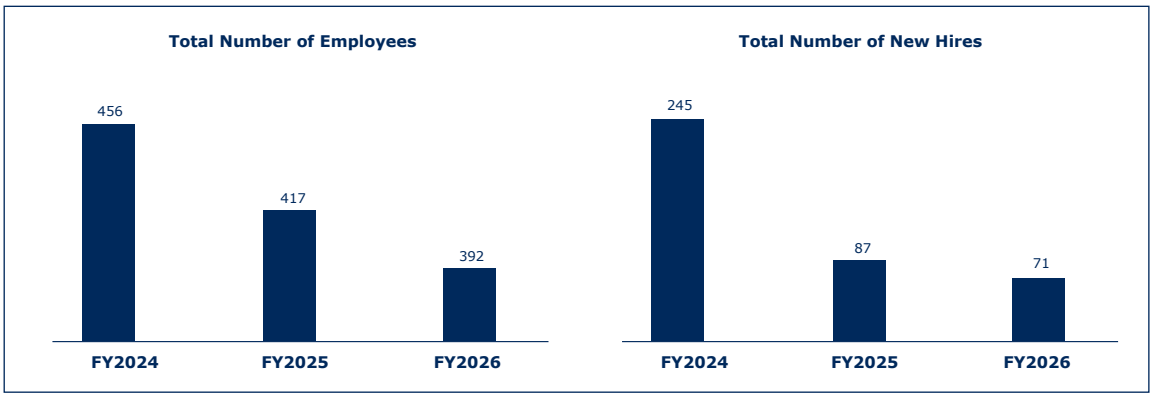


Figure 6.2.2a Total number of employees and new hires over time.

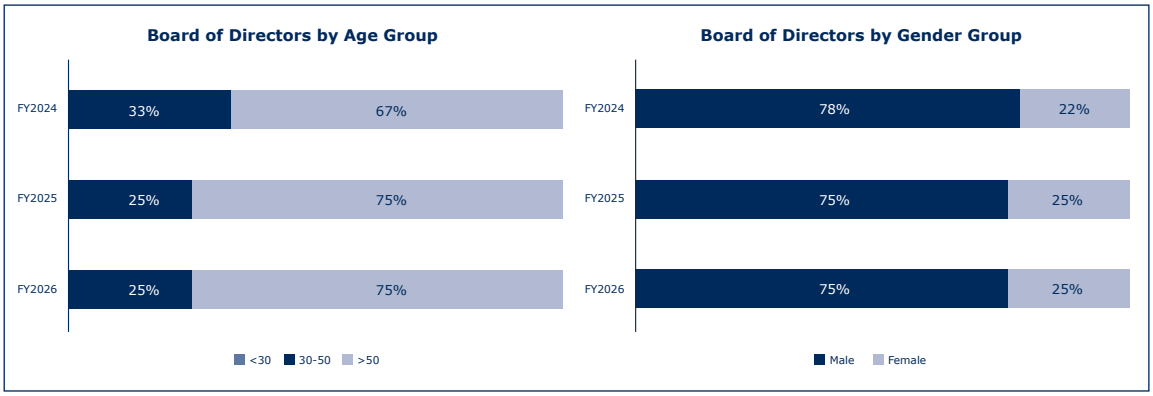


Figure 6.2.2b PTT's BOD diversity by age and gender group over time.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

The Group's Performance (Cont'd)

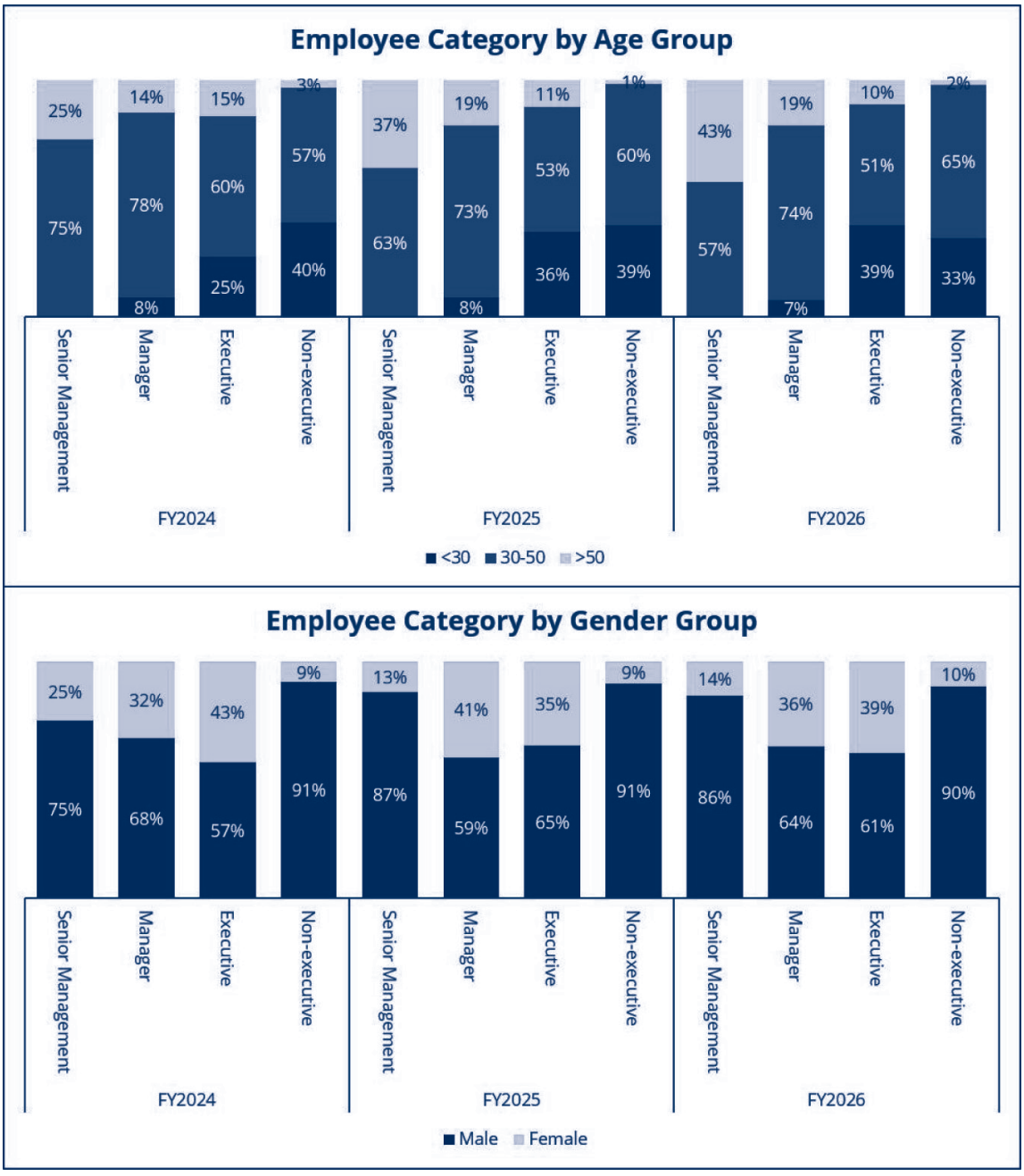


Figure 6.2.2c PTT employee diversity by age and gender group over time.

6. METRICS AND TARGETS (CONT'D)

6.2. Social Material Topics (Cont'd)

The Group's Performance (Cont'd)

Table 6.2.2 PTT workforce data by employment type, new hires and turnover in the latest three financial years.

Employee data	Unit	FY2024	FY2025	FY2026
Number of employees	**Number**	**456**	**417**	**392**
• Permanent employees	Number	132	134	143
• Contract employees	Number	324	283	249
New hires	Number	245	87	71
Employee turnover	Number	23	24	22
Employee turnover rate[1]	Percentage	17	18	15

Notes:
1 Employee turnover rate is calculated based on permanent employees only.

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

Why it Matters

Protecting the health and safety of employees and contractors is both a compliance requirement and an essential part of PTT's operation. With worksites involving heavy machinery, complex logistics, and increasing automation, a safe and supportive environment helps prevent injuries, reduce risks, and build trust among personnel, allowing them to perform their roles with confidence.

Values Created

- Safer worksites that support productivity and workforce well-being
- Lower risk of incidents, delays, and related costs
- Stronger trust and long-term relationships with stakeholders

UN SDG



Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

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

The Group's Action

The Group's Occupational Health and Safety ("**OHS**") Framework guides OHS risk identification, incident response, and safe work practices, in compliance with applicable requirements under the Occupational Safety and Health Act ("**OSHA**") 1994 and its subsidiary regulations. Safety inductions are provided for all new employees and contractors, and cover workplace safety and health policies, hazard identification, emergency-response procedures, safe work practices, and the proper use of personal protective equipment. The induction prepares participants to understand site requirements, recognise hazards and apply appropriate controls, supporting PTT's efforts to prevent lost-time injuries and other workplace incidents. Each of the six projects maintained a Site Safety and Health Committee ("**SHC**") and one Site Safety Supervisor, while all projects exceeding RM20 million in value maintained a Safety and Health Officer ("**SHO**").

Supporting the OHS Framework, PTTSB holds ISO 45001:2018 OHSMS, covering project management for the construction of buildings, civil and infrastructure works. The standard supports systematic hazard identification, risk assessment, operational controls, worker consultation, contractor safety management, incident investigation, and emergency preparedness. This certification strengthens the Group's preventive approach to managing workplace hazards, promoting consistent safety practices across projects, and reducing the risk of work-related injuries and operational disruptions.

All new hires in FY2026 completed the required pre-employment health screening before their letters of appointment were issued. Additionally, PTT monitors the number of candidates screened to support consistent implementation and workforce health readiness.

Apart from health screening, PTT provided eligible employees with Group Hospitalisation and Surgical ("**GHS**"), Group Personal Accident ("**GPA**") and Group Term Life ("**GTL**") insurance coverage in FY2026. This coverage improves their access to healthcare and insurance benefits and reduces their financial exposure to eligible healthcare-related expenses.

Occupational Safety and Health Training

PTT continued to strengthen its OHS Framework by making training central to incident prevention. Key training programmes conducted or attended in FY2026 included:

1. **Certified Construction Site Supervisor Certification:** Administered by the Construction Industry Development Board Malaysia ("**CIDB**"), the programme strengthened employees' competencies in site supervision, safety practices, and regulatory compliance. A total of 400.00 training hours were recorded.
2. **Site Safety Supervisor Training:** The programme enhanced employees' understanding of construction-site hazards, risk controls, and site-safety supervision responsibilities, supporting safer site operations. A total of 192.00 training hours were recorded.
3. **Construction Design and Management:** Building Safer Futures: Based on the Occupational Safety and Health in the Construction Industry (Management) ("**OSHCIM**") Guidelines, the programme strengthened understanding of shared safety responsibilities among customers, designers, and contractors, with emphasis on early hazard identification, risk control, and coordinated planning. A total of 144.00 training hours were recorded.

6. METRICS AND TARGETS (CONT'D)

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

Occupational Safety and Health Training (Cont'd)

Through these initiatives, PTT reinforced its commitment to maintaining a safe and healthy workplace while strengthening employees' competencies and preparedness to manage workplace risks.

In FY2026, PTT continued to support employee health and well-being beyond incident prevention. The Group maintained clear safety reporting channels for employees and contractors to raise concerns, supporting timely response and resolution. Targeted safety training was provided to both new and existing employees, reinforcing awareness of workplace hazards and emergency procedures, while periodic health checks and wellness activities addressed broader well-being.

The Group's Performance

In FY2026, two of PTT's six projects were assessed under the Safety and Health Assessment System in Construction ("**SHASSIC**"). Both received five-star ratings, with an average score of 95.05% across the two assessments. The remaining four projects are scheduled for assessment in FY2027.

Total hours worked decreased by 63.83% in FY2026 compared with FY2025. This reduction was mainly due to the completion of three projects, while the three new projects that replaced them were in their initial, machinery-intensive earthwork phase. Despite the lower workforce hours, energy and water consumption and waste generation increased, reflecting project activities that required greater use of machinery, materials and other site resources.

Despite the decrease in hours worked at project sites, the number of employee attendees trained on health and safety standards increased by 286.67% in FY2026. This increase reflected the Group's expanded reporting coverage, encompassing health and safety training programmes facilitated by both internal personnel and external training providers.

In FY2026, PTT recorded no work-related fatalities, recordable work-related injuries or cases of recordable work-related ill health, and its lost time incident rate ("**LTIR**") was zero. This performance was supported by the Group's ongoing efforts to uphold stringent health and safety awareness and practices across its operations.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

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

The Group's Performance (Cont'd)

Table 6.2.3 PTT health and safety training and performance, including total hours worked, fatalities, injuries, and LTIR in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Total number of hours worked	Hour	1,672,976.00	2,359,229.00	853,328.00
Number of employee attendees trained on health and safety standards[1]	Number	58	30	116
Number of fatalities as a result of work-related injury		**0**	**0**	**0**
Number of recordable work-related injuries		**0**	**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
LTIR[2]	-	**0**	**0**	**0**

Notes:
1. Health and safety training in FY2024 and FY2025 was limited to programmes delivered by external providers, while FY2026 also includes internal training provided by PTT.
2. LTIR was calculated based on the standardised value of 1,000,000 hours worked.

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

Why it Matters

Continuous learning and development support a capable and adaptable workforce at PTT. The Group equips employees with technical, safety and leadership skills for current and future responsibilities. As AI reshapes the business landscape, continued upskilling helps employees adapt to new ways of working and support the Group's transformation.

Values Created

- Workforce capabilities for traditional and digital operations
- Improved safety, efficiency, and leadership capacity across organisational levels
- Greater resilience through continuous upskilling for future business needs

UN SDG



6. METRICS AND TARGETS (CONT'D)

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

The Group's Action

PTT conducts an annual performance appraisal for all confirmed employees using a five-point rating scale. The process begins with employee self-evaluation, followed by a first review by the relevant Manager or HOD. The People and Culture department then consolidates the ratings for a second review by top management, before final review and approval by the GMD. This practice supports consistent assessment, informed development discussions, and workforce planning.

In FY2026, PTT continued to invest in competency-based technical and soft-skill development across its workforce. The programmes focused on strengthening job-related capabilities and employees' effectiveness in their assigned roles, covering technical competencies, compliance and safety, leadership, and personal development. ESG topics were also a key focus area for PTT, with external ESG advisory support obtained to guide alignment with emerging ESG practices and deeper integration into the Group's operations.

Notably, training programmes in FY2026 focused on integrating climate considerations into business planning, responding to taxation and compliance developments, building responsible digital-transformation capabilities, and strengthening bribery-risk assessment. Details of climate-related training programmes are provided in Section 4.1, while other key training programmes undertaken during FY2026 are outlined below:

1. Sales and Service Tax ("**SST**") Expansion and Impact on Businesses Workshop - The training programme addressed policy changes on SST, the scope of taxable goods and services, compliance requirements, and transition considerations. This included the implications for pricing, supply chains, accounting, and business operations for PTT. A total of 248.00 training hours were recorded.
2. AI Transformational Mastery Training - The programme provided managers and leaders with foundational knowledge of AI and digital transformation, which included governance, relevant tools and potential applications in the construction and development industry. A total of 192.00 training hours were recorded.
3. ISO 37001:2025 ABMS Risk Assessment Workshop - The workshop developed practical knowledge for identifying, analysing, and evaluating bribery risks arising from business activities, relationships, and operating environments. A total of 428.00 training hours were recorded.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

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

Employee Engagement Programmes

Weekly Badminton Programme
To encourage greater cross-departmental interaction, the Group launched the Weekly Badminton Programme. From 1 October 2025 to 30 June 2026, two-hour sessions were held weekly, amounting to 78.00 programme hours. This programme supported physical well-being while providing a casual platform for teamwork and inter-departmental engagement.



Figure 6.2.4a PTT director and employees participating in the weekly badminton programme, supporting physical activity and cross-departmental engagement.

PTT 25th Anniversary Dinner
In FY2026, PTT celebrated its 25th anniversary on 15 August 2025. The five-hour celebration recognised employees' contributions, reinforced organisational pride, and brought PTT's employees and business partners together to celebrate the Group's success. A total of 20 volunteers organised the event, contributing 100.00 volunteering hours, with at least 450 employees and business partners attending the celebration.



Figure 6.2.4b Employees and business partners gathering at PTT's 25th anniversary dinner.

Chinese New Year 2026 Open House
Complementing the milestone celebration with an inclusive cultural occasion, PTT held a Chinese New Year Open House on 25 February 2026. This event brought together at least 150 employees and business partners, promoted cultural inclusion, and strengthened workplace relationships.



Figure 6.2.4c Employees and business partners at the Group's Chinese New Year Open House, held at the HQ.

6. METRICS AND TARGETS (CONT'D)

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

The Group's Performance

In FY2026, the Group's training expanded in reach. The total number of employees trained increased by 9.06% from FY2025, while total annual training hours decreased by 10.40%. Total training hours rose by 7.99% for Executives but decreased by 3.66% for Senior Management, 30.83% for Managers and 13.61% for Non-executives. Average training hours declined by 18.84% for male employees and 14.59% for female employees. The training-hour reduction mainly reflected operational demands associated with project completions and new project mobilisation during the year, which limited availability for longer training sessions. The higher number of employees trained indicates that learning opportunities reached a larger number of employees.

Table 6.2.4 Overview of training provided to PTT's workforce in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Number of employees trained	**Number**	**141**	**254**	**277**
Average training hours per employee	Hour / employee	15.67	14.24	11.70
Total annual training hours	Hour	**2,209.00**	**3,616.00**	**3,240.00**
Senior Management		141.00	328.00	316.00
Manager		421.00	960.00	664.00
Executive		863.00	1,152.00	1,244.00
Non-executive		784.00	1,176.00	1,016.00
Average training hours by employee category				
Senior Management	Hour / employee by employee category	12.82	10.58	10.53
Manager		10.79	11.03	8.30
Executive		16.60	12.26	10.91
Non-executive		20.10	28.00	19.17
Average training hours by gender group				
Male	Hour / employee by gender group	18.38	17.25	14.00
Female		13.07	11.17	9.54

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Sustainability Statement
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6. METRICS AND TARGETS (CONT'D)

6.2.5. Supply Chain Management (GRI 204-1)

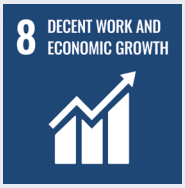
Why it Matters

A resilient and responsible supply chain is important to the Group's construction activities, where project delivery depends on the timely availability of materials, equipment, subcontractors and specialised services. Supplier performance and integrity can directly affect project quality, cost, scheduling and continuity. Responsible sourcing therefore supports effective project execution, ethical business practices and stronger stakeholder confidence across the construction segment.

Values Created

- Stronger project delivery through reliable and quality inputs
- Reduced exposure to supply chain disruptions and unethical practices
- Improved customer and stakeholder trust through transparent sourcing

UN SDG



The Group's Action

PTT applies a structured supplier selection and evaluation process to confirm that new and existing suppliers meet performance expectations and compliance standards. The process includes:

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

Suppliers are assessed against criteria including delivery and lead time, cost competitiveness, quality assurance and technical capability, financial stability, certification compliance, service responsiveness, and logistics efficiency.

After selection, PTT maintains supplier relationships through clear communication, constructive feedback, recognition of high performance, long-term contracts for strategic partners, joint problem-solving, and fair treatment. The Group also manages shared market risks and maintains confidentiality to build mutual trust.

The use of certified or responsibly sourced materials is considered on a project-by-project basis, and the Group is progressively integrating responsible sourcing practices.

In addition, the Group has launched an e-filing initiative to digitalise paper-intensive processes. Purchase orders, invoices and delivery orders are progressively digitalised and stored on the Group's cloud storage platform. Authorised personnel at project sites and the HQ can retrieve and track these records more efficiently, improving processing speed, transparency, and controlled access.

6. METRICS AND TARGETS (CONT'D)

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

The Group's Performance

The Group's supply chain performance focuses on its construction segment. This focus reflects the significance of construction activities as the Group's primary revenue stream and the related construction procurement activities. In FY2026, all of the construction segment's suppliers were local, with 100% of its procurement spending directed to Malaysian suppliers, compared with 99.62% in FY2025. This supports domestic industries and helps retain economic value within the local supply chain. Continued engagement with local contractors and suppliers supports long-term business relationships and operational resilience.

Table 6.2.5 Proportion of suppliers that are local, and of procurement spending directed to local suppliers, in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Percentage of the total number of suppliers that are local[1]	Percentage	99.67	99.66	100
Percentage of total spending on local suppliers[1]		99.27	99.62	100

Note:
1. Supply chain performance is limited to the construction segment.

6.2.6. Human Rights and Labour Practices (GRI 406-1, 408-1, 409-1, 411-1)

Why it Matters

Respect for human rights is a fundamental component 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. Strong human rights practices help manage risks such as discrimination, unfair treatment, and exploitative labour while supporting employee morale, productivity, and retention. At PTT, human rights management extends beyond legal compliance to ethical practices across its operations, including fair recruitment, career development, prevention of forced or child labour, diversity and inclusion.

Values Created

- Safer, fairer, and more inclusive workplace that supports talent attraction and retention
- Lower risk of reputational damage and operational disruption
- Stronger stakeholder trust through ethical and responsible practices

UN SDG



Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.2.6. Human Rights and Labour Practices (GRI 406-1, 408-1, 409-1, 411-1) (Cont'd)

The Group's Action

In FY2026, PTT continued to apply workplace standards and practices to support responsible employment, fair treatment, and safe working conditions across the Group. The key practices include:

1. Prohibition of Child and Forced Labour:

Employment of individuals below the legal minimum working age or under forced conditions is strictly prohibited in the Group. Candidate ages are verified during profile screening and pre-employment interviews, and terms of employment are communicated to employees in writing before they commence work.

2. Equal Opportunity:

Recruitment and career progression are based on merit and applied on an equal basis, without discrimination on the grounds of age, gender, race, ethnicity or religion.

3. Training and Awareness:

Human rights and anti-discrimination topics are incorporated into relevant employee training and induction materials.

4. Audits and Assessments:

Internal audits and site-level reviews continue to monitor compliance with labour standards and workplace practices.

5. Grievance and Whistleblowing Channels:

Employees may raise human rights and other concerns under the Group's Whistleblowing Policy. The Policy enables employees and other stakeholders to report concerns about misconduct or improprieties within the Group without fear of retaliation, while ensuring the confidentiality of the whistleblower's identity, through reporting channels provided in the Policy. Human rights concerns may be directed to the Group General Manager, People and Culture at elaineyap@ptt.com.my, or to the Audit Committee Chairman, a Member of the Audit Committee or an Independent Director through the channels set out in the Whistleblowing Policy.

Together, these practices support the protection of employee rights in day-to-day operations by setting clear expectations, monitoring compliance, providing relevant training and giving employees a confidential route to raise concerns. They also enable PTT to identify and address workplace issues through established review and response processes.

The Group's Performance

For the past three financial years, no substantiated complaints concerning human rights violations were recorded across the Group. Similarly, PTT recorded no findings or fines relating to non-compliance with applicable child-labour or forced-labour requirements during the financial year.

6. METRICS AND TARGETS (CONT'D)

6.2.6. Human Rights and Labour Practices (GRI 406-1, 408-1, 409-1, 411-1) (Cont'd)

The Group's Performance (Cont'd)

Table 6.2.6 Overview of substantiated complaints concerning human rights violations at PTT in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Number of substantiated complaints concerning human rights[1] violations	Number	0	0	0

Note:

1. Human rights areas covered include child and forced labour, indigenous rights, discrimination and unfair treatment, grievance mechanisms, harassment prevention, ethical recruitment and migrant worker protection, freedom of association, working hours, fair wages, and health and safety.

6.3. Governance Material Topics

6.3.1. Anti-Bribery, Anti-Corruption and Whistleblowing (GRI 205-1, 205-2, 205-3)

Why it Matters

Ethical business conduct remains a key element of PTT's governance approach. In construction, projects often involve multiple stakeholders and large-scale contracts, and corruption prevention therefore remains an ongoing priority. Clear policies, prevention controls and measures, and awareness programmes help reduce legal, financial, and reputational risks, upholding the Group's integrity while supporting transparent and fair business operations. Consistent application of these measures contributes to long-term organisational resilience and stakeholder trust.

Values Created

- Upholding PTT's integrity through responsible financial management and compliance with applicable laws and regulations
- Greater transparency and fairness in business dealings
- Stronger stakeholder confidence and organisational resilience

UN SDG



Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.3. Governance Material Topics (Cont'd)

6.3.1. Anti-Bribery, Anti-Corruption and Whistleblowing(GRI 205-1, 205-2, 205-3) (Cont'd)

The Group's Action

The BOD and Senior Management oversee PTT's framework for managing corruption-related risks, which is anchored by its Code of Conduct and Ethics ("**COCE**"), ABAC Manual and Whistleblowing Policy. The framework is guided by and aligned with applicable regulatory requirements, including the Malaysian Anti-Corruption Commission ("**MACC**") Act 2009.

In the ABAC Manual, the Group establishes a zero-tolerance approach to bribery and corruption. The ABAC Manual also includes measures for conflicts of interest, gifts and hospitality, donations and sponsorships, political contributions, facilitation payments, third-party due diligence, internal controls, and bribery-risk assessments.

Working alongside the ABAC Manual, the Whistleblowing Policy applies across the Group and supports confidential, good-faith reporting without retaliation. Corruption- or bribery-related matters may be reported to the Audit Committee Chairman, a Member of the Audit Committee or an Independent Director through the reporting channels set out in the Whistleblowing Policy.

All policies remain accessible to employees and stakeholders via the corporate website. Further information is available in the ABAC Manual (https://ptt.com.my/wp-content/uploads/2026/03/Anti-Bribery-and-Anti-Corruption-Manual-Revised-Effective-27-February-2026.pdf) and the Whistleblowing Policy (https://ptt.com.my/wp-content/uploads/2024/10/5.-Whistleblowing-Policy.pdf).

The Group's key practices for managing corruption-related risks are outlined below:

1. Training and Awareness

All employees receive induction training covering the COCE, ABAC Manual and Whistleblowing Policy upon joining the Group. Refresher training sessions are conducted periodically for existing employees to reinforce awareness of ethical requirements and reporting channels. Communication materials, including employee circulars, were issued periodically to highlight key obligations in relation to the COCE, ABAC Manual, and Whistleblowing Policy.

2. Supplier and Contractor Compliance

Suppliers and contractors are required to acknowledge compliance with the Group's ABAC Manual before a business relationship is established. As part of PTT's risk management procedures, suppliers and contractors are assessed using criteria such as project value, contractual considerations, completed questionnaires, and vendor pre-qualification requirements. These measures reinforce the Group's integrity expectations and support the prevention of bribery and unethical-conduct risks across its supply chain. Signed third-party integrity pledges were obtained from subcontractors and suppliers. Through the pledges, participating business partners formally acknowledged the integrity requirements in PTT's ABAC Manual and a shared understanding of ethical business conduct.

6. METRICS AND TARGETS (CONT'D)

6.3. Governance Material Topics (Cont'd)

6.3.1. Anti-Bribery, Anti-Corruption and Whistleblowing(GRI 205-1, 205-2, 205-3) (Cont'd)

3. Whistleblowing Mechanism

The whistleblowing channel remained accessible to all employees and external parties. The process is managed in line with the Whistleblowing Policy, which provides for confidentiality and fair handling of reports.

4. Risk Assessments

Externally appointed internal auditors supported the review of risk assessments in FY2026. Assessments were conducted and included document reviews, employee interviews, and evaluation of internal controls, helping to identify potential gaps and strengthen preventive measures.

In FY2026, PTT commenced an assessment of its existing anti-bribery practices against the ISO 37001:2025 ABMS standard, which the Group intends to adopt. A consistently applied management system will further strengthen the Group's ABAC controls and stakeholder confidence.

The Group's Performance

For the past three financial years, PTT recorded no confirmed corruption incidents. In FY2026, the Group refined its definition of operations assessed for corruption-related risks to refer specifically to assessments conducted by externally appointed internal auditors. To maintain consistency with this revised basis, the FY2024 and FY2025 figures were restated. In FY2026, six departments and one project were assessed, covering 50.00% of the Group's 14 operations within the reporting scope.

ABAC training coverage also increased across most employee categories, most notably by 34 percentage points for Senior Management and 14 percentage points each for Managers and Executives, while Non-executive coverage decreased by three percentage points. Overall, FY2026 reflected strengthened ABAC monitoring and awareness efforts across the Group.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.3. Governance Material Topics (Cont'd)

6.3.1. Anti-Bribery, Anti-Corruption and Whistleblowing (GRI 205-1, 205-2, 205-3) (Cont'd)

The Group's Performance (Cont'd)

Table 6.3.1 Overview of confirmed corruption incidents, operations assessed and ABAC training in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Number of confirmed corruption incidents	Number	0	0	0
Percentage of operations assessed for corruption-related risks[1]	Percentage	0	0	50.00
Induction and Refresher Training on ABAC[2]				
Senior Management	Percentage	0	9	43
Manager		0	36	50
Executive		0	42	56
Non-executive		0	13	10

Note:
1. In FY2026, the Group redefined its corruption-related risk assessment from assessment by employee awareness training to assessment by externally appointed internal auditors based on departments and projects.
2. Percentages represent the proportion of employees in each category who attended ABAC induction or refresher training during the financial year, which can vary with the number of employees joining each category and the timing of refresher sessions within the year.

6.3.2. Data Privacy and Protection (GRI 418-1)

Why it Matters

As business operations increasingly rely on digital systems and technology, data protection remains an important aspect of responsible governance. Safeguarding personal, employee and customer information helps reduce the risks of data breaches, regulatory non-compliance and reputational harm. As the Group progressively explores greater use of IoT, automation and other digital solutions, robust data protection practices will become increasingly important in supporting its future digital development.

Values Created

- Reduced exposure to cyber threats and regulatory breaches
- Greater trust from customers, employees, and partners in digital operations
- Stronger foundation for reliable and secure technology-enabled services

UN SDG



6. METRICS AND TARGETS (CONT'D)

6.3. Governance Material Topics (Cont'd)

6.3.2. Data Privacy and Protection (GRI 418-1) (Cont'd)

The Group's Action

PTT adopts data protection practices in line with the requirements of the Personal Data Protection Act 2010. Appropriate controls are in place to safeguard personal data throughout its lifecycle, from collection and processing to storage, retention, and secure disposal, supporting compliance with applicable legal and regulatory requirements.

PTT manages data protection through its enterprise cloud platform. This includes security measures implemented to prevent unauthorised access, leakage, misuse, or loss of customer and business information. Key data protection practices are highlighted as follows.

1. System Controls

Access to the Group's enterprise cloud platform is managed through role-based permissions. In FY2026, PTT implemented a centralised endpoint-detection and monitoring platform covering in-scope devices and servers, alongside an encrypted enterprise password-management system for credential storage and controlled sharing. Together, these controls improve visibility across information-technology infrastructure and support the protection of systems, credentials, and organisational data.

2. Monitoring and Review

Regular backups of collaboration-platform data to dedicated network-attached storage support data recovery and business continuity.

3. Employee Awareness

Training and reminders on responsible data handling were provided to employees, with emphasis on safeguarding all information entrusted to the Group in daily operations.

To ensure data privacy, security, and other concerns are captured effectively, a dedicated internal service-desk platform was introduced in FY2026. This initiative centralised all incident logging, tracking and communication across the Group. The system improves visibility over service requests and supports consistent access to information-technology assistance. Response and resolution times are monitored against the applicable service-level agreement using total hours recorded for completed tickets, supporting timely issue resolution and transparent internal service delivery to address data- or information-technology-related issues that may impact the Group.

Sustainability Statement
(Cont'd)

6. METRICS AND TARGETS (CONT'D)

6.3. Governance Material Topics (Cont'd)

6.3.2. Data Privacy and Protection (GRI 418-1) (Cont'd)

The Group's Performance

PTT recorded zero substantiated complaints concerning breaches of customer privacy or data loss in FY2026, maintaining zero substantiated complaints across FY2024 to FY2026. The Group also recorded no security incidents, and extended endpoint-security monitoring to all in-scope endpoints during FY2026. These indicators, together with monitored password-vault adoption, support the Group's review of its data-protection and cybersecurity controls.

Table 6.3.2 Substantiated complaints concerning breaches of customer privacy or data loss in the latest three financial years.

	Unit	FY2024	FY2025	FY2026
Number of substantiated complaints concerning breaches of customer privacy or data loss	Number	0	0	0

7. GRI SUMMARY

Table 7 Overview of the GRI Standards disclosures referenced by PTT.

Statement of Use:	**PTT Synergy Group Berhad** has reported with reference to GRI Standards for the period from 1 July 2025 to 30 June 2026.
GRI 1 used:	GRI 1: Foundation 2021

General disclosures	Section number
Organisational Profile	
2-2 Entities included in the organisation's sustainability reporting	1.2
2-3 Reporting period, frequency, and contact point	1.3 and 1.6
2-5 External assurance	1.5
2-29 Approach to stakeholder engagement	2.3
Materiality Matrix	
3-1 Process to determine material topics	2.4
3-2 List of material topics	2.4
3-3 Management of material topics	2.4
Procurement Practices	
204-1 Proportion of spending on local suppliers	6.2.5
Anti-corruption and Anti-bribery	
205-1 Operations assessed for risks related to corruption	6.3.1
205-2 Communication and training about anti-corruption policies and procedures	6.3.1
205-3 Confirmed incidents of corruption and actions taken	6.3.1
Energy	
302-1 Energy consumption within the organisation	6.1.3
302-3 Energy intensity	6.1.3
302-4 Reduction of energy consumption	6.1.3
Water	
303-5 Water consumption	6.1.1
Biodiversity	
304-4 International Union for Conservation of Nature ("IUCN") Red List species and national conservation list species with habitats in areas affected by operations	6.1.5
Emissions	
305-1 Direct (Scope 1) GHG emissions	6.1.4
305-2 Energy indirect (Scope 2) GHG emissions	6.1.4
305-3 Other indirect (Scope 3) GHG emissions	6.1.4
305-4 GHG emissions intensity	6.1.4
305-5 Reduction of GHG emissions	6.1.4

Sustainability Statement
(Cont'd)

7. GRI SUMMARY (CONT'D)

Table 7 Overview of the GRI Standards disclosures referenced by PTT. (Cont'd)

General disclosures	Section number
Waste	
306-2 Management of significant waste-related impacts	6.1.2
306-3 Waste generated	6.1.2
306-4 Waste diverted from disposal	6.1.2
306-5 Waste directed to disposal	6.1.2
Occupational Health and Safety	
403-1 Occupational health and safety management system	6.2.3
403-2 Hazard identification, risk assessment, and incident investigation	6.2.3
403-4 Worker participation, consultation, and communication on occupational health and safety	6.2.3
403-5 Worker training on occupational health and safety	6.2.3
403-6 Promotion of worker health	6.2.3
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	6.2.3
403-8 Workers covered by an occupational health and safety management system	6.2.3
403-9 Work-related injuries	6.2.3
Training and Education	
404-1 Average hours of training per year per employee	6.2.4
404-2 Programs for upgrading employee skills and transition assistance programs	6.2.4
Diversity and Equal Opportunity	
405-1 Diversity of governance bodies and employees	6.2.2
Non-discrimination	
406-1 Incidents of discrimination and corrective actions taken	6.2.6
Child Labour	
408-1 Operations and suppliers at significant risk for incidents of child labour	6.2.6
Forced or Compulsory Labor	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	6.2.6
Rights of Indigenous Peoples	
411-1 Incidents of violations involving rights of indigenous peoples	6.2.6
Local Communities	
413-1 Operations with local community engagement, impact assessments, and development programs	6.2.1
Customer Privacy	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.3.2

7. GRI SUMMARY (CONT'D)

Table 7 Overview of the GRI Standards disclosures referenced by PTT. (Cont'd)

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PTT SYNERGY GROUP BERHAD

BMLR Transition Period

Date & Time: 2026-10-16_09:35:36

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Bursa C1. Anti-corruption	Bursa C1(a) Senior Management who have received training on anti-corruption	Percentage	9	43	—	No assurance	
Bursa C1. Anti-corruption	Bursa C1(a) Manager who have received training on anti-corruption	Percentage	36	50	—	No assurance	
Bursa C1. Anti-corruption	Bursa C1(a) Executive who have received training on anti-corruption	Percentage	42	56	—	No assurance	
Bursa C1. Anti-corruption	Bursa C1(a) Non-executive who have received training on anti-corruption	Percentage	13	10	—	No assurance	
Bursa C1. Anti-corruption	Bursa C1(b) Operations assessed for corruption--related risks	Percentage	0	50	—	No assurance	
Bursa C1. Anti-corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	—	No assurance	
Bursa C2. Community / Society	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	Ringgit	317,661.00	1,525,905.00	—	No assurance	
Bursa C2. Community / Society	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	1,750	8,836	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Senior Management under 30 years old	Percentage	0	0	—	No assurance	

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Bursa C3. Diversity	Bursa C3(a) Senior Management between 30-50 years old	Percentage	63	57	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Senior Management above 50 years old	Percentage	37	43	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Manager under 30 years old	Percentage	8	7	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Manager between 30-50 years old	Percentage	73	74	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Manager above 50 years old	Percentage	19	19	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Executive under 30 years old	Percentage	36	39	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Executive between 30-50 years old	Percentage	53	51	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Executive above 50 years old	Percentage	11	10	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Non-executive under 30 years old	Percentage	39	33	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Non-executive between 30-50 years old	Percentage	60	65	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Non-executive above 50 years old	Percentage	1	2	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Senior Management - Male	Percentage	87	86	—	No assurance	

PTT SYNERGY GROUP BERHAD

BMLR Transition Period

Date & Time: 2026-10-16_09:35:36

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Bursa C3. Diversity	Bursa C3(a) Senior Management - Female	Percentage	13	14	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Manager - Male	Percentage	59	64	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Manager - Female	Percentage	41	36	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Executive - Male	Percentage	65	61	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Executive - Female	Percentage	35	39	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Non-executive - Male	Percentage	91	90	—	No assurance	
Bursa C3. Diversity	Bursa C3(a) Non-executive - Female	Percentage	9	10	—	No assurance	
Bursa C3. Diversity	Bursa C3(b) Directors under 30 years old	Percentage	0	0	—	No assurance	
Bursa C3. Diversity	Bursa C3(b) Directors between 30-50 years old	Percentage	25	25	—	No assurance	
Bursa C3. Diversity	Bursa C3(b) Directors above 50 years old	Percentage	75	75	—	No assurance	
Bursa C3. Diversity	Bursa C3(b) Directors - Male	Percentage	75	75	—	No assurance	
Bursa C3. Diversity	Bursa C3(b) Directors - Female	Percentage	25	25	—	No assurance	
Bursa C4. Energy management	Bursa C4(a) Total energy consumption	Megawatt-hour	56,409.41	73,760.17	—	No assurance	
Bursa C5. Health and safety	Bursa C5(a) Number of work-related fatalities	Number	0	0	—	No assurance	

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Bursa C5. Health and safety	Bursa C5(b) Lost time incident rate	-	0	0	—	No assurance	
Bursa C5. Health and safety	Bursa C5(c) Employee attendees trained on health and safety standards	Number	30	116	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(a) Total training hours - Senior Management	Hour	328.00	316.00	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(a) Total training hours - Manager	Hour	960.00	664.00	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(a) Total training hours - Executive	Hour	1,152.00	1,244.00	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(a) Total training hours - Non-executive	Hour	1,176.00	1,016.00	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(b) Percentage of employees that are contract or temporary staff	Percentage	68	64	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(c) Employee turnover - Senior Management	Number	0	1	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(c) Employee turnover - Manager	Number	3	3	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(c) Employee turnover - Executive	Number	11	9	—	No assurance	
Bursa C6. Labour practices and standards	Bursa C6(c) Employee turnover - Non-executive	Number	10	9	—	No assurance	

PTT SYNERGY GROUP BERHAD

BMLR Transition Period

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Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Bursa C6. Labour practices and standards	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	—	No assurance	
Bursa C7. Supply chain management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.62	100	—	No assurance	
Bursa C8. Data privacy and security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	No assurance	
Bursa C9. Water management	Bursa C9(a) Total volume of water used	Cubic metre	341,470.00	409,050.10	—	No assurance	
Bursa C10. Waste management	Bursa C10(a) Total waste generated	Metric tonne	434.60	3,362.46	—	No assurance	
Bursa C10. Waste management	Bursa C10(b) Total waste diverted from disposal	Metric tonne	22.70	3,261.57	—	No assurance	
Bursa C10. Waste management	Bursa C10(c) Total waste directed to disposal	Metric tonne	411.90	100.89	—	No assurance	
Bursa C11. Emissions management	Bursa C11(a) Scope 1 emissions	Metric tonne carbon dioxide equivalent	14,570.59	19,133.62	—	No assurance	
Bursa C11. Emissions management	Bursa C11(b) Scope 2 emissions	Metric tonne carbon dioxide equivalent	185.17	254.46	—	No assurance	
Bursa C11. Emissions management	Bursa C11(c) Scope 3 emissions - Category 5 (Waste generated in operations)	Metric tonne carbon dioxide equivalent	196.83	72.51	—	No assurance	FY2025 emission is restated following a revision of the unit basis.
Bursa C11. Emissions management	Bursa C11(c) Scope 3 emissions - Category 6 (Business travel)	Metric tonne carbon dioxide equivalent	7.23	4.56	—	No assurance	FY2025 emission is restated following a revision of the unit basis.

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Bursa C11. Emissions management	Bursa C11(c) Scope 3 emissions - Category 7 (Employee commuting)	Metric tonne carbon dioxide equivalent	360.55	335.62	—	No assurance	FY2025 emission is restated following a revision of the unit basis.

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 2026 ("**FYE 2026**"). 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 and Managing Director

The roles of the Chairman and Managing Director 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' Ts. Hj. Abd Rahim Bin Hj. 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 Mr. Teo Swee Phin, the Managing Director.

In addition, the Executive Chairman, Dato' Ts. Hj. Abd Rahim Bin Hj. 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 2026.

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 27 February 2026 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 ESG Steering 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 cognisant 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 2026. The details of the stakeholders' engagement are set out in the Sustainability Statement in this Annual Report.

The Board members will keep themselves appraised 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 ("**Criteria**").

During the FYE 2026, the NC has evaluated and satisfied that Mr. Then Ikh Choo has fulfilled the Criteria and recommended to the Board, the proposed appointment of Mr. Then Ikh Choo as the Group Chief Executive Officer. The Board has subsequently approved his appointment to take effect on 2 March 2026.

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	3	–
71 and above	1	–
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 6 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 2026 is as follows: -

Name of Directors	Attendance
Dato' Ts. Hj. Abd Rahim bin Hj. Jaafar	6/6
Dato' Teo Swee Leng	6/6
Teo Swee Phin	6/6
Tang Choi Peng	6/6
Datin Ng Fong Shiang	6/6
Dato' Mahamed bin Hussain	5/6
Datuk Ir. Ruslan bin Abdul Aziz	5/6
Toh Seng Thong	6/6

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 2026 and up to the date of this Statement, the Directors have attended the following seminars, conferences and programmes: -

1. Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level Programme
2. SST Expansion and Impact on Businesses Workshop
3. License to Lead Air Quality and Climate Risk in One Strategy
4. SSM National Conference 2025 by Companies Commission Malaysia
5. National Tax Seminar 2025 by Inland Revenue Board of Malaysia
6. AI Transformational Mastery Training
7. Reporting with Impact: IFRS S1 & S2, ESG Ratings and Action Planning
8. Climate-related Disclosure Guide: IFRS S2 Part 1 and 2
9. Behavioural Based Interview Workshop
10. Bengkel Laporan Kelestarian
11. Learning Administrator Session & Learning Plan Envisioning Workshop

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 MCCG.

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)

The NC shall meet at least once a calendar year. A total of 2 NC meetings were held during the financial year.

Corporate Governance Overview Statement
(Cont'd)

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

NC (Cont'd)

The record of attendance of each NC member for FYE 2026 is as follows: -

Name of Members	Attendance
Dato' Mahamed bin Hussain	1/2
Datuk Ir. Ruslan bin Abdul Aziz	2/2
Toh Seng Thong	2/2

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 2026 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;
- Reviewed and recommended to the Board the re-election of Directors who are due to retire pursuant to the Company's Constitution;
- Reviewed and recommended to the Board for approval on the re-designation of Ms. Tang Choi Peng as the Group Chief Strategy Officer cum Executive Director; and
- Reviewed and recommended to the Board for approval on the appointment of Mr. Then Ikh Choo as the Group Chief Executive Officer.

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 2026, 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)

The RC shall meet at least once a calendar year. A total of 2 RC meetings were held during the financial year.

The record of attendance of each RC member for FYE 2026 is as follows: -

Name of Members	Attendance
Dato' Mahamed bin Hussain	1/2
Datuk Ir. Ruslan bin Abdul Aziz	2/2
Toh Seng Thong	2/2

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 2026 and up to the date of this Statement is as follows: -

- Reviewed the remuneration package of the Managing Director and Executive Directors for the FYE 2026 and financial year ending 30 June 2027 ("**FYE 2027**") and recommended the same to the Board for consideration and approval;
- Reviewed the payment of Directors' fees and benefits 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 FYE 2027 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/.

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/.

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 2026 are as follows: -

Company

Name	RM'000						
	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
Executive Directors							
Dato' Ts. Hj. Abd Rahim bin Hj. Jaafar	–	–	–	–	–	–	–
Dato' 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	2	–	–	–	–	50
Toh Seng Thong	48	2	–	–	–	–	50

Group

Name	RM'000						
	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
Executive Directors							
Dato' Ts. Hj. Abd Rahim bin Hj. Jaafar	–	–	789	–	19	–	808
Dato' Teo Swee Leng	–	–	832	–	21	–	853
Teo Swee Phin	180	–	1,954	–	–	–	2,134
Tang Choi Peng	–	–	739	–	11	292	1,042
Datin Ng Fong Shiang	–	–	385	–	10	120	515
Non-Executive Directors							
Dato' Mahamed bin Hussain	48	2	–	–	–	–	50
Datuk Ir. Ruslan bin Abdul Aziz	48	2	–	–	–	–	50
Toh Seng Thong	48	2	–	–	–	–	50

Corporate Governance Overview Statement
(Cont'd)

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

Directors' Remuneration (Cont'd)

During the FYE 2026, the Company only has 4 key senior management. The 4 key senior management remuneration during the FYE 2026 in bands of RM100,000 are as follows: -

Range of remuneration	Number of Key Senior Management
RM500,001-RM600,000	1
RM600,001-RM700,000	1
RM700,001-RM800,000	1
RM1,800,001-RM1,900,000	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 2026.

The AC's membership, responsibilities and works done in the FYE 2026 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 2026, 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-Fifth 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 2026, 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 Group 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-Fourth 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 Fifty-Fourth AGM, whereby all the Directors, Chair of the AC, NC and RC, Management and External Auditors 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 Fifty-Fourth 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 AGM. There were no questions posed during the Fifty-Fourth AGM held on 26 November 2025.

The Minutes of the Fifty-Fourth AGM was made available to the shareholders within 30 business days after the Fifty-Fourth AGM 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 15 October 2026.

AUDIT COMMITTEE REPORT

The Board of Directors of PTT Synergy Group Berhad ("**the Company**") is pleased to present the Audit Committee Report for the financial year ended 30 June 2026 ("**FYE 2026**") 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)

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/.

C. AC MEETINGS

A total of 5 AC meetings were held during the FYE 2026. The details of attendance of each member are as follows: -

Name of Members	Meeting Dates					
	28.08.2025	16.10.2025	26.11.2025	27.02.2026	25.05.2026	Total
Dato' Mahamed bin Hussain	X	√	√	√	√	4/5
Datuk Ir. Ruslan bin Abdul Aziz	√	X	√	√	√	4/5
Toh Seng Thong	√	√	√	√	√	5/5

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 2026 are summarised as follows: -

Financial Reporting

The AC reviewed and discussed the quarterly results and annual audited financial statements of the Company and its subsidiaries ("**the Group**") and the Company 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
28 August 2025	• Unaudited quarterly report on consolidated results of the Company and Group for the fourth quarter ended 30 June 2025.
16 October 2025	• Audited financial statements of the Company and Group for the financial year ended 30 June 2025.
26 November 2025	• Unaudited quarterly report on consolidated results of the Company and Group for the first quarter ended 30 September 2025.
27 February 2026	• Unaudited quarterly report on consolidated results of the Company and Group for the second quarter ended 31 December 2025.
25 May 2026	• Unaudited quarterly report on consolidated results of the Company and Group for the third quarter ended 31 March 2026.

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.

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 2026 are summarised as follows: - (Cont'd)

External Audit

(i) Reviewed the AC Closing Memorandum for the financial year ended 30 June 2025, 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 Report for the FYE 2026, outlining the responsibilities of Directors and Management, External Auditors' responsibilities, fraud consideration, audit timeline, audit approach, major changes of the Group's structure and impact, areas of audit focus, External Auditors' independence, accounting standards update and proposed audit fees including fees for non-audit services.

(iv) Reviewed the audit and non-audit fees for the FYE 2026 prior to its approval by the Board of Directors.

(v) Conducted 1 private session on 28 August 2025 with the External Auditors, without the presence of the Executive Board members and Management staff, to discuss their observations and areas for improvements.

Internal Audit

(i) 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.

(ii) Reviewed the Internal Audit Planning Memorandum tabled by the Internal Auditors and agreed on the proposed auditable area, timing and frequency of the audit.

(iii) Reviewed the Internal Audit Reports which covered the Project Management process of Pembinaan Tetap Teguh Sdn. Bhd.

(iv) Evaluated with the Internal Auditors the need for a private session and obtained their feedback on any potential indications of irregularities.

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 2026 are summarised as follows: - (Cont'd)

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 arose, persist or may arise within the Group on quarterly basis, including any transactions, procedures or course of conduct that give rise to the question of 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 financial assistance provided to the subsidiary of the Company as 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.

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 19 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.

Audit Committee Report
(Cont'd)

E. INTERNAL AUDIT FUNCTION (CONT'D)

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 2026, 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 Pembinaan Tetap Teguh Sdn. Bhd.

The total cost incurred for the internal audit function of the Group for the FYE 2026 amounted to RM15,000.00.

BOARD'S CONCLUSION

For the FYE 2026, 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 15 October 2026.

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 ("**Bursa Securities**") and is guided by the *Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies*.

This Statement outlines the nature and scope of the Company and its subsidiaries' ("**Group**") risk management and internal control framework and provides an overview of the processes established by the Board of Directors ("**Board**") to identify, evaluate, monitor and manage significant risks faced by the Group in achieving its 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' investments and the Group's assets.

The Board recognises that risk management and internal control systems are designed to manage, rather than eliminate, the risk of failure to achieve business objectives. Accordingly, such systems can only provide reasonable and not absolute assurance against material misstatement, loss, fraud or failure to achieve business objectives.

For the financial year ended 30 June 2026 ("**FYE 2026**"), the Board reviewed the adequacy and effectiveness of the Group's risk management and internal control systems and is satisfied that the systems have operated adequately and effectively in all material respects.

The Board has received assurance from the Managing Director, Group Chief Executive Officer and Group Chief Financial Officer that the Group's risk management and internal control systems have been operating adequately and effectively throughout FYE 2026 and up to the date of this Statement.

The Audit Committee ("**AC**") assists the Board in reviewing the adequacy and effectiveness of the Group's risk management and internal control systems. The AC reviews reports from both Internal Auditors and External Auditors, deliberates on significant findings and monitors management's implementation of corrective actions.

The AC Report is set out on pages 130 to 134 of the Annual Report for the FYE 2026.

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

3. INTERNAL CONTROL AND RISK MANAGEMENT FRAMEWORK

The Board confirms that the Group has established an ongoing process for identifying, evaluating, monitoring and managing significant risks affecting the achievement of its corporate objectives. The Board regularly reviews the regulatory, economic and business environment to ensure that the Group's risk management and internal control systems remain relevant, adequate and effective.

Key elements of the Group's internal control framework include:

Governance and Delegation of Authority

- Clearly defined organisational structure with established lines of responsibility and accountability.
- Formal limits of authority and approval matrices that specify levels of authority for operational, financial and strategic decisions.
- Matters reserved specifically for Board approval.

Policies and Procedures

- Established financial and operational policies and procedures governing key business processes.
- Standard Operating Procedure Manuals covering major operational functions, including contract management, project management and procurement activities.
- Periodic review and update of policies and procedures to reflect operational and regulatory changes.

Embedded Operational Controls

- Credit control procedures and monitoring of receivables.
- Regular ageing reviews of debtors and creditors.
- Segregation of duties and approval controls within key operational and financial processes.

Financial and Performance Monitoring

- Periodic management reporting providing financial and operational performance information to Management and the Board.
- Budgetary controls and variance analyses for major projects and business operations.

4. MONITORING AND REVIEW

The Managing Director and Group Chief Executive Officer oversee the Group's strategic direction, operations, finance and treasury functions. The Board, through the AC, continuously monitors the effectiveness of the Group's risk management and internal control systems.

The internal audit function is outsourced to an independent professional services firm, PKF Risk Management Sdn. Bhd., which reports directly to the AC. The Internal Auditors perform independent reviews based on an annual audit plan approved by the AC and provide recommendations for strengthening controls and improving operational efficiency.

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

4. MONITORING AND REVIEW (CONT'D)

During FYE 2026, the AC, with the assistance of PKF Risk Management Sdn. Bhd., conducted an internal audit review on the Project Management processes of Pembinaan Tetap Teguh Sdn. Bhd. Audit findings and recommendations were reported to the AC and the Board, and management has taken appropriate actions to address relevant observations.

Upon reviewing the effectiveness of the internal audit function, the AC was satisfied that the internal audit activities were carried out independently, objectively and with due professional care.

The Group paid approximately RM15,000 in professional fees for internal audit services during FYE 2026.

5. REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement for inclusion in the Annual Report in accordance with ISAE 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, and Audit and Assurance Practice Guide 3 (AAPG 3), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control.

Their review was performed in accordance with Paragraph 15.23 of the Main Market Listing Requirements of Bursa Securities.

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 disclosures, nor that it contains any factual inaccuracies.

6. CONCLUSION

The Board is satisfied that the Group's risk management and internal control systems are adequate and effective in managing the risks relevant to its business operations and that an ongoing process is in place for identifying, evaluating, monitoring and managing significant risks.

The Board is not aware of any material weaknesses or control deficiencies that have resulted in material losses or had a significant adverse impact on the Group's business operations during FYE 2026. Appropriate actions continue to be taken to strengthen and enhance the Group's governance, risk management and internal control framework.

The Board remains committed to maintaining a strong control environment and pursuing continuous improvements in risk management and internal control practices to support the Group's long-term sustainability and growth.

This Statement was approved by the resolution passed at the Board of Directors' Meeting held on 15 October 2026.

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

On the following dates, the Company completed the 5 tranches of the private placement exercise of 43,216,216 new ordinary shares ("**Private Placement**"). The total gross proceeds raised from the Private Placement were RM59,839,036.16: -

Allotment date	Listing date	Issue price (RM)	Placement Shares	Proceeds raised (RM)
11 December 2025	15 December 2025	1.3000	5,400,000	7,020,000.00
5 March 2026	9 March 2026	1.3000	20,900,000	27,170,000.00
22 May 2026	25 May 2026	1.5100	1,828,000	2,760,280.00
28 May 2026	29 May 2026	1.5200	10,555,000	16,043,600.00
29 June 2026	30 June 2026	1.5100	4,533,216	6,845,156.16
Total		**–**	**43,216,216**	**59,839,036.16**

The status of utilisation of proceeds as at 2 October 2026 is disclosed below: -

Details of Utilisation	Details of utilisation of proceeds			Timeframe for Utilisation from listing date
	Proposed use of proceeds (RM'000)	Actual Utilisation (RM'000)	Balance unutilised (RM'000)	
Working capital for construction and development projects	59,588	59,588	–	Within 12 months
Expenses in relation to the Private Placement	251	251	–	Within 1 month
Total	**59,839**	**59,839**	**–**	

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 its subsidiaries ("**the Group**") and the Company for the FYE 2026 are as follows: -

	Group (RM)	Company (RM)
Audit Fees	351,500	82,000
Non-Audit Fees	32,000	28,500

Additional Compliance Information
(Cont'd)

3. MATERIAL CONTRACTS

There were no material contracts entered into by the Group 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.

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

The Company had obtained a mandate from its shareholders for the RRPTs at its Fifty-Fourth Annual General Meeting held on 26 November 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 FYE 2026 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 2025 to 30 June 2026 (RM'000)
PTT Jentera Sdn. Bhd. ("**PTTJ**")	Dato' Ts. Hj. Abd Rahim bin Hj. Jaafar *(He is a major shareholder in ECSSB and WTIP as well as a person connected to Teo Swee Phin)* Dato' Teo Swee Leng *(He is a major shareholder in ECSSB and WTIP as well as a person connected to Teo Swee Phin)* Teo Swee Phin *(He is a Director and major shareholder in PTTJ, ECSSB and WTIP)* Aim Tetap Teguh Group Sdn. Bhd. *(It is a major shareholder in ECSSB and WTIP as well as a person connected to Teo Swee Phin)* Faddly bin Nordin *(He is a person connected to Teo Swee Phin)*	Receipt of services of repair and maintenance of machinery including spare parts from PTTJ	450
PTTJ		Purchasing and/or leasing of machinery for the undertaking of construction/infrastructure from PTTJ	11,073
PTTJ		Purchasing of concrete from PTTJ	–
Ediya Coffee Services Sdn. Bhd. ("**ECSSB**")		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	3,000
PTTJ		Rental of factory lots located at No. 16, Jalan Inai 2D/KU5, Bandar Bukit Raja, 41050 Klang, Selangor measuring approximately 4,047 square metres to PTTJ	600

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 ("**SGP**"), for the eligible Directors and executive/employees of the Group which are not dormant, subject to the By-Laws governing the ESS. The ESOS was implemented on 15 March 2024 and has a duration of five (5) years.

i) Total number of shares granted, vested and outstanding

	Since commencement of ESS	During the FYE 2026
Total number of shares granted	1,989,029	1,989,029
Total number of shares vested	1,989,029	1,989,029
Total number of shares outstanding	–	–

Note: The shares vest immediately upon grant under the SGP. Therefore, the number of shares vested corresponds to the number granted.

ii) Total number of shares granted and vested during the FYE 2026, by category of participants

(a) Executive Directors

Grant Date	No. of Participants	During the FYE 2026		Outstanding	
		No. of Shares Granted and Vested	% of Shares Granted and Vested	As at 1 July 2025	As at 30 June 2026
18 December 2025	1	38,899	1.9	–	–
27 March 2026	2	277,900	13.9	–	–

5. EMPLOYEES' SHARE SCHEME ("ESS") (CONT'D)

ii) Total number of shares granted and vested during the FYE 2026, by category of participants (Cont'd)

(b) Senior Management

Grant Date	No. of Participants	During the FYE 2026		Outstanding	
		No. of Shares Granted and Vested	% of Shares Granted and Vested	As at 1 July 2025	As at 30 June 2026
18 December 2025	3	292,124	14.7	–	–
27 March 2026	2	779,700	39.2	–	–

(c) Middle Management

Grant Date	No. of Participants	During the FYE 2026		Outstanding	
		No. of Shares Granted and Vested	% of Shares Granted and Vested	As at 1 July 2025	As at 30 June 2026
18 December 2025	5	145,706	7.4	–	–
27 March 2026	29	454,700	22.9	–	–

Note: The shares vest immediately upon grant under the SGP. Therefore, the number of shares vested corresponds to the number granted and an exercise price or purchase price is not applicable to the SGP of the Company.

iii) Shares granted to Directors and Senior Management

	Since commencement of ESS	During the FYE 2026
Aggregate maximum allocation (%)	70%	70%
Actual percentage granted	16%	16%

There were no shares granted under the SGP to the Non-Executive Directors of the Company during the FYE 2026.

There were no options granted under the share option scheme during the FYE 2026.

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 15 October 2026.

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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 2026.

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
Net profit for the financial year	79,792,179	18,147,422
Attributable to:		
Owners of the Company	80,216,488	
Non-controlling interests	(424,309)	
	79,792,179	

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

On 31 December 2025, the Directors declared an interim single tier dividend of 0.80 sen per ordinary share for the financial year ending 30 June 2026 amounting to RM3,504,313 which was paid on 9 February 2026.

The Directors do not recommend any final dividend in respect of the current financial year.

ISSUANCE OF SHARES OR DEBENTURES

During the financial year, the Company has increased its issued ordinary shares from RM215,733,084 to RM276,962,783 by the issuance and allotment of the following:

(i) 43,216,216 new ordinary shares through private placement for working capital purpose and net off with incurred placement fee of RM1,195,075 via the following tranches:

- On 11 December 2025, the Company issued first tranche of 5,400,000 new ordinary shares at an issue price of RM1.30 per share;
- On 5 March 2026, the Company issued second tranche of 20,900,000 new ordinary shares at an issue price of RM1.30 per share;
- On 22 May 2026, the Company issued third tranche of 1,828,000 new ordinary shares at an issue price of RM1.51 per share;
- On 28 May 2026, the Company issued fourth tranche of 10,555,000 new ordinary shares at an issue price of RM1.52 per share; and
- On 29 June 2026, the Company issued fifth tranche of 4,533,216 new ordinary shares at an issue price of RM1.51 per share.

(ii) 1,989,029 new ordinary shares pursuant to the Employees' Share Grant Plan ("ESGP") under the Employees' Share Scheme ("ESS") amounting to RM2,585,738 as shown below.

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.

EMPLOYEES' SHARE GRANT PLAN ("ESGP") UNDER THE EMPLOYEES' SHARE SCHEME ("ESS")

The ESS is governed by the rules, terms and conditions of the ESS ("By-Laws") approved by the shareholders at an Extraordinary General Meeting ("EGM") held on 15 December 2023, and was implemented on 15 March 2024 for a period of five (5) years from the effective date and may be extended for a period of up to another five (5) years, provided that the tenure of the ESS shall not, in aggregate, exceed a duration of ten (10) years from the effective date of the implementation of the ESS or such longer period as may be permitted by the relevant authorities.

The ESS comprises:

(a) an employees' share option scheme ("ESOS") which will entitle Eligible Persons (as defined herein), upon exercise, to subscribe for new and/or existing ordinary shares in the Company at a specified future date at a pre-determined price ("ESOS"); and

(b) an employees' share grant plan which entitles Eligible Persons to receive new and/or existing shares at no consideration and/or the equivalent cash value of such shares or a combination thereof ("ESGP")

collectively, of up to fifteen percent (15%) of the total number of issued shares (excluding treasury shares, if any) at any point in time throughout the duration of the ESS.

Directors' Report
(Cont'd)

EMPLOYEES' SHARE GRANT PLAN ("ESGP") UNDER THE EMPLOYEES' SHARE SCHEME ("ESS") (CONT'D)

The ESS is administered by ESS Committee. The ESS Committee will have absolute discretion in administering the ESS including prescribing financial and/or performance criteria and/or such other conditions as it may deem fit. Offers will be granted to the employee(s) and executive directors (excluding alternate and substitute directors) of the Group who meet(s) the criteria of eligibility for participation ("Eligible Persons") under the ESS.

The ESGP entails a share grant which entitles Eligible Persons to receive fully paid ordinary shares on a vesting date, their equivalent cash value or combinations thereof, without any cash consideration payable by the Eligible Persons ("ESGP Award(s)"), in accordance with the By-Laws. As such, no proceeds would be raised by the Company pursuant to the ESGP. The ESGP Award is granted in the form of a restricted share plan and/or a performance share plan.

On 18 December 2025, the Company issued 476,729 new ordinary shares to Eligible Persons pursuant to the ESGP under the ESS at nil consideration. The share price at grant date was RM1.30 per share.

On 27 March 2026, the Company issued 1,512,300 new ordinary shares to Eligible Persons pursuant to the ESGP under the ESS at nil consideration. The share price at grant date was RM1.30 per share.

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

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

Directors' Report
(Cont'd)

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:

Faddly Bin Nordin
Muhamad Mu'azzam Bin Ahmadin
Then Ikh Choo
Dato' Paul Lim Tau Ern

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 during the financial year were as follows:

	Number of Ordinary Shares			
	At 01.07.2025 Unit	Bought Unit	Sold Unit	At 30.06.2026 Unit
Name of Directors				
The Company				
Direct Interest:				
- Teo Swee Phin	64,990,624	–	–	64,990,624
- Dato' Teo Swee Leng	9,049,240	–	–	9,049,240
- Tang Choi Peng	–	1,724,300	–	1,724,300
- Datin Ng Fong Shiang	–	92,499	–	92,499
Indirect Interest:				
- Dato' Ts. Hj. Abd Rahim Bin Hj. Jaafar *	194,632,098	–	–	194,632,098
- Dato' Teo Swee Leng *	194,632,098	–	–	194,632,098
- Teo Swee Phin *	194,632,098	–	–	194,632,098

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

Dato' Ts. Hj. Abd Rahim Bin Hj. Jaafar, Dato' 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 during the financial year.

Directors' Report
(Cont'd)

DIRECTORS' REMUNERATION AND BENEFITS

The amounts of fees and other benefits paid to or receivable by the Directors of the Company and the estimated monetary 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	144,000	180,000
Salaries and other emoluments	5,400	4,241,640
Contributions to defined contribution plan	–	445,196
Social security contribution	–	12,230
ESGP expenses	–	411,749
	149,400	5,290,815
Estimated monetary value of benefits-in-kind	–	61,398
Total fees and other benefits	149,400	5,352,213

Since the end of the previous financial year, none of the Directors 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.

Directors' Report
(Cont'd)

OTHER STATUTORY INFORMATION (CONT'D)

(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.

(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 during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature, except for fair value adjustment of investment properties of RM54,708,349, gain on sale and leaseback of RM22,135,514 and gain on sub-lease of RM33,819,603; 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 total amount paid to or receivables by the auditors as remuneration for their services as auditor for the financial year from the Group and from the Company are RM380,000 and RM110,500 respectively.

(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 of the Company.

(g) The total amount of indemnity given to or insurance effected for the Directors and officers of the Group is RM10,000,000 with insurance premium of RM50,000. No indemnity given to or insurance effected for auditor of the Group and of the Company.

Directors' Report
(Cont'd)

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 15 October 2026.

DATO' Ts. HJ. ABD RAHIM BIN HJ. 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 159 to 295 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 2026 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 15 October 2026.

DATO' Ts. HJ. ABD RAHIM BIN HJ. JAAFAR **TEO SWEE PHIN**

STATUTORY **DECLARATION**

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

I, LEONG KAM LAN (CA 25287), 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 159 to 295 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 15 October 2026

LEONG KAM LAN

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 2026 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 159 to 295.

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 2026, 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"), as applicable to audits of financial statements of public interest entities, 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 disclosed in Note 12 to the financial statements, the Group's and the Company's investment properties that were carried at fair value amounted to RM729,125,121 and RM6,500,000 respectively as at 30 June 2026.

The valuation involves the use of significant assumptions and inputs, including market values, comparable transactions, rental rates, capitalisation rates and yields. Given the magnitude of the investment properties and the sensitivity of the valuation to changes in these assumptions, 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 2026, as shown in Notes 20 and 21 to the financial statements, the Group has net trade receivables and contract assets balance of RM82,326,054 and RM229,583,691 respectively. As at the end of the financial year, the Group has recognised accumulated impairment losses of RM2,240,832 and RM1,316,082 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/liabilities

The consolidated financial statements as at 30 June 2026 include revenue from construction segment recognised of RM324,790,354 and net contract assets of RM228,241,955 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, the construction revenue recognition and measurement of contract assets are key audit matters.

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/liabilities (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; and

- 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: 15 October 2026

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Continuing operations					
Revenue	3	330,191,203	256,780,252	24,000,000	–
Cost of sales	4	(282,403,105)	(204,332,872)	–	–
Gross profit		47,788,098	52,447,380	24,000,000	–
Other income	5	115,541,827	73,381,964	391,045	12,601,464
Administrative expenses		(36,562,858)	(32,212,973)	(1,498,085)	(3,790,619)
Selling and distribution expenses		(1,296,506)	(1,077,407)	–	–
Impairment loss on financial assets and contract assets		(1,819,182)	(858,912)	–	–
Other expenses		(11,536,014)	(5,476,111)	(4,436)	(3,807)
Profit from operations		112,115,365	86,203,941	22,888,524	8,807,038
Finance costs	6	(34,096,181)	(27,673,861)	(4,481,222)	(5,262,069)
Profit before tax	7	78,019,184	58,530,080	18,407,302	3,544,969
Income tax credit/ (expense)	8	1,772,995	(4,169,569)	(259,880)	820,065
Profit for the financial year from continuing operations		79,792,179	54,360,511	18,147,422	4,365,034
Discontinued operation					
Loss for the financial year from discontinued operation, net of tax	9	–	(13,480,307)	–	–
Profit net of tax		79,792,179	40,880,204	18,147,422	4,365,034
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	–	–
Total comprehensive income for the financial year		79,792,179	42,043,961	18,147,422	4,365,034

Statements of Comprehensive Income for the financial year ended 30 June 2026 (Cont'd)

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Profit attributable to:					
Owners of the Company					
- from continuing operations		80,216,488	54,115,490	18,147,422	4,365,034
- from discontinued operation	9	–	(14,134,759)	–	–
		80,216,488	39,980,731	18,147,422	4,365,034
Non-controlling interests					
- from continuing operations	14(c)	(424,309)	245,021	–	–
- from discontinued operation	9	–	654,452	–	–
		(424,309)	899,473	–	–
		79,792,179	40,880,204	18,147,422	4,365,034
Total comprehensive income attributable to:					
Owners of the Company					
- from continuing operations		80,216,488	55,279,247	18,147,422	4,365,034
- from discontinued operation	9	–	(14,134,759)	–	–
		80,216,488	41,144,488	18,147,422	4,365,034
Non-controlling interests					
- from continuing operations	14(c)	(424,309)	245,021	–	–
- from discontinued operation	9	–	654,452	–	–
		(424,309)	899,473	–	–
		79,792,179	42,043,961	18,147,422	4,365,034

Statements of Comprehensive Income for the financial year ended 30 June 2026 (Cont'd)

	Note	Group 2026 RM	2025 RM
Basic/diluted earnings/(loss) per ordinary share attributable to ordinary equity holders of the parent entity (sen):	10		
- from continuing operations		17.98	12.52
- from discontinued operation		–	(3.27)
		17.98	9.25

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 2026

	Note	Group 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company 2025 RM
ASSETS					
Non-current Assets					
Property, plant and equipment	11	143,769,705	123,858,903	23,772	21,287
Investment properties	12	829,837,942	516,105,421	6,500,000	6,190,000
Inventories	13	53,668,505	64,178,299	–	–
Investments in subsidiaries	14	–	–	474,635,657	317,621,903
Other investments	15	7,613,353	7,472,614	1,600,810	1,542,498
Goodwill	16	42,394,987	42,394,987	–	–
Deferred tax assets	17	11,041,930	2,671,862	–	–
Finance lease receivables	18	80,967,051	3,036,228	–	–
Other receivables	19	5,570,540	969,456	–	–
		1,174,864,013	760,687,770	482,760,239	325,375,688
Current Assets					
Inventories	13	243,878,145	188,474,497	–	–
Trade receivables	20	82,326,054	124,048,452	–	–
Other receivables	19	28,740,730	27,522,220	545,900	601,630
Contract assets	21	229,583,691	199,033,566	–	–
Finance lease receivables	18	15,472,325	3,535,671	–	–
Amounts due from subsidiaries	22	–	–	19,974,966	121,279,539
Tax recoverable		2,839,792	752,229	–	–
Fixed deposits with licensed banks	23	73,411,561	57,851,762	99,000	99,000
Cash and bank balances	24	29,891,700	16,120,826	2,854,310	3,860,541
		706,143,998	617,339,223	23,474,176	125,840,710
Non-current assets held for sale	25	15,000,000	133,272,605	–	–
		721,143,998	750,611,828	23,474,176	125,840,710
TOTAL ASSETS		1,896,008,011	1,511,299,598	506,234,415	451,216,398

Statements of Financial Position as at 30 June 2026 (Cont'd)

	Note	Group 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company 2025 RM
EQUITY AND LIABILITIES					
Equity					
Share capital	26	276,962,783	215,733,084	276,962,783	215,733,084
Retained earnings/ (Accumulated losses)		143,537,397	67,222,705	9,189,716	(5,032,160)
Assets revaluation reserve	27	1,140,007	1,163,757	–	–
		421,640,187	284,119,546	286,152,499	210,700,924
Perpetual securities	28	5,000,000	5,000,000	5,000,000	5,000,000
Non-controlling interests	14(c)	(310,377)	113,932	–	–
Total Equity		426,329,810	289,233,478	291,152,499	215,700,924
Non-current Liabilities					
Trade payables	29	103,080,157	166,333,135	–	–
Other payables	30	69,679,982	56,923,846	–	–
Borrowings	31	659,899,227	372,650,139	34,075,937	48,241,945
Lease liabilities	32	92,809,219	40,883,075	–	–
Deferred tax liabilities	17	15,834,904	14,860,891	392,887	133,007
		941,303,489	651,651,086	34,468,824	48,374,952
Current Liabilities					
Trade payables	29	187,527,256	104,547,085	–	–
Other payables	30	121,047,355	254,072,557	692,485	1,298,680
Contract liabilities	21	5,849,278	–	–	–
Amounts due to Directors	33	1,583,057	520,557	22,000	–
Amounts due to subsidiaries	22	–	–	165,714,085	172,674,492
Borrowings	31	177,496,117	178,642,452	14,182,444	13,161,821
Lease liabilities	32	34,010,430	32,632,383	–	–
Tax payable		861,219	–	2,078	5,529
		528,374,712	570,415,034	180,613,092	187,140,522
Total Liabilities		1,469,678,201	1,222,066,120	215,081,916	235,515,474
TOTAL EQUITY AND LIABILITIES		1,896,008,011	1,511,299,598	506,234,415	451,216,398

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 2026

	Note	← Attributable to Owners of the Company →						
		← Non-distributable →						
		Share Capital RM	Assets Revaluation Reserve RM	Distributable Retained Earnings RM	Total RM	Perpetual Securities RM	Non-controlling Interests RM	Total Equity RM
Group								
2026								
At 1 July 2025		215,733,084	1,163,757	67,222,705	284,119,546	5,000,000	113,932	289,233,478
Profit net of tax, representing total comprehensive income for the financial year		–	–	80,216,488	80,216,488	–	(424,309)	79,792,179
Transactions with Owners of the Company:								
Distribution to holder of perpetual securities		–	–	(421,233)	(421,233)	–	–	(421,233)
Issuance of shares pursuant to:								
- Employees' Share Grant Plan ("ESGP") under the Employees' Share Scheme ("ESS")	26	2,585,738	–	–	2,585,738	–	–	2,585,738
- private placement net with related expenses	26	58,643,961	–	–	58,643,961	–	–	58,643,961
Dividend paid	34	–	–	(3,504,313)	(3,504,313)	–	–	(3,504,313)
Total transactions with Owners of the Company		61,229,699	–	(3,925,546)	57,304,153	–	–	57,304,153
Realisation of assets revaluation reserve		–	(23,750)	23,750	–	–	–	–
At 30 June 2026		276,962,783	1,140,007	143,537,397	421,640,187	5,000,000	(310,377)	426,329,810

	Note	← Attributable to Owners of the Company → ← Non-distributable → Share Capital RM	Assets Revaluation Reserve RM	Distributable Retained Earnings RM	Total RM	Perpetual Securities RM	Non-controlling Interests RM	Total Equity RM
Group (Cont'd)								
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 securities	28	–	–	–	–	5,000,000	–	5,000,000
Reclassification arising from disposal of discontinued operation		–	(2,571,634)	2,571,634	–	–	–	–
Disposal of discontinued operation	9	–	–	–	–	–	(12,526,733)	(12,526,733)
Total transactions with Owners of the Company		–	(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	5,000,000	113,932	289,233,478

Statements of Changes in Equity for the financial year ended 30 June 2026 (Cont'd)

	Note	Share Capital RM	(Accumulated Losses)/ Distributable Retained Earnings RM	Total RM	Perpetual Securities RM	Total Equity RM
Company						
2026						
At 1 July 2025		215,733,084	(5,032,160)	210,700,924	5,000,000	215,700,924
Profit net of tax, representing total comprehensive income for the financial year		–	18,147,422	18,147,422	–	18,147,422
Transactions with Owners of the Company:						
Distribution to holder of perpetual securities		–	(421,233)	(421,233)	–	(421,233)
Issuance of shares pursuant to:						
- Employees' Share Grant Plan ("ESGP") under the Employees' Share Scheme ("ESS")	26	2,585,738	–	2,585,738	–	2,585,738
- private placement net with related expenses	26	58,643,961	–	58,643,961	–	58,643,961
Dividend paid	34	–	(3,504,313)	(3,504,313)	–	(3,504,313)
Total transactions with Owners of the Company		61,229,699	(3,925,546)	57,304,153	–	57,304,153
At 30 June 2026		276,962,783	9,189,716	286,152,499	5,000,000	291,152,499

	Note	Share Capital RM	(Accumulated Losses)/ Distributable Retained Earnings RM	Total RM	Perpetual Securities RM	Total Equity RM
Company (Cont'd)						
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 securities	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

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 2026

	Note	Group 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company Restated 2025 RM
Cash Flows from Operating Activities					
Profit/(Loss) before tax					
- Continuing operations		78,019,184	58,530,080	18,407,302	3,544,969
- Discontinued operation	9	–	(12,426,176)	–	–
		78,019,184	46,103,904	18,407,302	3,544,969
Adjustments for:-					
Accretion of transaction costs		640,019	1,139,715	26,845	34,332
Depreciation of property, plant and equipment		22,698,427	22,827,334	4,436	3,807
ESGP expenses		2,585,738	–	–	–
Fair value adjustment on investment properties		(54,708,349)	(65,885,331)	(310,000)	–
Fair value adjustment on other investments		(140,739)	(106,268)	(58,312)	(56,188)
Gain on disposal of investment properties		–	(3,000,000)	–	–
Gain on disposal of property, plant and equipment		(429,658)	(486,341)	–	–
Gain on disposal of subsidiary		–	–	–	(12,528,167)
Gain on remeasurement of deferred other payables		–	(138,688)	–	–
Gain on sale and leaseback		(22,135,514)	–	–	–
Gain on sub-lease		(33,819,603)	(897,539)	–	–
Gain on termination of lease contract					
- derecognition of right-of-use assets		82,130	293,034	–	–
- derecognition of lease liabilities		(90,672)	(305,139)	–	–
Impairment loss on contract assets		1,316,082	858,912	–	–
Impairment loss on trade receivables		1,362,012	738,507	–	–
Balance carried forward		(4,620,943)	1,142,100	18,070,271	(9,001,247)

Statements of Cash Flows for the financial year ended 30 June 2026 (Cont'd)

	Note	Group 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company Restated 2025 RM
Cash Flows from Operating Activities (Cont'd)					
Balance brought forward		(4,620,943)	1,142,100	18,070,271	(9,001,247)
Adjustments for:- (Cont'd)					
Interest expense		34,096,181	27,881,817	4,481,222	5,262,069
Interest income		(2,014,195)	(1,577,770)	(22,691)	(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		7,163	662	–	–
Reversal of impairment loss on contract assets		(858,912)	–	–	–
Reversal of impairment loss on trade receivables		–	(900,661)	–	–
Unrealised loss on foreign exchange		442,935	–	–	–
Operating profit/(loss) before changes in working capital		27,052,229	42,342,833	22,528,802	(3,756,287)
Changes in working capital:					
Inventories		(44,893,854)	(77,501,091)	–	–
Receivables		42,595,057	(81,282,844)	55,730	53,783
Contract assets/liabilities		(25,158,017)	39,119,982	–	–
Subsidiary		-	–	(60,000)	–
Payables		34,533,955	249,631,546	(924,945)	844,827
		7,077,141	129,967,593	(929,215)	898,610
Cash generated from/ (used in) operations		34,129,370	172,310,426	21,599,587	(2,857,677)
Interest received		2,014,195	1,577,770	22,691	17,109
Interest paid		(25,069,326)	(23,319,379)	(4,206,650)	(5,262,069)
Real property gains tax paid		–	(1,170,000)	–	–
Tax paid		(6,952,622)	(10,014,101)	(3,451)	(751,155)
Tax refund		103,218	133,904	–	30,409
Net cash from/(used in) operating activities		4,224,835	139,518,620	17,412,177	(8,823,383)

Statements of Cash Flows for the financial year ended 30 June 2026 (Cont'd)

	Note	Group 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company Restated 2025 RM
Cash Flows from Investing Activities					
Net advances to subsidiaries		–	–	(107,346,494)	(89,067,508)
Additional investments in subsidiaries	14(a)	–	–	(2)	(200)
Capital repayment from a subsidiary		–	–	22,000,000	–
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)	–	–
Proceeds from disposal of investment properties		–	39,000,000	–	–
Proceeds from disposal of non-current assets held for sale		36,699,804	–	–	–
Addition of non-current assets held for sale		(3,989,688)	–	–	–
Acquisition of investment properties		(304,190,532)	(352,610,690)	–	–
Proceeds from disposal of property, plant and equipment		3,395,600	2,975,750	–	–
Purchase of property, plant and equipment	11(a)	(9,593,581)	(8,298,846)	(6,921)	(1,998)
Net cash used in investing activities		(277,678,397)	(311,565,914)	(85,353,417)	(77,003,220)
Cash Flows from Financing Activities					
Dividend paid	34	(3,504,313)	–	(3,504,313)	–
Placement of pledged deposits	(i)	(19,405,238)	(22,410,209)	–	(99,000)
Placements in banks restricted for use	(i)	(6,056,276)	(1,968,500)	–	–
Balance carried forward		(28,965,827)	(24,378,709)	(3,504,313)	(99,000)

Statements of Cash Flows for the financial year ended 30 June 2026 (Cont'd)

	Note	Group 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company Restated 2025 RM
Cash Flows from Financing Activities (Cont'd)					
Balance brought forward		(28,965,827)	(24,378,709)	(3,504,313)	(99,000)
Net advances from/ (repayment to) Directors	(iii)	1,022,900	(9,600,874)	22,000	(6,500,000)
Drawdown of borrowings	(iii)	298,671,991	310,488,177	–	–
Drawdown of revolving credit	(iii)	2,000,000	5,450,000	–	–
Distribution to holder of perpetual securities		(377,055)	–	(377,055)	–
Proceeds from private placement	26	58,643,961	–	58,643,961	–
Proceeds from bankers' acceptance	(iii)	–	1,346,307	–	–
Proceeds from domestic recourse factoring and invoice financing	(iii)	485,168,978	452,798,066	–	–
Repayment of domestic recourse factoring and invoice financing	(iii)	(462,155,431)	(428,745,576)	–	–
Repayment of borrowings	(iii)	(27,130,578)	(148,683,275)	(13,172,230)	(10,236,521)
Repayment of revolving credit	(iii)	(2,875,000)	(575,000)	–	–
Net advances from subsidiaries	(iii)	–	–	25,322,646	99,188,048
Payment for the principal portion of lease liabilities	(ii)(iii)	(38,463,992)	(36,141,135)	–	–
Proceeds from issuance of perpetual securities	28	–	5,000,000	–	5,000,000
Net cash from financing activities		285,539,947	126,957,981	66,935,009	87,352,527
Net increase/ (decrease) in cash and cash equivalents		12,086,385	(45,089,313)	(1,006,231)	1,525,924
Cash and cash equivalents at beginning of the financial year		2,038,074	47,127,387	1,253,041	272,883
Cash and cash equivalents at end of the financial year	(i)	14,124,459	2,038,074	246,810	1,253,041

Statements of Cash Flows for the financial year ended 30 June 2026 (Cont'd)

Notes:

(i) Cash and cash equivalents comprise of the following:

	Note	Group 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company Restated 2025 RM
Fixed deposits placed with licensed banks	23	73,411,561	57,851,762	99,000	99,000
Cash and bank balances	24	29,891,700	16,120,826	2,854,310	3,860,541
		103,303,261	73,972,588	2,953,310	3,959,541
Less: Fixed deposits pledged	23	(68,545,408)	(49,140,170)	(99,000)	(99,000)
Bank overdraft	31	(7,846,618)	(16,063,844)	–	–
Cash and bank balances restricted from use	24	(12,786,776)	(6,730,500)	(2,607,500)	(2,607,000)
		14,124,459	2,038,074	246,810	1,253,541

(ii) Cash outflows for leases as a lessee are as follows:

	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Included in net cash from operating activities:				
Interest paid in relation to lease liabilities	(3,899,219)	(5,408,588)	–	–
Payment related to short-term lease	(16,355,389)	(21,392,824)	(60,000)	(60,000)
Included in net cash from financing activities:				
Payment for the principal portion of lease liabilities	(38,463,992)	(36,141,135)	–	–
	(58,718,600)	(62,942,547)	(60,000)	(60,000)

Notes: (Cont'd)

(iii) The reconciliation of the movements of liabilities to cash flows arising from financing activities are as follows:

	Domestic recourse factoring and invoice financing RM	Revolving credit RM	Short-term loan * RM	Term loans RM	Lease liabilities RM	Amounts due to Directors RM
Group						
2026						
At beginning of the financial year	95,583,381	7,875,000	40,000,000	391,770,366	73,515,458	520,557
Drawdown/Advances from	485,168,978	2,000,000	–	298,671,991	–	1,140,000
Repayment	(462,155,431)	(2,875,000)	(9,000,000)	(18,130,578)	(38,463,992)	(117,100)
Net changes from financing cash flows	23,013,547	(875,000)	(9,000,000)	280,541,413	(38,463,992)	1,022,900
Accretion of transaction costs	–	–	–	640,019	–	–
Addition of new lease [Note 11(a)]	–	–	–	–	5,030,630	–
Addition of new lease arising from sale and leaseback	–	–	–	–	86,771,021	–
Derecognition of lease liabilities	–	–	–	–	(90,672)	–
Modification of lease contract	–	–	–	–	57,204	–
Restructuring of term loan	–	–	(31,000,000)	31,000,000	–	–
Net changes in cash flows from operating activities	–	–	–	–	–	39,600
At end of the financial year	118,596,928	7,000,000	–	703,951,798	126,819,649	1,583,057

Notes: (Cont'd)

(iii) The reconciliation of the movements of liabilities to cash flows arising from financing activities are as follows: (Cont'd)

	Bankers' acceptance RM	Domestic recourse factoring and invoice financing RM	Revolving credit RM	Short-term loan * RM	Term loans RM	Lease liabilities RM	Amounts due to Directors RM
Group							
2025							
At beginning of the financial year	840,630	71,530,891	3,000,000	–	271,774,878	98,426,280	11,621,431
Drawdown/Advances from	1,346,307	452,798,066	5,450,000	40,000,000	270,488,177	–	9,494,946
Repayment	–	(428,745,576)	(575,000)	–	(148,683,275)	(36,141,135)	(19,095,820)
Net changes from financing cash flows	1,346,307	24,052,490	4,875,000	40,000,000	121,804,902	(36,141,135)	(9,600,874)
Accretion of transaction costs	–	–	–	–	1,139,715	–	–
Addition of new lease [Note 11(a)]	–	–	–	–	–	12,918,964	–
Derecognition of lease liabilities	–	–	–	–	–	(305,139)	–
Disposal of discontinued operation [Note 9]	(2,186,937)	–	–	–	(2,949,129)	(1,383,512)	(1,500,000)
At end of the financial year	–	95,583,381	7,875,000	40,000,000	391,770,366	73,515,458	520,557

* During the financial year, the Bank has extended the loan tenure and rescheduled the repayment term of the outstanding facilities.

For reconciliation of liabilities arising from financing activities purpose, the bank overdrafts have been excluded from the borrowings as it is part of the cash and cash equivalents.

Statements of Cash Flows
for the financial year ended 30 June 2026
(Cont'd)

Notes: (Cont'd)

(iii) The reconciliation of the movements of liabilities to cash flows arising from financing activities are as follows: (Cont'd)

	Term loans RM	Amount due to a Director RM	Amounts due to subsidiaries RM
Company			
2026			
At beginning of the financial year	61,403,766	–	172,674,492
Advances from	–	22,000	185,074,981
Repayment to	(13,172,230)	–	(159,752,335)
Net changes in cash flows from financing activities	(13,172,230)	22,000	25,322,646
Assignment of debts [Note 22(ii)]	–	–	(7,884,053)
Accretion of transaction costs	26,845	–	–
Return of capital contribution	–	–	(24,399,000)
At end of the financial year	48,258,381	22,000	165,714,085
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

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 2026

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 15 October 2026.

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 121	Lack of Exchangeability

The adoption of the above accounting pronouncements did not have any significant effect on the financial statements of the Group and of the Company.

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 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
Amendments to MFRS 128	Amendments to the Fair Value Option for Investments in Associates and Joint Ventures
MFRS 19 and Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency

Effective for financial periods beginning on or after 1 January 2029

MFRS 20	Regulatory Assets and Regulatory Liabilities

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

Notes to the Financial Statements – 30 June 2026 (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.

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
– 30 June 2026
(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) Valuation of investment properties

The Group's 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.

The carrying amounts of investment properties, together with details of the valuation bases applied, are disclosed in Note 12.

(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
– 30 June 2026
(Cont'd)

3. REVENUE

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2026			
Revenue from contracts with customers			
Property development	1,351,686	–	1,351,686
Construction contracts	324,790,354	–	324,790,354
Consultancy services	46,296	–	46,296
	326,188,336	–	326,188,336
Lease revenue	4,002,867	–	4,002,867
	330,191,203	–	330,191,203
Timing of revenue recognition:			
Point in time	–	–	–
Over time	326,188,336	–	326,188,336
	326,188,336	–	326,188,336
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
Company			
2026			
Dividend income	24,000,000	–	24,000,000

Notes to the Financial Statements – 30 June 2026 (Cont'd)

3. REVENUE (CONT'D)

The disaggregation of revenue by segment and geographical market is disclosed in Note 37.

	Group	
	2026 RM	2025 RM
Continuing operations		
Aggregate amount of the transaction price allocated that are partially or fully unsatisfied as at 30 June		
- Property development	698,315	1,331,233
- Construction contracts	224,126,972	477,833,458
- Consultancy services	185,185	–
- Supply and installation services	13,394,608	–
	238,405,080	479,164,691

The remaining unsatisfied performance obligations are expected to be recognised as below:

	Group	
	2026 RM	2025 RM
Continuing operations		
Property development		
Within 1 year	698,315	1,331,233
Construction contracts		
Within 1 year	211,490,890	402,973,938
Between 1 to 3 years	12,636,082	74,859,520
	224,126,972	477,833,458
Consultancy services		
Within 1 year	185,185	–
Supply and installation services		
Within 1 year	6,697,304	–
Between 1 to 3 years	6,697,304	–
	13,394,608	–

3. REVENUE (CONT'D)

The Group has 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 development costs in applying the input method to recognise revenue over time. In estimating the total development 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.

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.

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 – 30 June 2026 (Cont'd)

3. REVENUE (CONT'D)

The Group has identified its Performance Obligation ("PO") towards its customers as follows: (Cont'd)

Consultancy services

Revenue from consultancy services is recognised over time as specified milestones are achieved, reflecting the continuous transfer of services to the customers and satisfaction of PO. The Group measures the progress using the output method, based on the completion of the agreed milestone. Billed amounts for services which have not been rendered as at the end of the reporting date is recognised as contract liabilities. Payment is generally due within 30 days from the date when PO is satisfied.

Supply and installation services

Revenue from supply and installation services is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. 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 services performed does not create an asset with an alternative use to the Group.

The stage of completion method is determined by the proportion that construction costs incurred for work performed to-date in relation to the estimated total construction costs. The duration of the installation works generally takes 12 to 18 months to complete.

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

Lease revenue is recognised over the period of the lease 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 when the right to receive payment is established.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

4. COST OF SALES

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2026			
Property development costs	876,981	–	876,981
Construction costs	278,477,334	–	278,477,334
Lease expenses	3,048,790	–	3,048,790
	282,403,105	–	282,403,105
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

Notes to the Financial Statements – 30 June 2026 (Cont'd)

5. OTHER INCOME

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2026			
Fair value adjustment on investment properties	54,708,349	–	54,708,349
Fair value adjustment on other investments	140,739	–	140,739
Gain on disposal of property, plant and equipment	429,658	–	429,658
Gain on sale and leaseback	22,135,514	–	22,135,514
Gain on sub-leases [Note (a)]	33,819,603	–	33,819,603
Gain on termination of lease contract			
- derecognition of right-of-use assets	(82,130)	–	(82,130)
- derecognition of lease liabilities	90,672	–	90,672
Interest income			
- fixed deposits with licensed banks	1,271,349	–	1,271,349
- lease interest income	432,131	–	432,131
- other interest income	310,715	–	310,715
Realised gain on foreign exchange	60,830	–	60,830
Rental income	1,281,482	–	1,281,482
Other income	942,915	–	942,915
	115,541,827	–	115,541,827

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

5. OTHER INCOME (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group (Cont'd)			
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
– 30 June 2026
(Cont'd)

5. OTHER INCOME (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Company			
2026			
Fair value adjustment on investment properties	310,000	–	310,000
Fair value adjustment on other investments	58,312	–	58,312
Interest income	22,691	–	22,691
Other income	42	–	42
	391,045	–	391,045
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

(a) The sub-leases arrangements were classified as finance leases. In accordance with MFRS 16 Leases, the Group recognised gain at the inception of the sub-leases, representing the difference between the carrying amount of the right-of-use assets transferred to the sub-leases and the net investment in the sub-leases.

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
– 30 June 2026
(Cont'd)

6. FINANCE COSTS

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2026			
Accretion of interest on deferred payables	4,842,218	–	4,842,218
Bank overdrafts	1,267,025	–	1,267,025
Domestic recourse factoring and invoice financing	6,461,058	–	6,461,058
Early loan settlement charges	1,250,000	–	1,250,000
Revolving credit	313,081	-	313,081
Term loans	16,063,580	–	16,063,580
Lease liabilities	3,899,219	–	3,899,219
	34,096,181	–	34,096,181
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
Company			
2026			
Bank overdraft	77,145	–	77,145
Term loans	4,404,077	–	4,404,077
	4,481,222	–	4,481,222
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

Notes to the Financial Statements – 30 June 2026 (Cont'd)

7. PROFIT BEFORE TAX FROM CONTINUING OPERATIONS

Profit before tax from continuing operations is derived after charging/(crediting):

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Auditors' remuneration				
- statutory audit	348,000	286,000	82,000	70,000
- underprovision in prior year	3,500	35,000	–	–
- non-statutory audit	32,000	136,000	28,500	53,500
Services rendered by Auditors' affiliate:				
- other services	–	24,000	–	24,000
Accretion of transaction costs	640,019	1,139,715	26,845	34,332
Depreciation of property, plant and equipment	22,698,427	22,066,843	4,436	3,807
Directors' remuneration [Note (a)]	9,229,640	5,929,979	149,400	157,300
Employee benefit expenses [Note (b)]	41,962,110	38,280,506	–	–
Impairment loss on contract assets	1,316,082	858,912	–	–
Impairment loss on trade receivables	1,362,012	–	–	–
Incorporation expenses	14,240	4,510	–	–
Realised loss on foreign exchange	2,948	–	2,948	–
Reversal of impairment loss on contract assets	(858,912)	–	–	–
Loss on remeasurement of deferred trade payables	–	434,870	–	–
Property, plant and equipment written off	7,163	662	–	–
Short-term lease	16,355,389	21,392,824	60,000	60,000
Unrealised loss on foreign exchange	442,935	–	–	–

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

7. PROFIT BEFORE TAX FROM CONTINUING OPERATIONS (CONT'D)

Profit before tax from continuing operations is derived after charging/(crediting): (Cont'd)

(a) Directors' remuneration:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Directors of the Company:				
Executive Directors:				
Fees	180,000	180,000	–	–
Salaries and other emoluments	4,241,640	3,755,080	–	–
Contributions to defined contribution plan	445,196	409,013	–	–
Social security contribution	12,230	12,383	–	–
ESGP expenses	411,749	–	–	–
	5,290,815	4,356,476	–	–
Non-executive Directors:				
Fees	144,000	152,800	144,000	152,800
Salaries and other emoluments	5,400	4,500	5,400	4,500
	149,400	157,300	149,400	157,300
	5,440,215	4,513,776	149,400	157,300
Estimated monetary value of benefits-in-kind ("BIK")	61,398	68,925	–	–
Total including estimated monetary value of BIK	5,501,613	4,582,701	149,400	157,300

Notes to the Financial Statements – 30 June 2026 (Cont'd)

7. PROFIT BEFORE TAX FROM CONTINUING OPERATIONS (CONT'D)

Profit before tax from continuing operations is derived after charging/(crediting): (Cont'd)

(a) Directors' remuneration: (Cont'd)

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Directors of the subsidiaries:				
Fees	96,000	117,643	–	–
Salaries and other emoluments	2,402,262	1,155,090	–	–
Contributions to defined contribution plan	165,284	138,647	–	–
Social security contribution	4,178	4,823	–	–
ESGP expenses	1,121,701	–	–	–
	3,789,425	1,416,203	–	–
Estimated monetary value of BIK	29,250	44,752	-	-
Total including estimated monetary value of BIK	3,818,675	1,460,955	–	–
Total Directors' remuneration of the Group excluding estimated monetary value of BIK	9,229,640	5,929,979	149,400	157,300

(b) Employee benefit expenses:

	Group	
	2026 RM	2025 RM
Salaries, allowances and bonus	36,710,360	34,988,574
Contributions to defined contribution plan	2,044,672	1,733,885
Social security contribution	313,602	284,596
ESGP expenses	1,052,288	–
Other benefits	1,841,188	1,273,451
	41,962,110	38,280,506

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

8. INCOME TAX (CREDIT)/EXPENSE

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2026			
Income tax:			
- Current year	5,186,116	–	5,186,116
- Underprovision in prior year	436,944	–	436,944
	5,623,060	–	5,623,060
Deferred tax (Note 17):			
Relating to origination of temporary differences			
- Current year	(3,947,659)	–	(3,947,659)
- Overprovision in prior year	(3,440,896)	–	(3,440,896)
Realisation of deferred tax liabilities arising from depreciable revaluation reserve	(7,500)	–	(7,500)
	(7,396,055)	–	(7,396,055)
Total income tax credit for the financial year	(1,772,995)	–	(1,772,995)

Notes to the Financial Statements – 30 June 2026 (Cont'd)

8. INCOME TAX (CREDIT)/EXPENSE (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group (Cont'd)			
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 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
– 30 June 2026
(Cont'd)

8. INCOME TAX (CREDIT)/EXPENSE (CONT'D)

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Company			
2026			
Deferred tax (Note 17):			
Relating to origination of temporary differences			
- Current year	31,346	–	31,346
- Underprovision in prior year	228,534	–	228,534
Total income tax credit for the financial year	259,880	–	259,880
2025			
Income tax:			
- Overprovision in prior year	(891,620)	–	(891,620)
Deferred tax (Note 17):			
Relating to origination 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)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2025: 24%) of the estimated assessable profit for the year.

In accordance with Real Property Gains Tax (Exemption) (No.4) Order 2003, the Minister exempts any person from the payment of RPGT in respect of chargeable gains accruing on the disposal of any chargeable assets to a Real Estate Investment Trust (REIT) which is approved by the Securities Commission. The Group has applied this exemption to the disposal of non-current assets held for sale as disclosed in Note 25.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

8. INCOME TAX (CREDIT)/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	
	2026 RM	2025 RM	2026 RM	2025 RM
Profit/(Loss) before tax				
- Continuing operations	78,019,184	58,530,080	18,407,302	3,544,969
- Discontinued operation	–	(12,426,176)	–	–
	78,019,184	46,103,904	18,407,302	3,544,969
Tax at Malaysian statutory tax rate of 24% (2025: 24%)	18,724,604	11,064,937	4,417,752	850,793
Expenses not deductible for tax purposes	9,648,694	12,696,550	1,537,540	1,941,007
Income not subject to tax	(26,632,898)	(16,614,984)	(5,853,851)	(3,020,245)
Deferred tax assets not recognised	69,209	–	–	–
Utilisation of previously unrecognised deferred tax assets	(1,626)	(3,728,181)	–	–
Realisation of deferred tax liability arising from depreciable revaluation reserve	(7,500)	(29,016)	–	–
Deferred tax liabilities arising from fair value adjustment on investment properties	(468,431)	2,140,970	31,000	–
Perpetual securities distribution	(101,095)	–	(101,095)	–
Under/(Over)provision in prior year:				
- Income tax expense	436,944	(753,114)	–	(891,620)
- Deferred tax	(3,440,896)	(948,519)	228,534	–
Real property gains tax	–	1,095,057	–	–
Tax paid on disposal of subsidiary	–	–	–	300,000
Tax paid on disposal of discontinued operation	–	300,000	–	–
Income tax (credit)/ expense for the financial year	(1,772,995)	5,223,700	259,880	(820,065)

8. INCOME TAX (CREDIT)/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	
	2026 RM	Restated 2025 RM
Unutilised tax losses	47,624,738	24,361,547
Unabsorbed capital allowances	5,680,757	1,018,252
	53,305,495	25,379,799

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:

	2026 RM	Restated 2025 RM
Group		
Year of assessment		
2028	11,484,773	11,484,773
2029	1,745,497	1,745,497
2030	1,685,544	1,685,544
2031	1,254,184	1,254,184
2032	38,696	38,696
2033	930,956	930,956
2034	969,712	969,712
2035	6,119,701	6,252,185
2036	23,395,675	–
	47,624,738	24,361,547

Notes to the Financial Statements – 30 June 2026 (Cont'd)

9. DISCONTINUED OPERATION

On 18 December 2024, the Company 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 purposes, the cut-off was taken on 31 March 2025.

Results of discontinued operation

	Note	HWB 01.07.2024 to 31.03.2025 RM
Revenue	3	54,566,920
Cost of sales	4	(44,818,896)
Gross profit		9,748,024
Other income	5	139,389
Administrative expenses		(5,235,490)
Selling and distribution expenses		(468,991)
Net reversal of impairment loss on financial assets		162,154
Other expenses		(1,201,491)
Profit from operations		3,143,595
Finance costs	6	(207,956)
Profit before tax		2,935,639
Income tax expense	8	(754,131)
Results from operating activities, net of tax		2,181,508
Loss on disposal of discontinued operation		(15,361,815)
Tax paid on disposal of discontinued operation	8	(300,000)
Loss for the financial period, representing total comprehensive income for the financial period, net of tax		(13,480,307)
Loss attributable to:		
Owners of the Company		(14,134,759)
Non-controlling interest		654,452
		(13,480,307)

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

9. DISCONTINUED OPERATION (CONT'D)

Results of discontinued operation (Cont'd)

	HWB 01.07.2024 to 31.03.2025 RM
Total comprehensive income attributable to:	
Owners of the Company	(14,134,759)
Non-controlling interest	654,452
	(13,480,307)

Loss attributable to discontinued operation

Loss attributable to discontinued operation is arrived after charging/(crediting):

	HWB 01.07.2024 to 31.03.2025 RM
Auditors' remuneration	
- statutory audit	28,503
Depreciation of property, plant and equipment	760,491
Directors' remuneration *	687,387
Employee benefit expenses	3,457,163
Impairment loss on trade receivables	738,507
Reversal of impairment loss on trade receivables	(900,661)

* *In the prior year, Directors' remuneration included an amount of RM374,932 paid to or receivable by the Directors or past Directors of the Company.*

Cash flows (used in)/from discontinued operation

	HWB 01.07.2024 to 31.03.2025 RM
Net cash used in operating activities	(1,334,407)
Net cash used in investing activities	(51,994)
Net cash from financing activities	2,028,453
Effect on cash flows	642,052

Notes to the Financial Statements – 30 June 2026 (Cont'd)

9. DISCONTINUED OPERATION (CONT'D)

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
	30,361,815
Total disposal consideration	15,000,000
Loss on disposal of discontinued operation	(15,361,815)

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 (Group)	11,477,857

10. EARNINGS/(LOSS) PER ORDINARY SHARE

(a) Basic

Basic earnings per ordinary share for the financial year is calculated by dividing profit after tax attributable to ordinary equity holders of the parent entity by the weighted average number of ordinary shares in issue during the financial year.

For the previous financial year, the weighted average number of ordinary shares in issue takes into account the effects of the distribution of Bonus Shares.

	Continuing Operations RM	Discontinued Operation [Note 9] RM	Total RM
Group			
2026			
Profit after tax attributable to Owners of the Company (RM)	80,216,488	–	80,216,488
Less: Distribution to holder of perpetual securities	(421,233)	–	(421,233)
Profit after tax attributable to ordinary equity holders of the parent entity (RM)	79,795,255	–	79,795,255
2025			
Profit/(Loss) after tax attributable to ordinary equity holders of the parent entity (RM)	54,115,490	(14,134,759)	39,980,731

Notes to the Financial Statements – 30 June 2026 (Cont'd)

10. EARNINGS/(LOSS) PER ORDINARY SHARE (CONT'D)

(a) Basic (Cont'd)

	Group	
	2026 Unit	2025 Unit
Weighted average number of ordinary shares:		
Number of ordinary shares at beginning of the financial year	432,162,162	216,081,081
Effect of weighted average number of ordinary shares issued during the financial year	11,606,026	–
Effect of bonus issue	–	216,081,081
	443,768,188	432,162,162

	Group	
	2026 Sen	2025 Sen
Weighted average number of ordinary shares:		
From continuing operations	17.98	12.52
From discontinued operation	–	(3.27)
Basic earnings per ordinary share	17.98	9.25

(b) Diluted

Diluted loss per share is not presented as there were no potential dilutive ordinary shares outstanding as at 30 June 2026 and 30 June 2025.

11. PROPERTY, PLANT AND EQUIPMENT

	At valuation	At cost					
	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	Movable premises RM	Total RM
Group								
2026								
Cost/Valuation								
At 1 July 2025	15,580,704	8,712,753	154,387,601	14,931,685	1,078,064	2,933,937	–	197,624,744
Additions [Note (a)]	–	686,016	9,667,500	1,553,229	105,101	2,186,367	425,998	14,624,211
Disposals	–	–	(10,545,800)	(789,231)	–	–	–	(11,335,031)
Lease modification	–	–	–	57,204	–	–	–	57,204
Reclassification from other receivables *	–	1,566,689	–	–	–	–	–	1,566,689
Transfer from investment properties (capital work-in-progress) [Note 12]	–	–	30,166,360	–	–	–	–	30,166,360
Transfer from non-current assets held for sale [Note 25]	–	–	–	–	66,168,828	–	–	66,168,828
Derecognition due to sub-lease arrangement	–	–	–	–	(66,168,828)	–	–	(66,168,828)
Termination or expiry of lease contracts	–	–	–	(164,260)	–	–	–	(164,260)
Written off	–	(192,041)	(10,000)	–	–	–	–	(202,041)
At 30 June 2026	15,580,704	10,773,417	183,665,661	15,588,627	1,183,165	5,120,304	425,998	232,337,876

* *Represents the reclassification of racking system, Wi-Fi system and office equipment from other receivables to property, plant and equipment following the revision of tenancy agreement.*

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	At valuation	At cost					
	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	Movable premises RM	Total RM
Group (Cont'd)								
Accumulated depreciation								
At 1 July 2025	462,880	2,803,121	60,775,564	9,632,876	91,400	–	–	73,765,841
Charge for the financial year	312,216	1,557,907	17,977,424	2,661,296	180,567	–	9,017	22,698,427
Disposals	–	–	(6,829,863)	(789,226)	–	–	–	(7,619,089)
Termination or expiry of lease contracts	–	–	–	(82,130)	–	–	–	(82,130)
Written off	–	(191,232)	(3,646)	–	–	–	–	(194,878)
At 30 June 2026	775,096	4,169,796	71,919,479	11,422,816	271,967	–	9,017	88,568,171
Net carrying								
At 30 June 2026	14,805,608	6,603,621	111,746,182	4,165,811	911,198	5,120,304	416,981	143,769,705

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	At valuation		At cost					
	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	Total 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.*

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	At valuation		At cost					
	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	Total 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
– 30 June 2026
(Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Office equipment, furniture and fittings and renovation RM	Total RM
Company		
2026		
Cost		
At 1 July 2025	704,576	704,576
Additions [Note (a)]	6,921	6,921
At 30 June 2026	711,497	711,497
Accumulated depreciation		
At 1 July 2025	683,289	683,289
Charge for the financial year	4,436	4,436
At 30 June 2026	687,725	687,725
Net carrying amount		
At 30 June 2026	23,772	23,772
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

Included in the Group's capital work-in-progress with net carrying amount of RM2,933,937 (2025: RM2,933,937) 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.

Included in the Group's capital work-in-progress with net carrying amount of RM2,186,367 (2025: RM Nil) represents acquisition and installation of systems 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.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) Acquisition of property, plant and equipment are satisfied as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Cash purchase	9,593,581	8,298,846	6,921	1,998
Financed through lease arrangement	5,030,630	12,918,964	–	–
Total acquisition of property, plant and equipment	14,624,211	21,217,810	6,921	1,998

(b) 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	
	2026 RM	2025 RM
Buildings	14,805,608	15,117,824

(c) Assets classified as right-of-use assets

The net carrying amount of right-of-use assets recognised by the Group are as follows:

	Group	
	2026 RM	2025 RM
Machinery	71,467,836	87,080,101
Motor vehicles	3,997,866	5,148,103
Leased properties	911,198	986,664

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(c) Assets classified as right-of-use assets (Cont'd)

The expenses charged to profit or loss during the financial year are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Depreciation of right-of-use assets	19,423,713	19,722,557	–	–
Interest expenses of lease liabilities	3,899,219	5,408,588	–	–
Short-term lease	16,355,389	21,392,824	60,000	60,000
	39,678,321	46,523,969	60,000	60,000

(d) Revaluation of buildings

Buildings were revalued on 30 June 2025 and 30 June 2024 respectively by independent valuers. 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.

The valuation of the buildings of RM13,750,084 (2025: 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.

The valuation of buildings of RM1,055,524 (2025: RM1,081,200) 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.

If the buildings currently carried at valuation were measured using the cost model, the carrying amounts would have been as follows:

	Group Net carrying amount	
	2026 RM	2025 RM
At historical cost:		
Buildings	13,237,575	13,549,035

(e) Undiscounted lease payment

The undiscounted operating lease payments to be received in respect of lease of property, plant and equipment have been disclosed in Note 12.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

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.

(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 20 years
Plant and machineries, tools and equipment	5 to 20 years
Motor vehicles	2 to 5 years
Leased properties	Over the lease terms
Movable premises	20 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.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Material accounting policy information (Cont'd)

(c) Leases – As a lessee

The Group and the Company recognise right-of-use ("ROU") assets and lease liabilities at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or site on which it is located, less any lease incentives received.

The ROU assets are presented as part of the property, plant and equipment in the statements of financial position.

The ROU assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term. In addition, the ROU assets are periodically reduced by impairment losses, if any, and adjusted for certain remeasurement of the lease liabilities. The Group and the Company apply MFRS 136 to determine whether a ROU asset is impaired and account for any identified impairment loss as described in Note 11(e).

The lease liabilities are initially measured at the present value of future lease payments at the commencement date, discounted using the Group's and the Company's incremental borrowing rates. Lease payments included in the measurement of the lease liabilities include fixed payments, any variable lease payments, amount expected to the payable under a residual value guarantee, and exercise price under an extension option that the Group and the Company are reasonably certain to exercise. The lease liabilities are measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in rate, or if the Group and the Company change its assessment of whether it will exercise an extension or termination option.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Material accounting policy information (Cont'd)

(d) 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.

(e) Impairment loss on non-financial assets

The carrying amount of non-financial assets (except for inventories and deferred tax assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash generating unit exceeds its recoverable amount. Impairment losses are recognised immediately in profit or loss. A cash generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups.

The recoverable amount of an asset or cash-generating units is the greater of its value in use and its fair value less cost to sell. In assessing the recoverable amount, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset.

Assets that were previously impaired are reviewed for possible reversal of the impairment as at the end of each reporting period. Any subsequent increase in recoverable amount is recognised in the profit or loss unless it reverses an impairment loss on a revalued asset in which case it is taken to revaluation reserve. Reversal of impairment loss is restricted by the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years.

An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and present value of the estimated future cash flows expected to be derived from the assets including the proceeds from its disposal. Any subsequent increase in recoverable amount is recognised in profit and loss.

12. INVESTMENT PROPERTIES

	At fair value			At cost	
	Freehold lands RM	Leasehold lands RM	Buildings RM	Capital work-in-progress RM	Total RM
Group					
2026					
At fair value/cost					
At 1 July 2025	45,250,000	–	125,698,246	345,157,175	516,105,421
Additions	–	–	–	304,190,532	304,190,532
Transfer to property, plant and equipment [Note 11]	–	–	–	(30,166,360)	(30,166,360)
Transfer to non-current assets held for sale [Note 25]	–	–	(15,000,000)	–	(15,000,000)
Reclassification	–	–	518,468,526	(518,468,526)	–
Fair value adjustment	200,000	–	54,508,349	–	54,708,349
At 30 June 2026	45,450,000	–	683,675,121	100,712,821	829,837,942
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

Notes to the Financial Statements – 30 June 2026 (Cont'd)

12. INVESTMENT PROPERTIES (CONT'D)

	Buildings RM
Company	
2026	
At fair value	
At 1 July 2025	6,190,000
Fair value adjustment	310,000
At 30 June 2026	6,500,000
2025	
At fair value	
At 1 July 2024/30 June 2025	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 RM67,150,000 and RM6,500,000 (2025: RM80,440,000 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 RM661,975,121 (2025: RM90,508,246) 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 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 adjustments made for differences under the comparable method are location, size, age, condition and title restriction ("adjustment factors") and income approach are allowance for void, term yield rates, discount rate and reversionary yield rate.

The significant unobservable inputs for comparable method are adjustment factors range between -20% to 10% (2025: -36% to 30%). The significant unobservable inputs for income approach are void rate ranging from 3% to 5% (2025: 3%), term yield ranging from 1.00% – 6.50% (2025: 1.00% – 6.50%), discount rate ranging from 4.00% – 6.50% (2025: 4.00% – 6.50%) and reversionary yield ranging from 4.50% – 6.25% (2025: 4.50% – 6.00%).

12. INVESTMENT PROPERTIES (CONT'D)

Group

The capital work-in-progress represents:

(i) acquisition of 4 units of semi-detached factory amounting to RM34,409,760 (2025: RM32,927,806), 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;

(ii) ongoing development of an industrial warehouse amounting to RM35,218,142 (2025: RM312,229,369) of which the remaining capital commitments have been disclosed in Note 36;

(iii) ongoing earthworks and ancilliary works for freehold lands amounting to RM30,887,809 (2025: RM Nil); and

(iv) ongoing renovation works for the building of which the remaining capital commitments have been disclosed in Note 36.

Included in investment properties is an amount of RM32,439,914 (2025: RM16,205,380) arising from capitalisation of interest expenses.

Rental income earned by the Group amounted to RM2,731,341 (2025: RM1,512,267) is recognised in profit or loss in respect of the investment properties.

Direct expenses incurred by the Group amounted to RM2,587,237 (2025: RM776,861) is recognised in profit or loss in respect of the investment properties.

Investment properties of the Group at carrying amount of RM807,830,832 (2025: RM494,305,421) are charged to licensed banks as securities for borrowings as disclosed in Note 31.

The undiscounted operating lease payments to be received in respect of lease of investment properties and property, plant and equipment are as follows:

	Group	
	2026 RM	2025 RM
Within 1 year	38,978,473	1,555,659
Within 1 to 2 years	41,144,776	1,392,000
Within 2 to 5 years	125,738,949	890,000
More than 5 years	229,866,173	–
	435,728,371	3,837,659

Company

Investment properties of the Company at carrying amount of RM6,500,000 (2025: RM6,190,000) are charged to a licensed bank as security for borrowings granted to the Company as disclosed in Note 31.

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– 30 June 2026
(Cont'd)

12. INVESTMENT PROPERTIES (CONT'D)

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 in 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.

13. INVENTORIES

	Note	Group 2026 RM	Group 2025 RM
Non-current asset:			
At cost:			
Lands held for property development	(i)	53,668,505	64,178,299
Current assets:			
At cost:			
Property development costs	(ii)	243,515,657	188,112,009
Unsold completed units		362,488	362,488
		243,878,145	188,474,497
Recognised in profit or loss as cost of sales		876,981	46,782,173

Included in inventories of the Group is an amount of RM25,178,871 (2025: RM17,086,901) arising from capitalisation of interest expenses.

(i) Lands held for property development

	Group 2026 RM	Group 2025 RM
At beginning of the financial year	64,178,299	54,588,512
Additions	9,935,237	9,589,787
Transfer to property development costs [Note 13(ii)]	(20,445,031)	–
At end of the financial year	53,668,505	64,178,299

In the prior financial year, lands held for property development of the Group with the net carrying amount of RM35,691,424 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 – 30 June 2026 (Cont'd)

13. INVENTORIES (CONT'D)

(ii) Property development costs

	Group	
	2026 RM	2025 RM
Cumulative property development costs		
At beginning 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
Cost incurred during the financial year		
- Land cost	7,854,445	62,304,492
- Development cost	27,981,153	7,736,970
	35,835,598	70,041,462
Transfer from land held for future development [Note 13(i)]		
- Development cost	20,445,031	–
At end of the financial year		
- Land cost	188,463,542	180,609,097
- Development cost	57,429,402	9,003,218
	245,892,944	189,612,315
Cumulative costs recognised in statements of comprehensive income		
At beginning of the financial year	(1,500,306)	–
Recognised during the financial year	(876,981)	(1,500,306)
At end of the financial year	(2,377,287)	(1,500,306)
Property development costs at end of the financial year	243,515,657	188,112,009

The titles to certain on-going property development are in the name of third parties ("Landowners") with full power of attorney obtained by the Group.

13. INVENTORIES (CONT'D)

Material accounting policy information

Lands held for property development

Lands held for property development consists of lands on which no significant development work have been undertaken or where development activities are not expected to be completed within the normal operating cycle. Such lands are 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.

Lands 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 units is stated at the lower of cost and net realisable value. Cost includes the relevant cost of land and development expenditure.

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 – 30 June 2026 (Cont'd)

13. INVENTORIES (CONT'D)

Material accounting policy information (Cont'd)

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of the assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred. Borrowing costs consist of interest and other costs that the Group incurred in connection with the borrowing of funds.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

14. INVESTMENTS IN SUBSIDIARIES

	Company	
	2026 RM	2025 RM
Unquoted shares, at cost		
At beginning of the financial year	176,812,433	176,284,066
Addition	2	3,000,200
Disposal	–	(2,471,833)
At end of the financial year	176,812,435	176,812,433
Capital contribution to subsidiaries		
At beginning of the financial year	143,086,248	41,399,000
Addition of capital contribution	203,412,752	101,687,248
Return of capital contribution	(46,399,000)	–
At end of the financial year	300,100,000	143,086,248
	476,912,435	319,898,681
Less: Allowance for impairment losses	(2,276,778)	(2,276,778)
Net carrying amount		
At end of the financial year	474,635,657	317,621,903

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

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.

During the financial year, the Company reduced its capital contribution by RM46,399,000 from two (2) subsidiaries, of which RM22,000,000 was received as capital repayment from a subsidiary and RM24,399,000 was settled through offsetting against the amount due to a subsidiary.

The details of the subsidiaries are as follows:

Name of Subsidiaries	Country of Incorporation	Principal activities	Effective Equity Interest	
			2026 %	2025 %
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 and business management consulting services	100	100
PTT Machineries Sdn. Bhd. ("PTTM")	Malaysia	Renting and operational leasing of warehouse with or without automated storage and retrieval system	100	100
PTT Infra Sdn. Bhd. ("PTTI")	Malaysia	Building, earthworks and civil contractors	100	100
PROTT Logistics Sdn. Bhd. (formerly known as PTT Logistics Sdn. Bhd.) ("PTTL")	Malaysia	Involved in warehousing and storage services, other transportation support activities and project consultant and related services	70	70

Notes to the Financial Statements – 30 June 2026 (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 2026 %	Effective Equity Interest 2025 %
Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB") *	Malaysia	Construction contractors, investment and rental of non-residential properties and rental of construction and civil engineering machinery and equipment	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. ("PROTT")	Malaysia	Property development for rental purposes, real estate activities, and warehousing and storage services	100	100
PTT Logistics Hub 2 Sdn. Bhd. ("Hub 2")	Malaysia	Real estate activities with own or lease property	100	100
PTT Logistics Hub 3 Sdn. Bhd. ("Hub 3")	Malaysia	Real estate activities with own or lease property	100	100
PTT Synexis Sdn. Bhd. ("Synexis")	Malaysia	Develop and lease of warehouse	100	–

Notes to the Financial Statements
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(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	
			2026 %	Restated 2025 %
Held through PTT Infra Sdn. Bhd.				
PTT Assets Sdn. Bhd. ("PTTA")	Malaysia	Engaged in asset management and property investment holding	100	100
Held through PTT Development Sdn. Bhd.				
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 PROTT Logistics Sdn. Bhd. (formerly known as 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	70	70

* *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
– 30 June 2026
(Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) Additions to investments in subsidiaries

2026

(i) Incorporation of a subsidiary

On 4 September 2025, the Company subscribed for 2 ordinary shares representing an equity interest of 100% in Synexis for a cash consideration of RM2.

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.

(b) Disposal of subsidiary

2025

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.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

14. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) Non-controlling interests in subsidiaries

The non-controlling interests ("NCI") of the Group is as follows:

	PTTL and subsidiary ("PTTL Group")	Total
2026		
NCI percentage of ownership and voting interest (%)	30%	
Carrying amount of NCI (RM)	(310,377)	(310,377)
Loss allocated to NCI (RM)	(424,309)	(424,309)
Total comprehensive income allocated to NCI (RM)	(424,309)	(424,309)

	PTTL and subsidiary ("PTTL Group")	HWB *	Total
2025			
NCI percentage of ownership and voting interest (%)	30%	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

* *Being results allocated to NCI up to the date of disposal.*

Notes to the Financial Statements
– 30 June 2026
(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:

	2026 RM	2025 RM
PTTL and subsidiary (PTTL Group)		
Assets and liabilities:		
Non-current assets	7,450,276	4,874,528
Current assets	61,259,691	119,970,868
Non-current liabilities	(49,888)	–
Current liabilities	(69,694,668)	(124,465,623)
Net assets	(1,034,589)	379,773
Results:		
Revenue	65,695,751	107,488,436
(Loss)/Profit for the financial year	(1,414,365)	816,735
Total comprehensive income	(1,414,365)	816,735
Cash flows:		
Net cash (used in)/from operating activities	(29,123,159)	90,868,431
Net cash from/(used in) investing activities	24,242,820	(84,319,431)
Net cash from/(used in) financing activities	4,773,285	(6,361,118)
Net (decrease)/increase in cash and cash equivalents	(107,054)	187,882

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
– 30 June 2026
(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	
	2026 RM	2025 RM	2026 RM	2025 RM
At fair value through profit or loss				
At beginning of the financial year	7,472,614	3,556,361	1,542,498	1,486,310
Additions	–	3,809,985	–	–
Fair value adjustments	140,739	106,268	58,312	56,188
At end of the financial year	7,613,353	7,472,614	1,600,810	1,542,498

These represent the insurance premium invested with financial institutions for the banking facilities granted by the financial institutions. These investments were categorised at Level 2 of the fair value hierarchy.

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
– 30 June 2026
(Cont'd)

16. GOODWILL

	Group	
	2026 RM	2025 RM
At beginning of the financial year	42,394,987	43,527,757
Disposal of discontinued operation [Note 9]	–	(1,132,770)
At end of the financial year	42,394,987	42,394,987

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 (2025: one) individual cash-generating units ("CGUs") for impairment testing and the breakdown of goodwill allocated to each CGU is as follows:

	Group	
	2026 RM	2025 RM
Pembinaan Tetap Teguh Sdn. Bhd. ("PTTSB")	42,394,987	42,394,987

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.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

16. GOODWILL (CONT'D)

Impairment testing for goodwill (Cont'd)

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 7.60% (2025: 6.80%) was applied in determining the recoverable amounts of the CGU. The discount rate used is based on the comparable construction segment.

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 RM53.62 million.

- An increase of 1 percentage point in the discount rate would have reduced the recoverable amount by approximately RM23.45 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.

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
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(Cont'd)

17. DEFERRED TAX (ASSETS)/LIABILITIES

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
At beginning of the financial year	12,189,029	14,932,253	133,007	361,452
Recognised in profit or loss [Note 8]	(7,396,055)	(2,249,594)	259,880	(228,445)
Recognised in equity	–	367,502	–	–
Disposal of discontinued operation [Note 9]	–	(861,132)	–	–
At end of the financial year	4,792,974	12,189,029	392,887	133,007

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	
	2026 RM	2025 RM	2026 RM	2025 RM
Deferred tax assets	(11,041,930)	(2,671,862)	–	–
Deferred tax liabilities	15,834,904	14,860,891	392,887	133,007
	4,792,974	12,189,029	392,887	133,007

The net deferred tax (assets) and liabilities after appropriate offsetting are as follows:

	Group		Company	
	2026 RM	2025 RM	2026 RM	2025 RM
Deferred tax assets	(38,280,985)	(8,784,617)	–	(228,534)
Deferred tax liabilities	43,073,959	20,973,646	392,887	361,541
	4,792,974	12,189,029	392,887	133,007

17. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The recognised deferred tax (assets)/liabilities before offsetting are as follows:

	Accelerated capital allowances RM	Finance lease receivables RM	Assets revaluation reserve RM	Investment properties RM	Right-of-use assets RM	Total RM
Group						
Deferred tax (assets)/liabilities						
2026						
At beginning of the financial year	7,976,532	1,577,256	368,968	10,298,349	752,541	20,973,646
Recognised in profit or loss	(9,865)	22,664,047	(7,500)	(468,431)	(77,938)	22,100,313
At end of the financial year	7,966,667	24,241,303	361,468	9,829,918	674,603	43,073,959

	Unabsorbed capital allowances RM	Unutilised tax losses RM	Other temporary differences RM	Lease liabilities RM	Total RM
At beginning of the financial year	(71,966)	(3,043,270)	(3,512,124)	(2,157,257)	(8,784,617)
Recognised in profit or loss	(1,234,326)	(7,493,693)	(1,077,217)	(19,691,132)	(29,496,368)
At end of the financial year	(1,306,292)	(10,536,963)	(4,589,341)	(21,848,389)	(38,280,985)

17. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The recognised deferred tax (assets)/liabilities before offsetting are as follows: (Cont'd)

	Accelerated capital allowances RM	Finance lease receivable RM	Assets revaluation reserve RM	Investment properties RM	Right-of-use assets RM	Total RM
Group (Cont'd)						
Deferred tax (assets)/liabilities						
2025						
At beginning of the financial year	6,977,931	–	942,383	8,157,379	1,133,493	17,211,186
Recognised in profit or loss	1,043,484	1,577,256	(29,016)	2,140,970	(123,934)	4,608,760
Recognised in equity	–	–	367,502	–	–	367,502
Disposal of discontinued operation [Note 9]	(44,883)	–	(911,901)	–	(257,018)	(1,213,802)
At end of the financial year	7,976,532	1,577,256	368,968	10,298,349	752,541	20,973,646

	Unabsorbed capital allowances RM	Unutilised tax losses RM	Other temporary differences RM	Lease liabilities RM	Total RM
At beginning of the financial year	–	(49,975)	(1,057,313)	(1,171,645)	(2,278,933)
Recognised in profit or loss	(71,966)	(2,993,295)	(2,530,650)	(1,262,443)	(6,858,354)
Disposal of discontinued operation [Note 9]	–	–	75,839	276,831	352,670
At end of the financial year	(71,966)	(3,043,270)	(3,512,124)	(2,157,257)	(8,784,617)

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	Total RM
Company					
Deferred tax (assets)/liabilities					
2026					
At beginning of the financial year	1,239	(999)	(227,535)	360,302	133,007
Recognised in profit or loss	346	999	227,535	31,000	259,880
At end of the financial year	1,585	–	–	391,302	392,887
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

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):

	Group	
	2026 RM	**2025 RM**
Unabsorbed capital allowances	237,872	237,872
Unutilised tax losses	3,720,727	3,447,265
Other temporary differences	57,942	49,810
	4,016,541	3,734,947

Material accounting policy information

Deferred tax is recognised on all temporary differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. Deferred tax is not recognised if the temporary difference arises from the initial recognition of an asset or liability in a transaction, which is not a business combination and at the time of the transaction, affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to apply in the period in which the assets are realised or the liabilities are settled, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets are recognised only to the extent that there are sufficient taxable temporary differences relating to the same taxable entity and the same taxation authority to offset or when it is probable that future taxable profits will be available against which the assets can be utilised.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefits will be realised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will be available for the assets to be utilised.

Deferred tax assets relating to items recognised outside profit or loss is recognised in other comprehensive income.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

18. FINANCE LEASE RECEIVABLES

The Group's sub-lease of its right-of-use of the warehouses are classified as finance lease receivables because the sub-leases are for the entire remaining lease term of the head leases.

	Group	
	2026 RM	2025 RM
Future minimum lease income		
Receivable within one year	17,110,127	3,688,656
Receivable between 1 to 2 years	13,728,859	3,381,268
Receivable between 2 to 5 years	44,222,180	–
Receivable more than 5 years	68,883,332	–
	143,944,498	7,069,924
Less: Unearned lease income	(47,505,122)	(498,025)
Present value of minimum lease receivable	96,439,376	6,571,899
Present value of lease receivable		
Receivable within one year	15,472,325	3,535,671
Receivable between 1 to 2 years	11,517,289	3,036,228
Receivable between 2 to 5 years	31,861,210	–
Receivable more than 5 years	37,588,552	–
	96,439,376	6,571,899
Representing		
Current	15,472,325	3,535,671
Non-current	80,967,051	3,036,228
	96,439,376	6,571,899

The effective interest rate of the finance lease receivables ranges from 6.83% to 7.70% (2025: 6.83%) per annum. Lease interest income on the net investment in sub-lease during the financial year is RM432,131 (2025: RM1,739).

18. FINANCE LEASE RECEIVABLES (CONT'D)

Material accounting policy information

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

As a lessor, the Group determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to the lessee.

Sublease classification

When the Group is an intermediate lessor, it assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

The Group as an intermediate lessor accounts for the sublease as follows:

- If the sublease is classified as an operating lease, the original lessee continues to account for the lease liability and right-of-use asset on the head lease.

- If the sublease is classified as a finance lease, the original lessee derecognises the right-of-use asset on the head lease at the sublease commencement date and continues to account for the original lease liability. The original lessee, as the sublessor, recognises a net investment in the sublease and evaluates it for impairment.

Sales and leaseback transactions

When the Group sells an asset and leases it back, it first assesses whether the transfer of the asset satisfies to be accounted for as a sale.

If the transfer qualifies as a sale, the underlying asset is derecognised and subsequently recognised based on the portion of the previous carrying amount retained through the leaseback. The lease liability is recognised for the present value of future lease payments. Any resulting gain or loss on disposal is recognised in profit or loss, limited to the proportion of rights transferred to the buyer-lessor.

If the transfer does not qualify as a sale, the underlying asset continues to be recognised in full, the proceeds received are recognised as a financial liability. The financial liability is subsequently measured at amortised cost using the effective interest method.

Subsequent to the initial recognition, the right-of-use asset is depreciated over the lease term. The lease liability is increased by interest expense and reduced by lease payments made.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

19. OTHER RECEIVABLES

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Non-current asset					
Deposits	(i)	5,570,540	969,456	–	–
Current assets					
Other receivables	(ii)	8,478,235	13,504,084	70	–
Contract costs	(iii)	–	1,047,622	–	–
Deposits	(iv)	4,746,788	2,287,139	164,275	163,292
Deferred costs	(v)	1,350,000	–	–	–
Prepayments	(vi)	14,165,707	10,683,375	381,555	438,338
		28,740,730	27,522,220	545,900	601,630

(i) Included in deposits (non-current) of the Group is an amount of RM4,302,200 (2025: RM969,456) represent 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 RM Nil (2025: RM150,000) due from a Director's related company for security and utility deposits;
- an amount of RM Nil (2025: RM1,002,164) due which relates to outstanding security and utilities deposits for lease of warehouse; and
- an amount of RM2,964,877 (2025: RM Nil) to a third-party contract customer, which resulted from a back-to-back arrangement on the construction contract and is collectible upon completion of construction project.
- an amount of RM750,000 (2025: RM Nil) arising from proceed on disposal of property, plant and equipment, which remained outstanding as at the financial year end. The amount has been subsequently received before the date of approval of these financial statements.

(iii) Included in contract costs of the Group are as follows:

- an amount of RM Nil (2025: RM513,842) relate to 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 RM Nil (2025: RM533,780) 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
– 30 June 2026
(Cont'd)

19. OTHER RECEIVABLES (CONT'D)

(iv) Included in deposits (current) of the Group are as follows:

- an amount of RM958,456 (2025: RM Nil) represent refundable security and utilities deposits that will be refunded upon the lapse of tenancy period (i.e. less than 12 months) and discontinuation of the respective lease arrangements;

- an amount of RM400,000 (2025: RM Nil) relate to refundable deposits paid to a third party for the proposed acquisition of eight (8) units of detached factories. Subsequent to the financial year end, the Group entered into four (4) separate Sale and Purchase Agreement for the acquisition of four (4) units of detached factories as disclosed in Note 42; and

- an amount of RM625,275 (2025: RM Nil) relate to earnest deposit paid to a third party upon entered into a letter of offer to purchase a parcel of freehold land as disclosed in Note 42.

Included in deposits (current) of the Company is an amount of RM152,000 (2025: RM152,000) represent refundable security and utilities deposits that will be refunded upon the lapse of tenancy period (i.e. less than 12 months) and discontinuation of the respective lease arrangement.

(v) The deferred costs represent costs attributable to deferred revenue which the services have yet to be rendered.

(vi) Included in prepayments of the Group are as follows:

- an amount of RM Nil (2025: RM3,405,920) 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. During the financial year, RM1,250,000 was expensed off upon completion of the disposal, while the remaining balance of RM2,155,920 was refunded by the bank following the revision of the early settlement charges;

- an amount of RM Nil (2025: RM1,393,200) represent payment in advance for purchase of pallets;

- an amount of RM1,862,543 (2025: RM3,264,282) represent advance lease instalments for machinery;

- an amount of RM6,040,000 (2025: RM Nil) represent prepaid expenses to suppliers which were made under contracts for specific goods or services, representing contractual deposits made in the ordinary course of business;

- an amount of RM2,821,241 (2025: RM Nil), being a 10% advance deposit towards the purchase consideration for the acquisition of the Software. The related Software Acquisition Agreement was entered into subsequent to the end of financial year, as disclosed in Note 42;

- an amount of RM1,108,471 (2025: RM Nil) represent incidental costs incurred for the future development of a built-to-suit automated storage and retrieval system warehouse. These costs are capital in nature and are expected to form part of the investment property cost upon finalisation of the Development Rights Agreement with the landowner and the vendor.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

20. TRADE RECEIVABLES

	Note	Group 2026 RM	Group 2025 RM
Trade receivables, gross			
- third parties		28,288,025	74,210,518
- Directors' related company		–	2,950,000
		28,288,025	77,160,518
Retention sum	(i)		
- third parties		56,278,861	47,616,754
- Directors' related company		–	150,000
		56,278,861	47,766,754
Grand total of trade receivables, gross		84,566,886	124,927,272
Less: Allowance for impairment loss		(2,240,832)	(878,820)
Trade receivables, net		82,326,054	124,048,452

The normal credit terms extended to customers ranges from 5 to 60 days (Restated 2025: 7 to 60 days). Other credit terms are assessed and approved on a case-by-case basis.

Movements in the allowance for impairment losses on trade receivables during the financial year are as follows:

	Group 2026 RM	Group 2025 RM
Balance at beginning of the financial year	878,820	5,075,650
Additions		
- Continuing operations	1,362,012	–
- Discontinued operation	–	738,507
	1,362,012	738,507
Reversal		
- Discontinued operation	–	(900,661)
Disposal of discontinued operation	–	(4,034,676)
Balance at end of the financial year	2,240,832	878,820

(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 (2025: 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/(LIABILITIES)

	Note	Group 2026 RM	Group 2025 RM
Property development	(i)		
- contract assets		850,300	698,114
Construction contracts	(ii)		
- contract assets		228,733,391	198,335,452
- contract liabilities		(491,436)	–
		228,241,955	198,335,452
Warehouse and logistics	(iii)		
- contract liabilities		(5,357,842)	–
		223,734,413	199,033,566
Represented by:			
Contract assets		229,583,691	199,033,566
Contract liabilities		(5,849,278)	–
		223,734,413	199,033,566

(i) Property development

	Group 2026 RM	Group 2025 RM
At beginning of the financial year	698,114	–
Revenue recognised during the financial year (Note 3)	1,351,686	1,742,614
Less: Progress billing during the financial year	(1,199,500)	(1,044,500)
At end of the financial year	850,300	698,114

Notes to the Financial Statements – 30 June 2026 (Cont'd)

21. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(ii) Construction contracts

	Group	
	2026 RM	2025 RM
At beginning of the financial year	199,194,364	239,012,460
Revenue recognised during the financial year (Note 3)	324,790,354	253,232,021
Less: Progress billing during the financial year	(294,426,681)	(293,050,117)
	229,558,037	199,194,364
Less: Allowance for impairment loss	(1,316,082)	(858,912)
At end of the financial year	228,241,955	198,335,452

(iii) Warehouse and logistics

	Group	
	2026 RM	2025 RM
At beginning of the financial year	–	–
Less: Collection during the financial year	(5,357,842)	–
At end of the financial year	(5,357,842)	–

Movements in the allowance for impairment losses on contract assets during the financial year are as follows:

	Group	
	2026 RM	2025 RM
Balance at beginning of the financial year	858,912	–
Additions	1,316,082	858,912
Reversal	(858,912)	–
Balance at end of the financial year	1,316,082	858,912

21. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

Material accounting policy information

Contract assets primarily relate to the Group's right to consideration for work completed on property development and construction contracts but not yet billed at the reporting date. The measurement of impairment loss has been disclosed in Note 38(a) to the financial statements.

Contract asset is reclassified to trade receivables at the paint at which invoices have been billed to Customers.

Contract liabilities primarily relate to amount billed to customer before a related performance obligation satisfied by the Group, Contract liabilities are recognised as revenue when the Group performs its obligation under the contract.

22. AMOUNTS DUE FROM/(TO) SUBSIDIARIES

		Company	
	Note	2026 RM	2025 RM
Amounts due from subsidiaries	(i)	19,974,966	121,279,539
Amounts due to subsidiaries	(ii)	(165,714,085)	(172,674,492)

(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 RM203,412,752 (2025: RM101,687,248) due from four (4) (2025: 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 of RM7,884,053 to (2025: 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, the Company recognised dividend income of RM24,000,000 from a subsidiary, which was settled by offsetting against the amount due to a subsidiary. In addition, an amount of RM24,399,000 relating to capital contribution was offset against the amount due to the subsidiary.

During the financial year, there is an assignment of debt of RM7,884,053 from (2025: RM7,212,236 to) amounts due from subsidiaries.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

23. FIXED DEPOSITS WITH LICENSED BANKS

Included in deposits with licensed banks of the Group are as follows:

(i) an amount of RM61,377,659 (Restated 2025: RM40,153,550) pledged as security for bank credit facilities granted to subsidiaries as disclosed in Note 31;

(ii) an amount of RM7,068,749 (2025: RM8,887,620) pledged to licensed banks as securities for performance bank guarantee issued in favour of third parties; and

(iii) an amount of RM99,000 (2025: RM99,000) 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 (2025: RM99,000) 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 range from 1.75% to 3.00% (2025: 2.00% to 3.00%) per annum. The deposits have maturity periods ranging from 1 month to 12 months (2025: 1 month to 12 months).

24. CASH AND BANK BALANCES

Included in the bank balances of the Group is an amount of RM554,452 (2025: RM810,668) 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.

Included in cash and bank balances restricted from use of the Group and of the Company are amounts of RM12,786,776 and RM2,607,500 (2025: RM6,730,500 and RM2,607,500) in the Financial Service Reserve Account ("FSRA") and Debt Service Reserve Account ("DSRA") which are restricted in usage and do not form part of cash and cash equivalents. The FSRA and DSRA are secured against the borrowings as disclosed in Note 31.

Material accounting policy information

Cash and cash equivalents consist of cash at bank and on hand and fixed deposits with licensed banks that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. For the purpose of the statements of cash flows, cash and cash equivalents are presented net of pledged deposits, restricted use bank accounts and bank overdrafts, if any.

25. NON-CURRENT ASSETS HELD FOR SALE

	At cost			At fair value	
	Industrial warehouse RM	Long-term leasehold land RM	Leasehold building RM	Factory building RM	Total RM
Group					
2026					
At 1 July 2025	133,272,605	–	–	–	133,272,605
Addition	3,989,688	–	–	–	3,989,688
Transfer from investment properties (Note 12)	–	–	–	15,000,000	15,000,000
Transfer to property, plant and equipment (Note 11)	(66,168,828)	–	–	–	(66,168,828)
Disposal	(71,093,465)	–	–	-	(71,093,465)
At 30 June 2026	–	–	–	15,000,000	15,000,000
2025					
At 1 July 2024	–	548,119	676,100	–	548,119
Transfer from investment properties (Note 12)	133,272,605	–	–	–	133,272,605
Disposal of discontinued operation (Note 9)	–	(548,119)	(676,100)	–	(548,119)
At 30 June 2025	133,272,605	–	–	–	133,272,605
Accumulated depreciation					
At 1 July 2024	–	33,210	39,088	–	33,210
Disposal of discontinued operation (Note 9)	–	(33,210)	(39,088)	–	(33,210)
At 30 June 2025	–	–	–	–	–
Net carrying amount					
At 30 June 2025	133,272,605	–	–	–	133,272,605

Notes to the Financial Statements
– 30 June 2026
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25. NON-CURRENT ASSETS HELD FOR SALE (CONT'D)

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".

During the financial year:

- 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 SPA was completed on 26 September 2025. In conjunction with the completion of the SPA, the Group commenced the leaseback arrangement with the Purchaser in respect of the Property for a lease term of ten (10) years, with an option to renew for two (2) terms of five (5) years. During the financial year, the Group recognised a gain on sale and leaseback amounting to RM22,135,514 in the statements of comprehensive income.

Factory building

During the financial year, the Group via PTTA made an offer to sell a factory building to its existing tenant for a cash consideration of RM17,000,000, which was accepted in writing by the tenant, subject to the execution of a formal Sale and Purchase Agreement ("SPA"). Subsequently, on 9 July 2026, PTTA entered into a SPA with the tenant, with the disposal expected to be completed within 12 months.

Notes to the Financial Statements
– 30 June 2026
(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	
	2026 Units	2025 Units	2026 RM	2025 RM
Issued and fully paid:				
At beginning of the financial year	432,162,162	216,081,081	215,733,084	215,733,084
Issuance pursuant to:				
- bonus issue	–	216,081,081	–	–
- ESGP under the ESS	1,989,029	–	2,585,738	–
- private placement net with related expenses	43,216,216	–	58,643,961	–
At end of the financial year	477,367,407	432,162,162	276,962,783	215,733,084

Notes to the Financial Statements
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(Cont'd)

26. SHARE CAPITAL (CONT'D)

(a) Increase in share capital

2026

During the financial year, the Company has increased its issued ordinary shares from RM215,733,084 to RM276,962,783 by the issuance and allotment of the following:

(i) 43,216,216 new ordinary shares through private placement for working capital purpose and net off with incurred placement fee of RM1,195,075 via the following tranches:

- On 11 December 2025, the Company issued first tranche of 5,400,000 new ordinary shares at an issue price of RM1.30 per share;
- On 5 March 2026, the Company issued second tranche of 20,900,000 new ordinary shares at an issue price of RM1.30 per share;
- On 22 May 2026, the Company issued third tranche of 1,828,000 new ordinary shares at an issue price of RM1.51 per share;
- On 28 May 2026, the Company issued fourth tranche of 10,555,000 new ordinary shares at an issue price of RM1.52 per share; and
- On 29 June 2026, the Company issued fifth tranche of 4,533,216 new ordinary shares at an issue price of RM1.51 per share.

(ii) 1,989,029 new ordinary shares pursuant to the ESGP under the ESS amounting to RM2,585,738 as disclosed in Note 26(b).

2025

In the previous 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 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 Bonus Issue will increase the number of shares in issue but will not increase the value of the share capital of the Company.

26. SHARE CAPITAL (CONT'D)

(b) Employees' Share Grant Plan ("ESGP") under the Employees' Share Scheme ("ESS")

The ESS is governed by the rules, terms and conditions of the ESS ("By-Laws") approved by the shareholders at an Extraordinary General Meeting ("EGM") held on 15 December 2023, and was implemented on 15 March 2024 for a period of five (5) years from the effective date and may be extended for a period of up to another five (5) years, provided that the tenure of the ESS shall not, in aggregate, exceed a duration of ten (10) years from the effective date of the implementation of the ESS or such longer period as may be permitted by the relevant authorities.

The ESS comprises:

(i) an employees' share option scheme ("ESOS") which will entitle Eligible Persons (as defined herein), upon exercise, to subscribe for new and/or existing ordinary shares in the Company at a specified future date at a pre-determined price ("ESOS"); and

(ii) an employees' share grant plan which entitles Eligible Persons to receive new and/or existing shares at no consideration and/or the equivalent cash value of such shares or a combination thereof ("ESGP")

collectively, of up to fifteen percent (15%) of the total number of issued shares (excluding treasury shares, if any) at any point in time throughout the duration of the ESS.

The ESS is administered by ESS Committee. The ESS Committee will have absolute discretion in administering the ESS including prescribing financial and/or performance criteria and/or such other conditions as it may deem fit. Offers will be granted to the employee(s) and executive directors (excluding alternate and substitute directors) of the Group who meet(s) the criteria of eligibility for participation ("Eligible Persons") under the ESS.

The ESGP entails a share grant which entitles Eligible Persons to receive fully paid ordinary shares on a vesting date, their equivalent cash value or combinations thereof, without any cash consideration payable by the Eligible Persons ("ESGP Award(s)"), in accordance with the By-Laws. As such, no proceeds would be raised by the Company pursuant to the ESGP. The ESGP Award is granted in the form of a restricted share plan and/or a performance share plan.

On 18 December 2025, the Company issued 476,729 new ordinary shares to Eligible Persons pursuant to the ESGP under the ESS at nil consideration. The share price at grant date was RM1.30 per share.

On 27 March 2026, the Company issued 1,512,300 new ordinary shares to Eligible Persons pursuant to the ESGP under the ESS at nil consideration. The share price at grant date was RM1.30 per share.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

26. SHARE CAPITAL (CONT'D)

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 buildings, net of deferred tax.

28. PERPETUAL SECURITIES

	Group and Company	
	2026 RM	2025 RM
Instrument		
RM500 million Perpetual Sukuk Wakalah	5,000,000	5,000,000

2025

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.

28. PERPETUAL SECURITIES (CONT'D)

2025 (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	Group 2026 RM	Restated 2025 RM
Non-current liability			
Landowner's entitlement	(i)	103,080,157	166,333,135
Current liabilities			
Landowner's entitlement	(i)	88,337,954	37,649,119
Director's related company		3,944,868	8,460,989
Third parties		60,989,727	31,245,725
Retention sum on contracts	(ii)		
- third parties		23,338,352	12,542,212
- Director's related company		16,200	–
Accrued contractor works	(iii)	10,900,155	14,649,040
		187,527,256	104,547,085

The normal trade credit terms granted to the Group range from 30 to 90 days (2025: 30 to 90 days). Other credit terms are assessed and approved on a case-by-case basis.

Notes to the Financial Statements
– 30 June 2026
(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% (2025: 5.01% to 6.01%) per annum.

	Group	
	2026 RM	2025 RM
Future minimum payments:		
- Repayable within 1 year	89,856,544	38,692,675
- Repayable later than 1 year but not later than 5 years	111,719,055	185,976,144
	201,575,599	224,668,819
Less: Future accretion interest	(10,157,488)	(20,686,565)
	191,418,111	203,982,254
Present value of deferred payable:		
- Repayable within 1 year	88,337,954	37,649,119
- Repayable later than 1 year but not later than 5 years	103,080,157	166,333,135
	191,418,111	203,982,254

In the previous financial year, the Group recognised a loss on remeasurement of deferred trade payables of RM434,870 in the statements of comprehensive income.

(ii) Retention sums are payable in accordance with the terms of the respective contracts upon the issuance of Certificate of Practical Completion and the expiry of the defect liability period and/or issuance of the Certificate of Making Good Defects, as applicable. The retention periods range from 12 to 24 months (2025: 12 to 24 months).

(iii) These amounts represent accrued construction costs for construction and development works which pending billings from its contractors and suppliers.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

30. OTHER PAYABLES

	Note	Group Restated 2026 RM	Group Restated 2025 RM	Company 2026 RM	Company 2025 RM
Non-current liabilities					
Other payables	(i)	5,211,591	6,754,343	–	–
Rental deposits	(iv)	41,056,000	39,547,028	–	–
Retention sum on contracts	(ii)	23,412,391	10,622,475	–	–
		69,679,982	56,923,846	–	–
Current liabilities					
Other payables	(i)	44,836,678	177,007,034	279,235	1,216,180
Retention sum on contracts	(ii)	105,000	–	–	–
Accruals	(iii)	65,343,797	8,603,064	413,250	82,500
Rental deposits	(iv)	1,404,017	462,459	–	–
Other deposits	(v)	9,357,863	68,000,000	–	–
		121,047,355	254,072,557	692,485	1,298,680

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

30. OTHER PAYABLES (CONT'D)

(i) Included in the other payables of the Group are as follows:

- an advance of RM Nil (2025: RM2,610,318) 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 RM6,211,591 (2025: RM7,742,694) 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% (2025: 6.01%) per annum.

	Group	
	2026 RM	2025 RM
Future minimum payments:		
- Repayable within 1 year	1,000,000	1,000,000
- Repayable later than 1 year but not later than 5 years	6,051,311	8,000,000
	7,051,311	9,000,000
Less: Future accretion interest	(839,720)	(1,257,306)
	6,211,591	7,742,694
Present value of deferred payable:		
- Repayable within 1 year	1,000,000	988,351
- Repayable later than 1 year but not later than 5 years	5,211,591	6,754,343
	6,211,591	7,742,694

In the previous financial year, the Group recognised a gain on remeasurement of deferred other payables of RM138,688 in the statements of comprehensive income.

- an amount of RM Nil (2025: RM125,300,196) 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.

- an amount of RM33,608,447 (Restated 2025: RM41,810,975) relating to outstanding amounts for construction and development works incurred in relation to the Group's investment property, which are subject to credit term of 30 days.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

30. OTHER PAYABLES (CONT'D)

(ii) Retention sums are payable in accordance with the terms of the respective contracts upon the issuance of Certificate of Practical Completion and the expiry of the defect liability period and/or issuance of the Certificate of Making Good Defects, as applicable. The retention periods range from 12 to 18 months (Restated 2025: 18 months).

(iii) Included in accruals of the Group are as follows:

- an amount of RM3,143,899 (2025: RM1,770,734) relating to accrued interest on term loans.

- an amount of RM1,025,522 (2025: RM Nil) represent accrued incentives payable to a Director of a subsidiary.

- an amount of RM59,918,448 (Restated 2025: RM6,101,699) represents accrued construction costs for construction and development works for Group's investment property, which pending billings from its contractors and suppliers.

Included in accruals of the Company is an amount of RM274,572 (2025: RM Nil) relating to accrued interest on term loans.

(iv) Rental deposits represent security and utilities deposits received/receivable from lessee, sublessee and tenants of the units on the investment properties which are refundable upon termination of the lease arrangements.

Included in the rental deposits (non-current) of the Group are the deposit received/ receivable from a Director's related company amounting to RM150,000 (2025: RM150,000).

(v) Included in the other deposits of the Group are as follows:

- an amount of RM Nil (2025: RM50,000,000) represents performance guarantee deposited from a supplier as a guarantee against the failure to meet the obligations of the contract.

- an amount of RM Nil (2025: RM18,000,000) 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.

- an amount of RM9,357,683 (2025: RM Nil), equivalent to USD2,295,000, being an advance payment received from a customer. However, the project was subsequently cancelled by mutual agreement during the financial year. Accordingly, the advance payment is refundable to the customer.

Notes to the Financial Statements – 30 June 2026 (Cont'd)

31. BORROWINGS (SECURED)

	Note	Group 2026 RM	Group 2025 RM	Company 2026 RM	Company 2025 RM
Non-current:					
Term loans	(a)	659,899,227	372,650,139	34,075,937	48,241,945
Current:					
Bank overdrafts		7,846,618	16,063,844	–	–
Domestic recourse factoring and invoice financing		118,596,928	95,583,381	–	–
Revolving credit		7,000,000	7,875,000	–	–
Short-term loan		–	40,000,000	–	–
Term loans	(a)	44,052,571	19,120,227	14,182,444	13,161,821
		177,496,117	178,642,452	14,182,444	13,161,821
Total borrowings:					
Bank overdrafts		7,846,618	16,063,844	–	–
Domestic recourse factoring and invoice financing		118,596,928	95,583,381	–	–
Revolving credit		7,000,000	7,875,000	–	–
Short-term loan		–	40,000,000	–	–
Term loans	(a)	703,951,798	391,770,366	48,258,381	61,403,766
		837,395,344	551,292,591	48,258,381	61,403,766

The effective interest rates per annum of the borrowings are as follows:

	Group 2026 %	Group 2025 %	Company 2026 %	Company 2025 %
Bank overdrafts	7.70 - 8.20	7.70 - 8.07	–	7.95
Bankers' acceptance	–	4.10 - 5.20	–	–
Domestic recourse factoring and invoice financing	5.58 - 8.70	5.40 - 8.20	–	–
Revolving credit	5.44 - 5.45	5.40 - 5.67	–	–
Term loans	3.90 - 11.00	4.15 - 11.00	5.45 - 7.70	5.70 - 7.70

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

31. BORROWINGS (SECURED) (CONT'D)

(a) Term loans

	Group	
	2026 RM	2025 RM
Repayable:		
Within one year (current)	44,052,571	19,120,227
Between 1 to 2 years	48,218,783	22,924,960
Between 2 to 5 years	76,661,689	71,374,741
More than 5 years	535,018,755	278,350,438
After one year (non-current)	659,899,227	372,650,139
	703,951,798	391,770,366

	Company	
	2026 RM	2025 RM
Repayable:		
Within one year (current)	14,182,444	13,161,821
Between 1 to 2 years	15,250,586	14,163,525
Between 2 to 5 years	18,825,351	34,078,420
After one year (non-current)	34,075,937	48,241,945
	48,258,381	61,403,766

During the financial year, the Bank extended the loan tenure and rescheduled the repayment term of the outstanding facilities of a subsidiary amounting to RM31,000,000.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

31. BORROWINGS (SECURED) (CONT'D)

The banking facilities of the Group and of the Company are secured by the following:

Bank overdrafts

The Group's and the Company's bank overdrafts are secured by the following:

(i) Legal charge over investment properties as disclosed in Note 12;

(ii) Fixed deposits pledged as disclosed in Note 23;

(iii) Debt Service Reserve Account as disclosed in Note 24;

(iv) Legal charge over the ordinary shares of a subsidiary owned by the Company as disclosed in Note 14;

(v) Assignment of contract proceeds;

(vi) Guarantee from the Company; and

(vii) Joint and several guarantees by Directors of the Company and its subsidiary.

Term loans and short-term loan

The Group's and the Company's term loans and short-term loan are secured by:

(i) Legal charges over office premises and lands and buildings as disclosed in Notes 11 and 12;

(ii) 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;

(iii) Legal assignment over the Sale and Purchase Agreement of its inventories as disclosed in Note 13;

(iv) Fixed deposits pledged as disclosed in Note 23;

(v) Legal charge over the ordinary shares of a subsidiary owned by the Company as disclosed in Note 14;

(vi) Debenture of RM6,750,000 on fixed and floating assets of a subsidiary;

(vii) Debt Service Reserve Accounts and Finance Service Reserve Account as disclosed in Note 24;

(viii) Guarantee by the Company;

(ix) Joint and several guarantees by Directors of the Company and its subsidiary;

(x) Corporate guarantee from a Directors' related company; and

(xi) Legal charge over 85,000,000 ordinary shares of the Company with market value of not less than RM85,000,000.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

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) Fixed deposits pledged as disclosed in Note 23;

(ii) Legal charges over freehold land and buildings as disclosed in Note 12;

(iii) Assignment of contract proceeds; and

(iv) Joint and several guarantees by Directors of the Company and its subsidiary.

Revolving credit

The Group's revolving credit are secured by:

(i) Fixed 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.

32. LEASE LIABILITIES

	Group	
	2026 RM	2025 RM
Minimum lease payments:		
Repayable within one year	37,600,766	36,111,265
Repayable between one and two years	27,448,234	24,030,944
Repayable between two and five years	46,617,862	19,288,553
Repayable more than five years	59,687,404	654,934
	171,354,266	80,085,696
Less: Future finance charges	(44,534,617)	(6,570,238)
Present value of minimum lease payments	126,819,649	73,515,458
Present value of lease payables		
Repayable within one year	34,010,430	32,632,383
Repayable between one and two years	24,568,436	21,876,970
Repayable between two and five years	35,434,956	18,414,902
Repayable more than five years	32,805,827	591,203
	126,819,649	73,515,458

Notes to the Financial Statements – 30 June 2026 (Cont'd)

32. LEASE LIABILITIES (CONT'D)

	Group	
	2026 RM	2025 RM
Representing:		
Current:		
Hire purchase payables	18,437,049	28,364,045
Leased motor vehicles and properties	15,573,381	4,268,338
	34,010,430	32,632,383
Non-Current:		
Hire purchase payables	19,701,610	35,021,744
Leased motor vehicles and properties	73,107,609	5,861,331
	92,809,219	40,883,075
Total lease liabilities:		
Hire purchase payables	38,138,659	63,385,789
Leased motor vehicles and properties	88,680,990	10,129,669
	126,819,649	73,515,458

The effective interest rates of the lease liabilities ranging from 4.30% to 8.36% (2025: 3.72% to 8.73%) per annum.

33. AMOUNTS DUE TO DIRECTORS

These amounts are non-trade in nature, unsecured, interest free advances which are repayable on demand.

34. DIVIDENDS

	Dividend per ordinary share RM	Amount of dividend RM	Date of payment
2026			
Interim single tier dividend for the financial year ended 30 June 2026	0.80	3,504,313	9 February 2026

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

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 relationships 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, 30 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	
	2026 RM	2025 RM	2026 RM	2025 RM
Transactions with subsidiaries:				
- Advances from	–	–	209,074,981	125,015,058
- Dividend income	–	–	(24,000,000)	–
- Advances to	–	–	(338,635,900)	(222,751,018)
- Capital contribution	–	–	203,412,752	101,687,248
- Repayment of capital contribution	–	–	(22,000,000)	–
- Return of capital contribution	–	–	(24,399,000)	–
- ESGP expenses charged to subsidiaries	–	–	(2,585,738)	–
- Lease of premise	–	–	60,000	60,000
- Novation of debt	–	–	7,884,053	(7,212,236)
- Repayment from	–	–	228,703,668	133,683,510
- Repayment of ESGP expenses	–	–	2,585,738	–
- Repayment to (trade)	–	–	(120,000)	–
- Repayment to (non-trade)	–	–	(159,752,335)	(25,887,010)

Notes to the Financial Statements – 30 June 2026 (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	
	2026 RM	2025 RM	2026 RM	2025 RM
Transactions with Directors' related companies:				
Operating activities				
- Assignment of debt	3,000,000	–	–	–
- Construction contract progress billing	145,800	(2,884,127)	–	–
- Construction contract progress billing - retention sum	16,200	(150,000)	–	–
- Progress billing - release retention	–	34,127	–	–
- Maintanence cost	450,000	600,000	–	–
- Purchase of machineries	1,675,000	–	–	–
- Purchase of material	–	13,317	–	–
- Lease of machinery	13,619,213	24,480,764	–	–
- Rental income	(600,000)	(100,000)	–	–
- Refundable deposit	–	(150,000)	–	–
Transactions with Directors				
- Advances from	1,140,000	9,494,946	22,000	–
- Repayment to	(117,100)	(19,095,820)	–	(6,500,000)
- Lease of premise	39,600	42,900	–	–

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	
	2026 RM	2025 RM	2026 RM	2025 RM
Directors				
Fees	420,000	450,443	144,000	152,800
Salaries and other emoluments	6,649,302	5,525,951	5,400	4,500
Contributions to defined contribution plan	610,480	621,016	–	–
Social security contribution	16,408	19,956	–	–
ESGP expenses	1,533,450	–	–	–
	9,229,640	6,617,366	149,400	157,300
Estimated monetary value of benefits-in-kind ("BIK")	90,648	113,677	–	–
Total including estimated monetary value of BIK	9,320,288	6,731,043	149,400	157,300
Key management personnel:				
Salaries and other emoluments	909,120	821,600	–	–
Contributions to defined contribution plan	109,132	103,657	–	–
Social security contribution	3,482	4,061	–	–
ESGP expenses	271,670	–	–	–
	1,021,734	929,318	–	–
Estimated monetary value of benefits-in-kind ("BIK")	22,000	28,125	–	–
Total including estimated monetary value of BIK	1,043,734	957,443	-	-
Total remuneration	10,364,022	7,688,486	149,400	157,300

Notes to the Financial Statements – 30 June 2026 (Cont'd)

36. CAPITAL COMMITMENT

The future capital commitment payable at the reporting date but not recognised as payable is as follows:

	Group	
	2026 RM	2025 RM
Approved and contracted for:		
Acquisition of industrial machinery	6,845,853	6,845,853
Acquisition of semi-detached factories	2,199,778	2,199,776
Acquisition of ten individual land plots	–	7,848,642
Ongoing development of an industrial warehouse	64,018,962	178,805,029
Acquisition and installation of systems	36,931,000	–
Renovation works	232,173	–
	110,227,766	195,699,300

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)	Others – Continuing operations	-	Investment and dormant company
(v)	Trading – Discontinued operation	-	Trading and supply of hardware and all related products

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

37. SEGMENTAL INFORMATION (CONT'D)

(a) Reporting format

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.

Segment assets and segment liabilities

Segment assets are measured based on all assets of the segment, excluding deferred tax assets and tax assets.

Segment liabilities are measured based on all liabilities of the segment, excluding deferred tax liabilities and tax liabilities.

The total of segment assets and segment liabilities are measured based on all assets of a segment. as included in the internal management reports that are reviewed by the Chief Operating Decision Maker ("CODM"), which in this case is the Group Managing Director.

(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 and warehouse and logistics activities and operate from Malaysia only.

(d) Major customer information

The Group has 3 customers (Restated 2025: 3 customers) which contributed approximately RM216.90 million (Restated 2025: RM172.05 million) or 66% (Restated 2025: 55%) of the Group's revenue during the financial year.

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below:

	← Continuing operations →						
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2026							
Revenue							
Sales to external customers	1,351,686	324,790,354	1,317,822	2,731,341	330,191,203	–	330,191,203
Inter-segment sales	10,200,448	48,715,361	7,860,072	25,200,000	91,975,881	(91,975,881)	–
Total revenue	11,552,134	373,505,715	9,177,894	27,931,341	422,167,084		330,191,203
Segment (loss)/profit before tax	(15,577,949)	6,917,272	104,408,363	12,494,504	108,242,190	(30,223,006)	78,019,184
Included in the measure of segment (loss)/profit are:							
Accretion of transaction costs	–	–	613,174	26,845	640,019	–	640,019
Cost of sales (exclude depreciation)	11,664,616	311,916,891	7,456,921	2,587,237	333,625,665	(64,108,328)	269,517,337
Depreciation of property, plant and equipment							
- Cost of sales	–	12,813,329	72,439	–	12,885,768	–	12,885,768
- Administrative expenses	923,083	8,754,313	318,947	64,076	10,060,419	(247,760)	9,812,659
Fair value adjustment on investment properties	–	–	(60,988,349)	6,280,000	(54,708,349)	–	(54,708,349)
Fair value adjustment on other investments	–	(32,625)	(29,733)	(78,381)	(140,739)	–	(140,739)
Gain on disposal of property, plant and equipment	–	(429,658)	–	–	(429,658)	–	(429,658)
Gain on sale and leaseback	–	–	(22,135,514)	–	(22,135,514)	–	(22,135,514)
Gain on sub-leases	–	–	(33,819,603)	–	(33,819,603)	–	(33,819,603)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations						
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2026							
Segment (loss)/profit before tax (Cont'd)							
Included in the measure of segment (loss)/profit are: (Cont'd)							
Gain on termination of lease contracts:							
- derecognition of right-of-use asset	–	82,130	–	–	82,130	–	82,130
- derecognition of lease liability	–	(90,672)	–	–	(90,672)	–	(90,672)
Impairment loss on trade receivables	–	825,558	536,454	–	1,362,012	–	1,362,012
Impairment loss on contract assets	–	1,316,082	–	–	1,316,082	–	1,316,082
Interest income	(20,972)	(666,309)	(867,443)	(27,340)	(1,582,064)	–	(1,582,064)
Interest expenses	8,957,931	10,886,818	5,564,352	5,496,067	30,905,168	3,191,013	34,096,181
Lease interest income	–	–	(432,131)	–	(432,131)		(432,131)
Property, plant and equipment written off	1	6,354	–	808	7,163	–	7,163
Realised (gain)/loss on foreign exchange	–	–	(60,830)	2,948	(57,882)	–	(57,882)
Reversal of impairment losses on contract assets	–	(858,912)	–	–	(858,912)	–	(858,912)
Tax expenses	(7,635,431)	2,270,505	2,170,848	(298,623)	(3,492,701)	1,719,706	(1,772,995)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	← Continuing operations →						
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2026							
Segment assets	406,639,100	529,748,568	1,030,493,414	733,543,069	2,700,424,151	(818,297,862)	1,882,126,289
Included in the measure of segment assets are:							
Additions to non-current assets other than financial instruments and deferred tax assets	31,303,997	11,766,529	413,190,581	19,158,054	475,419,161	(110,833,583)	364,585,578
Segment liabilities	431,955,193	263,920,602	813,243,205	274,386,792	1,783,505,792	(330,523,714)	1,452,982,078

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Continuing operations				Discontinued operation			
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM	Total reportable segments RM	Adjustments and Elimination RM	Group 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
Included in the measure of segment (loss)/ profit are:								
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

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	← Continuing operations →				Discontinued operation			
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2025								
Segment (loss)/ profit before tax (Cont'd)								
Included in the measure of segment (loss)/ profit are: (Cont'd)								
Depreciation of property, plant and equipment								
- Cost of sales	-	18,476,798	-	-	-	18,476,798	-	18,476,798
- 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)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	← Continuing operations →				Discontinued operation			
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2025								
Segment (loss)/ profit before tax (Cont'd)								
Included in the measure of segment (loss)/ profit are: (Cont'd)								
Forfeiture of deposit	–	–	–	(12,000)	–	(12,000)	–	(12,000)
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)

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	← Continuing operations →				Discontinued operation			
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2025								
Segment (loss)/ profit before tax (Cont'd)								
Included in the measure of segment (loss)/ profit are: (Cont'd)								
Gain on termination of lease contracts:								
- derecognition of right-of-use assets	–	–	–	–	293,034	293,034	–	293,034
- derecognition of lease liabilities	–	–	–	–	(305,139)	(305,139)	–	(305,139)
Impairment loss on trade receivables	–	–	–	–	738,507	738,507	–	738,507
Impairment loss on contract assets	–	858,912	–	–	–	858,912	–	858,912
Interest income	(58,947)	(802,172)	(614,120)	(32,267)	(68,525)	(1,576,031)	–	(1,576,031)
Interest expenses	6,462,603	14,307,717	979,796	6,010,647	207,956	27,968,719	(86,902)	27,881,817

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	← Continuing operations →				Discontinued operation			
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2025								
Segment (loss)/ profit before tax (Cont'd)								
Included in the measure of segment (loss)/ profit are: (Cont'd)								
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

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	← Continuing operations →				Discontinued operation			
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
2025								
Segment (loss)/ profit before tax (Cont'd)								
Included in the measure of segment (loss)/ profit are: (Cont'd)								
Realised gain on foreign exchange	–	–	–	–	(2,016)	(2,016)	–	(2,016)
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

37. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	← Continuing operations →				Discontinued operation			
	Property development RM	Construction RM	Warehouse and logistics RM	Others RM	Trading RM	Total reportable segments RM	Adjustments and Elimination RM	Group RM
Restated 2025								
Segment assets	287,278,263	518,211,734	702,835,997	734,836,743	66,660,382	2,309,823,119	(801,947,612)	1,507,875,507
Included in the measure of segment assets are:								
Additions to non-current assets other than financial instruments and deferred tax assets	149,202,994	10,391,998	348,324,519	48,453,074	83,997	556,456,582	(102,996,833)	453,459,749
Segment liabilities	300,209,995	354,508,930	622,699,239	341,836,770	23,687,029	1,642,941,963	(435,736,734)	1,207,205,229

Notes to the Financial Statements – 30 June 2026 (Cont'd)

37. SEGMENTAL INFORMATION (CONT'D)

(i) Reconciliations of Group's reportable segment profit or loss is presented as below:

	Group	
	2026 RM	2025 RM
Segment profit	108,242,190	81,426,779
Inter-segment profit	(27,267,553)	(21,629,361)
Depreciation of property, plant and equipment	247,760	279,010
Fair value adjustment on investment properties	–	(1,531,259)
Interest expenses	(3,203,213)	86,902
Group adjustment on loss on disposal of discontinued operation	–	2,833,648
Profit before tax	78,019,184	61,465,719

(ii) Reconciliation of assets

	Group	
	2026 RM	2025 RM
Segment assets	1,882,126,289	1,507,875,507
Deferred tax assets	11,041,930	2,671,862
Tax recoverable	2,839,792	752,229
Total assets	1,896,008,011	1,511,299,598

The following items are deducted from segment assets to arrive at total assets reported in the consolidated statement of financial position

	Group	
	2026 RM	2025 RM
Investments in subsidiaries	(518,835,774)	(336,061,228)
Goodwill on consolidation	42,394,987	42,394,987
Inter-segment balances	(195,253,800)	(357,589,271)
Property, plant and equipment	13,390,013	13,235,216
Investment properties	(139,596,311)	(66,960,840)
Finance lease receivables	(4,566,051)	–
Inventories	16,346,741	(9,375,953)
Contract assets	(29,252,432)	(13,153)
Other receivables	(2,925,235)	(1,561,592)
Non-current assets held for sale	–	(19,355,396)
Disposal of discontinued operation	–	(66,660,382)
	(818,297,862)	(801,947,612)

37. SEGMENTAL INFORMATION (CONT'D)

(iii) Reconciliation of liabilities

	Group	
	2026 RM	2025 RM
Segment liabilities	1,452,982,078	1,207,205,229
Deferred tax liabilities	15,834,904	14,860,891
Tax payable	861,219	–
Total liabilities	1,469,678,201	1,222,066,120

The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	Group	
	2026 RM	2025 RM
Inter-segment balances	(195,253,800)	(357,589,271)
Lease liabilities	(4,032,909)	(847,408)
Contract liabilities	(128,025,856)	(53,124,527)
Trade payables	(2,859,150)	–
Other payables	(351,999)	(488,499)
Disposal of discontinued operation	–	(23,687,029)
	(330,523,714)	(435,736,734)

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.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(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 the prior year.

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 the previous financial 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 (2025: RM6,024,140) in respect of RM3,494,000 (2025: RM3,423,177) trade receivables.

In addition, the Group's credit risk exposure in respect of trade receivables under leasing arrangements amounted to RM8,392,686 (Restated 2025: RM507,822). These receivables are collateralised by security deposits received from lessees or tenants amounting to RM4,423,645 (Restated 2025: RM1,138,864), 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.

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 2026, total amount due from the top ten trade debtors represents approximately 90% (Restated 2025: 92%) 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.

Notes to the Financial Statements
– 30 June 2026
(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)

Recognition and measurement of impairment loss (Cont'd)

Trade receivables from warehouse and logistics segment ("non-collateralised receivables")

The expected credit loss and default rates are based on the historical payment profiles of lessees or tenants, the corresponding historical credit loss and default experienced. The historical credit loss and default rates are adjusted to reflect current and forward-looking factors affecting the ability of the lessees or tenants to settle the receivables. The Group has identified the credit profile, sales performance, cash flow sustainability and business outlook of lessees or tenants to be the most relevant forward-looking factors, especially during the prevailing economic uncertainties and challenging operating environment, and adjusted the historical credit loss and default rates based on expected changes in these factors.

Furthermore, the lessees or tenants have placed security deposits in the form of cash which act as collateral if receivables due from the lessees or tenants are not settled or in case of breaches of tenancy or lease agreements. As such, no additional credit risk beyond amounts allowed for expected credit losses is inherent in the Group's trade receivables.

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-going 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)

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
2026			
Trade receivables			
Not past due	13,420,038	–	13,420,038
Past due but not impaired:			
Less than 30 days	2,902,852	–	2,902,852
31 to 60 days	916,848	–	916,848
61 to 90 days	1,570,905	–	1,570,905
91 to 120 days	1,915,444	–	1,915,444
More than 120 days	3,874,616	–	3,874,616
	11,180,665	–	11,180,665
Credit impaired	3,687,322	(1,786,640)	1,900,682
Trade receivables, net	28,288,025	(1,786,640)	26,501,385
Retention sum held by contract customers	56,278,861	(454,192)	55,824,669
Contract assets	230,899,773	(1,316,082)	229,583,691
	315,466,659	(3,556,914)	311,909,745

Notes to the Financial Statements
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(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
2025			
Trade receivables			
Not past due	40,457,852	–	40,457,852
Past due but not impaired:			
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

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 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 warehouse and logistics 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.

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 warehouse and logistics segment

These trade receivables are either secured by collaterals or 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.

Subsequent to the financial year end, three (3) debtors of the Group with total trade receivables including retention sums amounting to RM12,784,741 and contract assets amounting to RM32,506,784 have been proposed to be settled through offsetting against the consideration for the proposed acquisition of a parcel of land from a customer. The proposed arrangement has been acknowledged by the customer and remains subject to finalisation and the necessary approvals. Taking into consideration the proposed arrangement, no impairment loss is recognised in respect of the above outstanding amounts as at 30 June 2026.

In the previous financial year, a debtor of the Group with total debt outstanding amounted to RM15,308,014 has been renegotiated with the Group by way of 4 months repayment plan within the next financial year end. During the financial year end, the outstanding amount has been fully collected.

Notes to the Financial Statements
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(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 180 days, depending on the risk profiles of the respective debtors. These receivables are not secured by any collateral or credit enhancements.

As at 30 June 2026, the Group assessed two (2) debtors individually and has recognised a loss allowance amounting to RM990,646 in trade receivables and RM1,316,082 in contract assets against their total outstanding balances of RM15,269,614 and RM22,345,174 in trade receivables and contract assets respectively. The loss allowances represent the difference between the gross outstanding balances and the present value of estimated future cash flows based on renegotiated settlement terms agreed between the Group and the debtors for repayment through scheduled instalment plans, the terms of which were finalised and made known subsequent to the financial year end.

In the previous financial year, the Group recognised impairment loss of RM858,912 in contract assets 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.

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
– 30 June 2026
(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 RM808,512,390 (Restated 2025: RM597,177,384) 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.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

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.

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	
	2026 RM	2025 RM	2026 RM	2025 RM
Floating rate instruments:				
Financial liabilities:				
Bank overdrafts	(7,846,618)	(16,063,844)	–	–
Domestic recourse factoring and invoice financing	(118,596,928)	(95,583,381)	–	–
Revolving credit	(7,000,000)	(7,875,000)	–	–
Short-term loan	–	(40,000,000)	–	–
Term loans	(703,951,798)	(391,770,366)	(48,258,381)	(61,403,766)
	(837,395,344)	(551,292,591)	(48,258,381)	(61,403,766)

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	
	2026 RM	2025 RM	2026 RM	2025 RM
Effects on profit after tax/equity				
Increase of 100 basis points	(6,364,205)	(4,189,824)	(366,764)	(466,669)
Decrease of 100 basis points	6,364,205	4,189,824	366,764	466,669

Notes to the Financial Statements
– 30 June 2026
(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.

The Group is exposed to foreign currency risk on sales and purchases that are denominated in a currency other than functional currency of the Group. The foreign currency in which these transactions are denominated is primarily 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:

	Group	
	2026 RM	2025 RM
Denominated in USD		
Trade payables	292,816	–
Other payables	9,357,863	–
	9,650,679	–

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 for trade and capital expenditure made available to the Group and the Company as at 30 June 2026 amounting to RM487,269,185 and RM2,000,000 (Restated 2025: RM544,079,835 and RM2,000,000) 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.

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:

			Contractual Cash Flows			
	Carrying amount RM	Contractual cash flows RM	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						
2026						
Trade payables	290,607,413	300,764,901	168,391,730	114,748,540	17,624,631	–
Other payables	190,727,337	191,567,057	121,047,355	28,562,391	1,051,311	40,906,000
Amounts due to Directors	1,583,057	1,583,057	1,583,057	–	–	–
Borrowings:						
- Bank overdrafts	7,846,618	7,846,618	7,846,618	–	–	–
- Domestic recourse factoring and invoice financing	118,596,928	119,947,461	119,947,461	–	–	–
- Revolving credit	7,000,000	7,000,000	7,000,000	-	-	-
- Term loans	703,951,798	1,023,224,576	80,990,398	81,804,021	163,995,748	696,434,409
Lease liabilities	126,819,649	171,354,266	37,600,766	27,448,234	46,617,862	59,687,404
	1,447,132,800	1,823,287,936	544,407,385	252,563,186	229,289,552	797,027,813

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)

			Contractual Cash Flows			
	Carrying amount RM	Contractual cash flows RM	On demand or within 1 year RM	Between 1 to 2 years RM	Between 2 to 5 years RM	More than 5 years RM
Restated						
Group						
2025						
Trade payables	270,880,220	291,566,785	82,425,954	97,421,776	111,719,055	–
Other payables	310,996,403	168,953,513	110,784,010	1,002,164	18,954,475	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	434,909,602	166,868,613	272,545,736	407,253,492

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)

			Contractual Cash Flows			
	Carrying amount RM	Contractual cash flows RM	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						
2026						
Other payables	692,485	692,485	692,485	–	–	–
Amounts due to Directors	22,000	22,000	22,000	–	–	–
Amounts due to subsidiaries	165,714,085	165,714,085	165,714,085	–	–	–
Borrowings:						
- Term loans	48,258,381	54,007,983	17,220,917	17,194,850	19,592,216	–
Financial guarantee *	808,512,390	808,512,390	808,512,390	–	–	–
	1,023,199,341	1,028,948,943	992,161,877	17,194,850	19,592,216	–
Restated						
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 *	597,177,384	597,177,384	597,177,384	–	–	–
	832,554,322	842,738,253	788,452,290	17,287,584	36,998,379	–

* *This liquidity risk exposure is included for illustration purpose only as the related financial guarantees have not crystallised.*

Notes to the Financial Statements – 30 June 2026 (Cont'd)

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. As permitted by MFRS 7, the fair value for lease liabilities is not disclosed.

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 2026, the gearing ratio of the Group was at 1.99 times (2025: 1.94 times).

The Company is not subject to any externally imposed capital requirements.

Notes to the Financial Statements
– 30 June 2026
(Cont'd)

40. CAPITAL MANAGEMENT (CONT'D)

The debt-to-equity ratio as at the end of the reporting period was as follows:

	Group	
	2026 RM	**2025 RM**
Borrowings (Note 31)	837,395,344	551,292,591
Equity attributable to the Owners of the Company, representing total capital	421,640,187	284,119,546
Debt-to-equity ratio (times)	1.99	1.94

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 Financial Position		
Non-current liabilities		
Other payables	46,301,371	56,923,846
Current liabilities		
Trade payables	163,082,234	104,547,085
Other payables	206,159,883	254,072,557
Statements of Cash Flows		
Cash Flows from Financing Activities		
Placement of pledged deposits	(21,563,308)	(22,410,209)
Placements in banks restricted for use	–	(1,968,500)
Net decrease in cash and cash equivalents	(42,273,912)	(45,089,313)
Cash and cash equivalents at beginning of the financial year	51,889,387	47,127,387
Cash and cash equivalents at end of the financial year	9,615,475	2,038,074
Company		
Statements of Cash Flows		
Cash and cash equivalents at beginning of the financial year	2,334,617	(272,883)

Notes to the Financial Statements – 30 June 2026 (Cont'd)

42. EVENTS SUBSEQUENT TO THE END OF FINANCIAL YEAR

Proposed disposal of property

On 9 July 2026, the Group via its indirect wholly-owned subsidiary PTTA entered into a Sale and Purchase Agreement with WDG Resources Sdn. Bhd. for the disposal of a unit of double storey detached factory bearing the postal address of 18, Jalan Inai 2D/KU05, Bandar Bukit Raja, 41050, Selangor for a total cash consideration of RM17 million.

Incorporation of a subsidiary

On 10 July 2026, PROTT Sdn. Bhd., a wholly-owned subsidiary of the Company, had incorporated a new wholly-owned subsidiary in Singapore with the name of PTT Investment Holdings Pte. Ltd. comprising 10,000 ordinary shares for a cash consideration of Singapore Dollar 10,000 (equivalent to approximately RM40,690).

Acquisition of software

On 17 July 2026, the Group via its indirect 70%-owned subsidiary PTTR entered into a Software Acquisition Agreement and three (3) Supplemental Agreements (collectively referred to as the "Agreement") with vTradEx Information Technology (Shanghai) Co., Ltd. ("VTRADEX") to acquire all legal and beneficial ownership, including all intellectual property rights in and to the Software (as defined below) in the Territory (as defined below), for a total cash consideration of United States Dollar 7,106,400 (equivalent to approximately RM29,029,644).

The acquisition of software under the Agreement comprises: (i) Warehouse Management System; (ii) Warehouse Execution System; (iii) Transportation Management System; and (iv) Yard Management System (collectively, the "Software"), for deployment and use in eleven (11) countries, namely Brunei, Cambodia, East Timor (Timor-Leste), Indonesia, Laos, Malaysia, Myanmar (Burma), Philippines, Singapore, Thailand and Vietnam (collectively, the "Territory").

Incorporation of a joint venture company

On 23 July 2026, PROTT Sdn. Bhd. ("PROTT"), a wholly-owned subsidiary of the Company, had entered into a Joint Venture Agreement ("JVA") with CNANC Industrial Integration (Malaysia) Sdn. Bhd. In line with the JVA, both parties agreed to incorporate a joint venture company, PTT Robotics Services Sdn. Bhd. ("JV Company"), to carry out maintenance and related support services in respect of smart industrial warehouses and automated storage and retrieval system ("ASRS") equipment, including training of competent, qualified and suitably skilled personnel.

On 1 August 2026, the JV Company was incorporated with an issued and paid-up capital of RM100 comprising 100 shares, whereby PROTT holds a 51% equity interest.

42. EVENTS SUBSEQUENT TO THE END OF FINANCIAL YEAR (CONT'D)

Proposed development and sale of five (5) industrial warehouses

On 12 August 2026, the Group, via its wholly-owned subsidiary PTTD entered into five (5) separate Sale and Purchase Agreements ("SPAs") with Koperasi Kakitangan Bank Rakyat Berhad ("Sekatarakyat") for the development and construction of five (5) industrial warehouses on twenty (20) individual parcels of freehold land located in Mukim Jeram Batu, Daerah Pontian, Negeri Johor, for a total sale consideration of RM260 million, subject to the terms and conditions of the SPAs. Upon completion of the development, PTTD shall sell and Sekatarakyat shall purchase the respective warehouses at a sale consideration of RM52.0 million per warehouse unit.

Proposed acquisition of freehold land

On 11 September 2026, the Group via its direct wholly-owned subsidiary HUB 3 entered into a Sale and Purchase Agreement ("SPA") with Lee Mooi Khean for the acquisition of all that parcel of freehold land known as Geran 77766, Lot 1597, Mukim 12, Daerah Seberang Perai Selatan, Negeri Pulau Pinang, measuring 3.925 hectares for a total cash consideration of RM62,527,555.

Proposed acquisition of four (4) parcels of land together with the factory units

On 30 September 2026, the Group via its indirect wholly-owned subsidiary PTTA entered into four (4) separate Sale and Purchase Agreements ("SPAs") with Sime Darby Property (Bukit Raja) Sdn. Bhd. for the acquisition of four (4) parcels of land, each together with a unit of detached factory erected or to be erected thereon, for a total cash consideration of RM31,996,552, subject to the terms and conditions of the SPAs.

DISCLOSURE OF FINANCIAL DATA **FOR SHARIAH SCREENING**

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) Group Total Income and Total Assets

		Group	
Total Income	**Remarks**	**2026 (RM'000)**	**2025 (RM'000)**
Revenue		330,191	256,780
Finance income		2,014	1,509
Other income		113,528	71,873
Total		**445,733**	**330,162**
Total Assets		**1,896,008**	**1,511,300**

(B) Business Activities

		Group	
Shariah Non-Compliant Activities	**Remarks**	**2026 (RM'000)**	**2025 (RM'000)**
Interest income		1,344	1,119
Total		**1,344**	**1,119**

Disclosure of Financial Data for Shariah Screening
(Cont'd)

(C) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remarks	Group 2026 (RM'000)	Group 2025 (RM'000)
Cash at bank (exclude cash in hand)		6,633	4,718
Deposits with licensed bank		99	608
Short-term deposits		–	–
Cash in hand		167	157
Total		**6,899**	**5,483**
Conventional Account/Instruments			
Cash at bank (exclude cash in hand)		23,092	11,246
Deposits with licensed bank		73,313	57,244
Short-term deposits		–	–
Total		**96,405**	**68,490**

(ii) Debt Component

Islamic Financing	Remarks	Group 2026 (RM'000)	Group 2025 (RM'000)
Current			
Bank overdrafts		–	–
Invoice financing		9,956	9,942
Revolving credit and financing		–	–
Bank borrowings		3,258	3,338
Islamic Hire purchase payables		7,767	7,056
Non-Current			
Bank borrowings		162,224	40,776
Islamic Hire purchase payables		12,994	18,237
Total		**196,199**	**79,349**

Disclosure of Financial Data for Shariah Screening (Cont'd)

(C) Component of Financial Position (Cont'd)

(ii) Debt Component (Cont'd)

Conventional Borrowing	Remarks	Group 2026 (RM'000)	Group 2025 (RM'000)
Current			
Bank overdrafts		7,847	16,064
Invoice financing		108,641	85,642
Revolving credit and financing		7,000	7,875
Bank borrowings		40,795	55,783
Hire purchase payables		10,670	21,308
Non-Current			
Bank borrowings		497,676	331,874
Hire purchase payables		6,708	16,785
Total		**679,335**	**535,330**

GROUP'S MATERIAL **PROPERTIES**
As At 30 June 2026

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	26	593 sq. m	2,400	Vacant	Revalued on 31-12-2020 Updated valuation on 30-06-2026
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	26	601 sq. m	4,100	Vacant	Revalued on 31-12-2020 Updated valuation on 30-06-2026
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 2026.	Semi-detached factory	Freehold	-	2,633.4 sq. m	8,572	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 2026.	Semi-detached factory	Freehold	-	2,633.4 sq. m	8,549	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	Converted Vacant Land	Freehold	-	81,536 sq. m	54,910	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.							
16, Jalan Inai 2D/KU5 Bandar Bukit Raja Klang, Selangor Darul Ehsan H.S.(D). No. 165674, P.T. No. 84376 Mukim of Kapar, District of Klang Selangor Darul Ehsan	Double storey detached factory	Freehold	1.5	4,047 sq. m	15,200	Tenanted	Acquired on 15-04-2022 Updated valuation on 30-06-2026
Kulim Land Geran 202693 to Geran 202870, Lot 1777 to Lot 1954 (inclusive), Geran 202928 to Geran 202945, Lot 211 to Lot 2028 (inclusive), Geran 203002 to Geran 203176, Lot 2085 to Lot 2258 (inclusive), Geran 203205 to Geran 203851, Lot 2287 to Lot 2933 (inclusive), and Geran 203955 to Geran 203967, Lot 3037 to Lot 3049 (inclusive), town of Kulim, District of Kulim, Kedah Darul Aman	Converted Vacant Land	Freehold	–	436,709.94 sq. m	72,888	Vacant	Acquired on 07-05-2003 Revalued on 30-06-2026
PROTT SDN. BHD.							
Title No: GRN 40425 Lot 386 & GM 223, Lot 481 Locality of Sg. Bakap, Mukim 12 District Seberang Perai Selatan Pulau Pinang							Acquired on 10-10-2023 Revalued on 30-06-2026
- Title No: GRN 40425, Lot 386 (Phase 1)	Completed warehouse	Freehold	–	47,105.41 sq. m	578,993	Tenanted	
- Title No: GRN 40425, Lot 386 (Phase 2)	Warehouse in-progress	Freehold	–	16,470.70 sq. m	26,632	Vacant	
- Title No: GM 223, Lot 481	Vacant land	Freehold	–	7,527.15 sq. m	8,586	Vacant	
* The land acquisition price was RM70.56 million, and phase 1 Certificate of Completion and Compliance on 08-05-2026, phase 2 as capital work in progress as at 30 June 2026.							

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	-		3,450	Vacant	Acquired on 30-03-2016 Updated valuation on 30-06-2026
Geran Mukim 70, Lot 848 Mukim Hulu Berang Daerah Hulu Terengganu Bukit Pa'Rahmat Terengganu Darul Iman				3.6725 hectares			
Geran Mukim 71, Lot 849 Mukim Hulu Berang Daerah Hulu Terengganu Bukit Pa'Rahmat Terengganu Darul Iman				3.7332 hectares			
Geran Mukim 72, Lot 851 Mukim Hulu Berang Daerah Hulu Terengganu Bukit Pa'Rahmat Terengganu Darul Iman				3.885 hectares			
Block 1A, SpaceU8 Blok 1A-1(G-2), SpaceU8 No. 6, Persiaran Pasak Bumi Taman Bukit Jelutong, Seksyen U8 40150 Shah Alam Selangor Darul Ehsan	Shoplot	Freehold	15	5,494 sq. m	47,000	Tenanted	Acquired on 07-09-2020 Updated valuation on 30-06-2026
Blok 1A-1-3, SpaceU8 No. 6, Persiaran Pasak Bumi Taman Bukit Jelutong, Seksyen U8 40150 Shah Alam Selangor Darul Ehsan				2,058 sq. m			
Block 2A, SpaceU8	Shoplot	Freehold	15	4,444 sq. m	13,708	Part - tenanted	Acquired on 07-09-2020 Updated valuation on 30-06-2026
No. 6, Persiaran Pasak Bumi Taman Bukit Jelutong, Seksyen U8 40150 Shah Alam Selangor Darul Ehsan	Shoplot	Freehold	15	3,539 sq. m	14,292	Corporate Office	

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)							
Car Park SpaceU8 Basement and Sub-Basement SpaceU8, No. 6, Persiaran Pasak Bumi Taman Bukit Jelutong, Seksyen U8 40150 Shah Alam Selangor Darul Ehsan	Parking Bay	Freehold	15	30,335 sq. m	21,000	Common parking	Acquired on 07-09-2020 Updated valuation on 30-06-2026
Unit SC-CU-1C/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 * The property acquisition price was RM10.999 million, and as capital work in progress as at 30 June 2026.	Semi-detached factory	Freehold	–	2,633.4 sq. m	8,644	Vacant	Acquired on 17-07-2024
Unit SC-CU-1C/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 * The property acquisition price was RM10.999 million, and as capital work in progress as at 30 June 2026.	Semi-detached factory	Freehold	–	2,633.4 sq. m	8,645	Vacant	Acquired on 17-07-2024

ANALYSIS OF SHAREHOLDINGS AS AT 2 OCTOBER 2026

Class of Securities : Ordinary Shares
Total Number of Holders : 1,453
Voting Rights : One (1) vote per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares Held	%
1 – 99	289	19.89	15,559	0.00
100 – 1,000	228	15.69	74,232	0.02
1,001 – 10,000	583	40.12	2,330,724	0.49
10,001 – 100,000	183	12.59	6,060,414	1.27
100,001 – 23,868,369 (*)	168	11.56	310,606,380	65.07
23,868,370 and above (**)	2	0.14	158,280,098	33.16
TOTAL	**1,453**	**100.00**	**477,367,407**	**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 2026 are as follows:

Directors	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Dato' Ts. Hj. Abd Rahim bin Hj. Jaafar	–	–	194,632,098 (1)	40.77
Dato' Teo Swee Leng	9,049,240	1.90	194,632,098 (1)	40.77
Teo Swee Phin	64,990,624	13.61	194,632,098 (1)	40.77
Tang Choi Peng	1,724,300	0.36	–	–
Datin Ng Fong Shiang	92,499	0.02	–	–
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)

SHAREHOLDING OF CHIEF EXECUTIVE WHO IS NOT A DIRECTOR OF THE COMPANY

The shareholding of the Group Chief Executive Officer of PTT Synergy Group Berhad as at 2 October 2026 is as follows:

Name	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Then Ikh Choo	862,847	0.18	–	–

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 2026 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	40.77	–	–
Dato' Ts. Hj. Abd Rahim bin Hj. Jaafar	–	–	194,632,098 (1)	40.77
Dato' Teo Swee Leng	9,049,240	1.90	194,632,098 (1)	40.77
Teo Swee Phin	64,990,624	13.61	194,632,098 (1)	40.77

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	17.81
2.	AIM TETAP TEGUH GROUP SDN. BHD.	73,280,098	15.35
3.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR AIM TETAP TEGUH GROUP SDN. BHD.	21,952,000	4.60
4.	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	17,991,800	3.77

Analysis of Shareholdings
(Cont'd)

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS (CONT'D)

No.	Name of Shareholders	No. of Shares	%
5.	MBSB INVESTMENT NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	17,411,152	3.65
6.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	14,276,972	2.99
7.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD	11,121,000	2.33
8.	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR CITIBANK NEW YORK	9,900,000	2.07
9.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	9,225,000	1.93
10.	TEO SWEE LENG	9,049,240	1.90
11.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. MAYBANK TRUSTEES BERHAD FOR ARECA EQUITYTRUST FUND	8,208,000	1.72
12.	TEO LE YI	7,522,700	1.58
13.	DATO' PAUL LIM TAU ERN	7,135,800	1.49
14.	AMANAH RAYA BERHAD	7,000,000	1.47
15.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	6,900,000	1.45
16.	NG CHIN HOE	6,821,428	1.43
17.	TA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	6,500,000	1.36
18.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	5,477,500	1.15
19.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD	5,420,000	1.14
20.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. RHB TRUSTEES BERHAD FOR ARECA DYNAMIC GROWTH FUND 15	5,290,000	1.11
21.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SWEE PHIN	5,200,000	1.09
22.	NG HUEY KUN	4,923,200	1.03
23.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KHOR KEN YEON	4,506,000	0.94

Analysis of Shareholdings
(Cont'd)

THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS (CONT'D)

No.	Name of Shareholders	No. of Shares	%
24.	PHILLIP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR FRAZEL GROUP SDN. BHD.	4,300,000	0.90
25.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR CHIAU HAW CHOON	4,025,800	0.84
26.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. MAYBANK TRUSTEES BERHAD FOR ARECA DIVIDEND INCOME FUND	3,686,000	0.77
27.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM KIAN HIN	3,662,800	0.77
28.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR OOI CHEN SENG	3,092,800	0.65
29.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR DATO' PAUL LIM TAU ERN	3,000,000	0.63
30.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. MAYBANK TRUSTEES BERHAD FOR SAHAM AMANAH SABAH	2,691,900	0.56
	TOTAL	**374,571,190**	**78.47**

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-Fifth Annual General Meeting ("**AGM**") of the Company ("**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, 25 November 2026 at 10:00 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 26 November 2026 until the next AGM of the Company to be held in year 2027.		
2.	To re-elect Mr. Teo Swee Phin who is due to retire in accordance with Clause 88 of the Company's Constitution.		
3.	To re-elect Ms. Tang Choi Peng who is due to retire in accordance with Clause 88 of the Company's Constitution.		
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.		
5.	Authority to Issue Shares pursuant to the Companies Act 2016.		
6.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		
7.	Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature.		

* Strike out whichever is not applicable

As witness my/our hand(s) this _____ day of _____ , 2026

_____
* 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 2026 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



PTT SYNERGY GROUP

TOGETHER
WE MAKE IT
HAPPEN

PTT SYNERGY GROUP BERHAD

197101000134 (10493-P)

2A-1-1(B), Space U8,
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